Elaborating a strategy for Västkuststiftelsen to use alternative methods of funding and the implications on branding and understanding the visitors of nature reserve.

Louis Monville

Travail de fin d’études présenté en vue de l’obtention du grade de Bachelier en Marketing
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Introduction

The internship started with the following question: “How can Västkuststiftelsen work with businesses and the public, in a win-win situation, in order to generate income?” In order to make this question quantifiable it was modified to: “How can Västkuststiftelsen work with businesses and the public, in a win-win situation, in order to generate 10 million sek/year (880 000 €/year1), of income within the next three years?” The research question is relevant as, today the budgets are set annually and consists almost exclusively of state money. One can never know what the budget for the next year will be. The goal with this research question is not to replace all the funds that Västkuststiftelsen is currently receiving but rather create sustainable revenue that can absorb the peaks and troughs of future budgets. The funding may vary with the political direction in Sweden and in order to anticipate this, this research question is also looking at how to create some financial stability.

Västkuststiftelsen stands for The West Coast Foundation. The literal translation of stiftelse is “foundation”. Stiftelsen (the foundation) can be defined as an independent non-profit asset that is permanently managed to meet a specific purpose, it has no owners or members and is led by a board of directors. The stiftelse manages a financial wealth that one or more founders have set aside for a specific purpose.

In order to answer the research question, the reasoning for the project follows the diagram on figure 1. It starts off by taking a look at the market as a whole and then narrowing it down all the way to where a target is identified. Once a target is identified the goal will be to establish a positioning for Västkuststiftelsen in order to then work on the operational part.

The work starts by analyzing Västkuststiftelsen, how the organization works and how it is financed. Then there is a PESTEL overview of Sweden, with an extra point about ethics as this is something important to consider when it comes to fundraising.

Following that, the work looks at the fundraising market for non-profit organizations in Sweden. Looking at actors such as the Swedish Sea Rescue Society or WWF Sweden in order to understand how

Figure 1. Theoretical structure for the project.

they go about fundraising. What fundraising methods seem to work and which seem to be more complicated. Following that, fundraising methods were discussed internally. Some were selected as being appropriate for Västkuststiftelsen and others were not. This led to the next step in the project where research was conducted about these fundraising methods. Out of this came two important points, there needs to be a target audience and a Västkuststiftelsen unique selling point for this target. This then led to two different problems: Västkuststiftelsen does not know the people it is interacting with and the people do not know Västkuststiftelsen.

The work then looks at how answers can be found for those two problems.

The thought at the beginning of the internship was that it was going to be about finding fundraising methods that fit with Västkuststiftelsen and then putting them in place. However, the process was not as straight forward as initially imagined.
Chapter 1: Västkuststiftelsen

Table 1. Basic facts about Västkuststiftelsen, May 2020.

<table>
<thead>
<tr>
<th>Facebook</th>
<th>Instagram</th>
<th>Twitter</th>
<th>Youtube</th>
<th>Total Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.7k</td>
<td>Västkuststiftelsen: 949</td>
<td>/</td>
<td>/</td>
<td>55.6 M sek</td>
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<tr>
<td></td>
<td>Bohusleden: 571</td>
<td></td>
<td></td>
<td>(4.9 M €)</td>
</tr>
<tr>
<td></td>
<td>Gotaleden: 1291</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Kuststigen: 366</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Renkust: 290</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The following information in chapter 1 was taken from Västkuststiftelsen’s website and the annual report.

1.1 Goal/Vision

Västkuststiftelsen was created in 1962 by the region councils of Gothenburg and Bohus. It is an independent non-profit foundation. The purpose of Västkuststiftelsen is that, through the creation and management of a fund, the foundation aims to preserve valuable beach and roaming areas, islands and islets and the west Swedish nature, for current and future generations to enjoy outdoor life.

The foundation should be concerned about the whole of Halland and Västra Götaland regions as shown with a map of the areas that Västkuststiftelsen is responsible for. It should support and help strengthen the tourism industry, promote sustainable ecosystems and contribute to sustainable rural development in order to increase the interaction of urban people with the rural environment.

Figure 2. Map of the areas that Västkuststiftelsen is responsible for.

---

2 "Exchange rate."
The foundation has a board of directors that meets four times per year. The Board of directors is composed of seven members and three alternates from the Västra Götaland Region. Two members and one alternate from the regions of Halland and Gothenburg. There are also 2 members from the County administrative Board in Västra Götaland and Halland. The distribution of seats is governed by the political election results. The CEO is not a member of the board.

1.2 Activities

The main work of Västkuststiftelsen is the management and maintenance of nature reserves. The foundation owns about 4000 hectares of land and it is assigned to take care of another 50,000 hectares. This represents 280 nature reserves. The foundation has also been assigned responsibility for three long distance trails: Bohusleden, Gotaleden and Kuststigen and for beach cleaning on the west coast of Bohuslän. The work is divided below into three categories: Värna, Vårda and Visa. In English this stands for Protect, care and show.

Figure 3. Visual representation of the work done by Västkuststiftelsen.
1.3 Funding

The annual budget has been increasing over the past 4 years. It was 31 853 145 sek (2 803 077 €) in 2015, 43 093 240 sek (3 792 205 €) in 2016, 46 955 967 sek (4 132 125 €) in 2017 and 55 647 662 sek (4 896 990 €) in 2018.

There are 20 to 25 employees depending on the season. The other income section “övriga intäkter” is made of the profit from selling trees as well as the revenue generated from hunting permit (renting out land for hunting). With regards to the research question, there is a small amount of money coming from businesses and individuals. This is done through the beach cleaning section of the foundation. There is a partnership with “Rybergs Charkuteri” where they give back a small percentage of the sale of a west coast sausage. In 2018 this partnership brought in 4 000 sek (352 €). Again, in the beach cleaning section there is a poster that is available to purchase at different events for the price of 200 sek (17.6 €). This transaction happens via Swish, a Swedish mobile payment system.

Figure 4. Representation of the funding of Västkuststiftelsen from 2018.
Chapter 2: PESTEL overview of Sweden

The purpose of this section is to gain a deeper understanding of Sweden. PESTEL consists of political, economic, social, technologic, environmental and legal section. The goal is to understand the Swedish context of all of these sections with regards to the research question. The legal section takes a look at the fundraising rules that are in place in Sweden and also incorporates a section about ethics.

2.1 Political

In the case of Västkuststiftelsen, the political situation can have a large impact on the attribution of budgets. Sweden is a constitutional monarchy where the king has no governing power. The latest elections took place in 2018, after which followed a lengthy process due to the fact that no political group or party had an outright majority. The Social Democrats and the Green Party passed an agreement with the center right parties. This has shifted the economic policy to the right. The cabinet is headed by the prime minister, Stefan Löfven. As shown on the graph below the Sweden Democrats, the extreme right, party has had a rise in popularity. This political situation shifting more and more to the right has the potential to have a large effect on environmental projects as the Green Party has taken a stand on the left. This could lead environmental projects to receive less funding if the trend continues this way. Sweden is a member of the EU since 1995 but they rejected the adoption of a single currency in 2003.

<table>
<thead>
<tr>
<th>Parliamentary forces</th>
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<th></th>
<th>Share of vote (%)</th>
<th></th>
<th></th>
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<tr>
<td></td>
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<td>31.0</td>
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<td>23.3</td>
<td>19.8</td>
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<tr>
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<td>20</td>
<td>49</td>
<td>62</td>
<td>5.7</td>
<td>12.9</td>
<td>17.5</td>
<td></td>
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<tr>
<td>Green Party</td>
<td>25</td>
<td>25</td>
<td>16</td>
<td>7.3</td>
<td>6.9</td>
<td>6.7</td>
<td></td>
</tr>
<tr>
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<td>23</td>
<td>22</td>
<td>31</td>
<td>6.6</td>
<td>6.1</td>
<td>8.6</td>
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<tr>
<td>Left Party</td>
<td>19</td>
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<td>28</td>
<td>5.6</td>
<td>5.7</td>
<td>8.0</td>
<td></td>
</tr>
<tr>
<td>Liberals</td>
<td>24</td>
<td>19</td>
<td>19</td>
<td>7.1</td>
<td>5.4</td>
<td>5.4</td>
<td></td>
</tr>
<tr>
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<td>16</td>
<td>22</td>
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<td>4.6</td>
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</tr>
<tr>
<td>Others</td>
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<td>0</td>
<td>1.4</td>
<td>4.1</td>
<td>0.0</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>349</td>
<td>349</td>
<td>349</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td></td>
</tr>
</tbody>
</table>

Source: Swedish Election Authority.

Figure 5. Representation of the political parties in Sweden, the repartition of seats in the parliament and the share of votes.

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2.2 Economic

The Gross national product (GDP) per capita of Sweden is amongst the highest in the world, but so are the taxes\textsuperscript{6}. The standard rate or corporation tax is 21.4%, VAT is 25% with reduced rates of 12% and 6%. Germany and Norway are the important trading countries.

![Table: Principal goods exports and imports of Sweden]

<table>
<thead>
<tr>
<th>Principal goods imports 2018</th>
<th>% of total</th>
<th>Principal goods exports 2018</th>
<th>% of total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Machinery &amp; transport equipment</td>
<td>38.3</td>
<td>Machinery &amp; transport equipment</td>
<td>40.0</td>
</tr>
<tr>
<td>Chemicals &amp; related products</td>
<td>11.9</td>
<td>Chemicals &amp; related products</td>
<td>12.0</td>
</tr>
<tr>
<td>Mineral fuels, lubricants &amp; related materials</td>
<td>10.8</td>
<td>Mineral fuels, lubricants &amp; related materials</td>
<td>8.0</td>
</tr>
<tr>
<td>Raw materials</td>
<td>10.4</td>
<td>Raw materials</td>
<td>6.8</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Main destinations goods exports 2018</th>
<th>% of total</th>
<th>Main origins goods imports 2018</th>
<th>% of total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Germany</td>
<td>17.9</td>
<td>Germany</td>
<td>10.9</td>
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<td>Norway</td>
<td>9.4</td>
<td>Netherlands</td>
<td>10.5</td>
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<td>Finland</td>
<td>8.2</td>
<td>Norway</td>
<td>7.0</td>
</tr>
<tr>
<td>Denmark</td>
<td>7.1</td>
<td>Denmark</td>
<td>6.9</td>
</tr>
<tr>
<td>EU28</td>
<td>70.7</td>
<td>EU28</td>
<td>58.6</td>
</tr>
</tbody>
</table>

*Figure 6. Overview of the exports of Sweden.*

2.3 Social

The population of Sweden is 10.2 million inhabitants and the capital city is Stockholm on the east coast. Gothenburg where Västkuststiftelsen is based, lies on the west coast and is the second largest city followed by Malmö. Sweden is known across the world for having one of the most advanced social welfare systems, this includes having education welfare and child costs covered by taxation. With regards to Västkuststiftelsen and the research question, it is important to consider “friluftsliv”. Friluftsliv can be described as ‘being outdoors in nature or cultural landscapes for one’s wellbeing and nature-based experiences without the need for competition. The Swedish government wishes to support people’s ability to be out in nature and exercise friluftsliv where the right of public access (known as allemansrätten) provides a basis for outdoor recreation. These topics will be discussed in the ethics section as there can be some social conflict with paying for nature.

With regards to the research question, it is also important to consider the habits of Swedes with regards to charitable giving. According to a study published in 2012 by J.Vamstad and J.Von Essem titled: Charitable Giving in a Universal Welfare State—Charity and Social Rights in Sweden\textsuperscript{7}. The average donation in Sweden per person is 2282 sek/year (200.8 €/year) and women tend to donate more than men but not by much. Swedes most commonly give to causes not covered by the social

\textsuperscript{6} Susan Ruth Larson, “Sweden.”

rights of a universal welfare state, causes that one could not expect the Swedish state to take full responsibility for. The top three most common areas of donations are ‘International aid’ at 56%, with ‘Medical research’ second at 45%⁸. ‘Social organizations for children, youths, elderly and the disadvantaged in Sweden’ in third at 29%.

2.4 Technological

The welfare state has been key to developing Sweden’s low-stakes business environment. The fact that there is a social safety net to fall back on if a venture fails to take off, offers the freedom for entrepreneurs to experiment and take risks⁹. Sweden is world leader when it comes to investing in innovation, the main areas of research are green technologies and life sciences. The main export industries are machinery and transport equipement. With Volvo as a well-known producer of vehicles representing 40% of the exports in that category¹³.

2.5 Environmental

Sweden is 450 000 square kilometers in size (14.7 times the size of Belgium), this is made up of 9% water, 8% agricultural land and 52% forest¹⁰. More than 80 per cent of Swedes live within 5 kilometres of a national park, nature reserve or other nature conservation site. Many factors contribute to Swede’s access to its abundant nature. Most importantly, Sweden constitutionally guarantees right of public access (Allemansrätten) assures that the land is open to everyone. This concept, deeply ingrained in every Swede, creates a sense of collective stewardship of the land. In 2017 the Swedish parliament voted the most important climate reform in Sweden’s history where by 2045, Sweden is to have zero net emissions of greenhouse gases into the atmosphere¹⁴. Currently Sweden is producing over half of its energy with natural resources.

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2.6 Legal

2.6.1 How is fundraising controlled?

When it comes to fundraising, having a 90-account is important\textsuperscript{11}. It is an organization that monitors the fundraising and gives people the knowledge that they can trust any organization with a 90-account. This how the Svensk Insamlings Kontroll describe the 90 account:

“Having a 90-account is a quality stamp for serious fundraising organisations. A 90-account is a seven-digit PlusGiro or Bankgiro account that begins with the numbers 90. When an organisation has been approved by the Swedish Fundraising Control as a 90- account holder, we monitor the entire organisation’s operations, not only that which comes into the organisation’s 90-accounts. It is consequently irrelevant how many 90- accounts an organisation has, or whether the income comes from the general public, organisations, authorities, companies or in another way, as the Swedish Fundraising Control monitors the entire operation”.

Giva Sverige (the Swedish Fundraising Association) describes themselves as: “the professional membership body for fundraising organizations in Sweden\textsuperscript{12}. Our aim is to achieve increased giving in Sweden by improving the conditions for our members to fundraise in a trustworthy way”.

Becoming a member organization allows donors to know that you are a trustworthy organization and that the funds will be used to fulfill the main mission of the organization\textsuperscript{16}.

2.6.2 Is a donation deductible in Sweden?

In Sweden, the tax reduction may amount to a maximum to 1 500 sek (132 €) if the donation(s) amount to 6 000 sek (528 €) or more because individuals are allowed to claim a tax reduction of 25% of the value of the donation\textsuperscript{13}. The donation must be of at least 200 sek (17.6 €) on each occasion. It is common for countries to recognize contributions in kind, however in Sweden only monetary donations entitle the donor to tax reductions.


2.6.3 Ethics

Even though ethics are not part of the law, it is important that the topic is carefully considered. There are several questions that need to be raised.

- Can Västkuststiftelsen ask the public and companies for money when the state is already giving money?
- Is the question of ethics a public one or a political one?
- How do other organizations face this ethical concern?

The first two questions need to be discussed with the board of the foundation.

According to J.Vamstad, private giving can come into conflict with collective giving through taxation\textsuperscript{14}. Before 2010 it has been shown that less money has been donated to causes that are supported by tax payments. However, another perspective is that it can be considered safe to donate money to an organization trusted by the state. Sweden is in 9\textsuperscript{th} place in Europe when it comes to donating money.

According to the council of non-profits, it is good practice to make financial information available and be transparent with what gets done with the money donated\textsuperscript{15}.

Researching ethics raises more questions, for example: does the financing activity compromise the mission? Does the financing activity affect the transparency? If both of these answers are “No” then the financing can be considered.

Västkuststiftelsen’s budget is currently mostly composed of state money. This does raise a problem with regards to ethics. Is it acceptable to ask the public for money when it is their taxes that are currently financing the activities of the foundation?

One could argue that if this money allows the foundation to do things that it otherwise would not be able to do then it is acceptable. However, one could also argue that Swedes already pay enough taxes and that it should be normal for the maintenance and management of nature to be done with that money.

If fundraising is done through the public and companies, what happens to the funding coming from the state? Do the current stakeholders reduce their funding because they assume that was is raised with businesses and the public is something they do not need to pay anymore?


Oxfam Sweden has a page on their website explaining the process of accepting gifts and their ethical policy, the following is how they describe it\textsuperscript{16}. This can be seen as very positive with regards to the ethics of the organization, however it also represents a bottleneck of bureaucratic procedures that will take time and slow the fundraising process.

\textbf{2.4 Procedure for gifts from organizations}

The following procedure applies in a non-emergency situation.

\textbf{Step 1.} Is the donation anonymous?
If YES, accept but only after serious attempt to find out the identity of the donor.
If NO, go to Step 2.

\textbf{Step 2.} Is the donation from a donor of which we know nothing and below SEK 100,000?
If YES, go to Step 3
If NO, go to Step 4

\textbf{Step 3.} Is the donation from a source where there is an obvious reputational or other risk to Oxfam (Sweden) in accepting it, or where we are aware of a problem with the source?
If YES, reject the donation
If NO, go to Step 7

\textbf{Step 4.} Is the donation from an individual or organization in a prohibited industry (see 2.7)?
If YES, reject the donation.
If NO, go to Step 5.

\textbf{Step 5.} Is the donation from an organization that is an Oxfam affiliate campaign target?
If YES reject the donation.
If NO go to Step 6

\textbf{Step 6.} Is the donation from a multinational corporation?
If YES the donation must be consulted with the Private Sector Management Team of Oxfam Novib and – afterwards – approved by the OPST and Oxfam Sweden Board.
If NO, go to Step 7.

\textbf{Step 7.} Does the donation involve public association* between Oxfam Sweden and the donor?
If YES, go to step 8.
If NO, accept the donation, if it is under SEK 100,000, otherwise refer to the Private Sector Management Team of Oxfam Novib and – afterwards – the OPST and the Oxfam Sweden Board.

\textbf{Step 8.} Does the donor pass the screening below?
If YES, the donation can be accepted.
If NO, reject the donation.

\textsuperscript{* Public Association is defined as being when an organization promotes its association with Oxfam to the general public. If publicity is limited to internal/staff communications this is not public association.}

Chapter 3: Other actors on the market

The market was defined as the fundraising market for non-profit organizations. One could argue that because Västkuststiftelsen is a foundation it should not fit in this market. However, stiftelsen is defined as an “independent non-profit asset that is permanently managed to meet a specific purpose”. From this perspective Västkuststiftelsen fits in this market definition.

It was particularly important to look at organizations that were fundraising through businesses and the public. The following sections take a look at different organizations. The goal in this section is to identify what fundraising products and services are already in place both in Sweden and abroad. All of the financial data from the organizations in chapter 3 is from 2018.

3.1 WWF – Worldwide

Information taken from the website\(^{17}\) and the annual report\(^{18}\).

<table>
<thead>
<tr>
<th></th>
<th>Facebook</th>
<th>Instagram</th>
<th>Twitter</th>
<th>Youtube</th>
<th>Total Revenue 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>3.3M</td>
<td>3.6M</td>
<td>4M</td>
<td>39.9k</td>
<td>4 946 M sek</td>
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<tr>
<td>Sweden: 513k</td>
<td></td>
<td>Sweden: 64.4k</td>
<td></td>
<td>Sweden: 3.9k</td>
<td>(435 M €)</td>
</tr>
</tbody>
</table>

3.1.1 Goal/vision

The explain that their mission is: “to conserve nature and reduce the most pressing threats to the diversity of life on earth”.

3.1.2 Activities

In their own words this how WWF describe their work:

“To accomplish our ambitious goals, we work to educate and influence people into making sustainable choices and decisions, including those who work in business and make decisions around the use of natural resources, and those who work in government and set policy that impacts nature. We work globally at every level—in the field and in the local community, from the halls of government to the global marketplace. One of WWF’s strengths is our ability to engage stakeholders—in business, civil


society, and academia—in partnerships to devise innovative solutions to the issues that challenge us. Working together with 1.1 million supporters in the United states and close to 5 million members globally, WWF’s partners, projects and experts are making a difference in creating a healthy future for our planet.”

3.1.3 Funding through the public and companies

![Figure 8](image)

**Figure 8. Extract from the annual report showing the financial information for the year 2018 (20).**

The WWF are active in a great number of different fundraising segments. The following are the segments that involve individuals:

- Become a member
  - Either through a one-time donation or through a monthly donation, prices vary depending on what you want to pay, when you become a member you can choose to get a gift or leave that aside so that you maximize your contribution.
  - If you contribute to more than 100 $ per month or 1000 $ per year you become a partner in conservation and get special advantages such as direct contact with a representative and invitations to events and you are recognized in the annual report.
- Adopt an animal
  - Symbolic adoption, where you pay to help save an animal.
- Give at work
- Monthly gift
- Travel with WWF
  - A portion of your travel cost goes back to WWF
- Shop to support
  - Online shop
  - Amazon smile
    - 0.5% of each purchase goes to WWF
  - WWF cards
- Leave a legacy
- Give a gift membership
  - Celebrate someone or something by gifting somebody the membership to WWF
- Donate in tribute
- Make a memorial donation
  - Include WWF in your will
  - Give the gift of stock
  - Charitable gift annuities
- Wire a donation
- Show your support
- Donate your points
- Give your loose change
- Fundraise
  - Fundraising for birthday or event
  - Fundraising during an athletic event

As the number show in the chart from the WWF only 4% of their funding comes from corporations. This is something that follows through on their website as it is unclear how a company can help. They have matching programs where a company matches all the donations done by their employees. It is also possible to see how they work with certain companies such as HP where you can donate old electronic devices and the residual value from these devices will go back to the WWF (19).
3.2 Svenska Turist Föreningen - Sweden

Information taken from the website\textsuperscript{19} and from their annual report\textsuperscript{20}.

Table 3. Basic facts about Svenska Turistföreningen, May 2020.

<table>
<thead>
<tr>
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<th>Instagram</th>
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<th>Total Revenue 2018</th>
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<tbody>
<tr>
<td>80.6k</td>
<td>49.7k</td>
<td>/</td>
<td>1.4k</td>
<td>362 M sek (31.8 M €)</td>
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</tbody>
</table>

3.2.1 Goal/Vision

STF should be the best at nature and cultural experiences in Sweden and the business should be based on long-term and sustainable development.

3.2.2 Activities

Svenska Turist Föreningen can be translated into English as the Swedish tourist association. They have 250 different cabins around Sweden that tourists can rent out, they also organize a multitude of activities and provide tourists with information. This also includes STF’s 12 signature trails with Bohusleden as one of them.

3.2.3 Funding through the public and companies

<table>
<thead>
<tr>
<th>Belopp i tkr</th>
<th>KONCERNEN 2018</th>
<th>KONCERNEN 2017</th>
<th>MODERFÖRENING 2018</th>
<th>MODERFÖRENING 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Verksamhetens intäkter</td>
<td>1, 2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Medlemsavgifter</td>
<td>48 025</td>
<td>47 293</td>
<td>48 025</td>
<td>47 293</td>
</tr>
<tr>
<td>Gåvor</td>
<td>3</td>
<td>349</td>
<td>649</td>
<td>338</td>
</tr>
<tr>
<td>Bidrag</td>
<td>4</td>
<td>4 463</td>
<td>4 259</td>
<td>3 937</td>
</tr>
<tr>
<td>Nettoomsättning</td>
<td>5, 6</td>
<td>306 324</td>
<td>302 753</td>
<td>38 850</td>
</tr>
<tr>
<td>Övriga röreseintäkter</td>
<td>7</td>
<td>3 167</td>
<td>1 872</td>
<td></td>
</tr>
<tr>
<td></td>
<td>362 328</td>
<td>356 826</td>
<td>91 150</td>
<td>90 485</td>
</tr>
</tbody>
</table>

Figure 9. Extract from the annual report of STF from year 2018.


- Memberships (48 M sek, 4.22 M €)
  o STF is well known in Sweden and this is visible when it comes to the memberships with 242 000 members. The pricing is: adult 295 sek (34.7 €) – youth: 150 sek (13.2 €) – Children: 30 sek (2.6 €) – Family: 450 sek (39.6 €). This membership comes with a multitude of advantages, these includes accommodation discounts, travel discounts, outdoor product discounts and inspiration and activities.

- Adopt a section of Kungsleden (151 556 m * 25 sek/m = 3 788 900 sek) (333 000 €)
  o Kungsleden is long distance trail of 450 km in the north of Sweden. This is an idea that resembles what the WWF has done for many years, where individuals can adopt an animal. Here the price of the meter is 25 sek (2.2 €), this is then used to take care and manage the accommodations along Kungsleden.

- Other types of gifts
  o Similarly to other organizations, it is possible to have memorial or tribute gifts, these gifts are expressed in terms of meters of Kungsleden donated.
3.3 Naturskyddsföreningen - Sweden

Information taken from their website\textsuperscript{21} and from their annual report\textsuperscript{22}.

\textit{Table 4. Basic facts about Naturskyddsföreningen, May 2020.}

<table>
<thead>
<tr>
<th></th>
<th>Facebook</th>
<th>Instagram</th>
<th>Twitter</th>
<th>Youtube</th>
<th>Total Revenue 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>189k</td>
<td>54.6k</td>
<td>23.9k</td>
<td>2.3k</td>
<td>239 M sek (21 M €)</td>
</tr>
</tbody>
</table>

3.3.1 Goal/vision


This is how they describe their goal:

“The Conservation Society has been Sweden’s most influential environmental organization for decades. We influence politicians, hunt environmental scandals and influence legislation. We put the spotlight on burning environmental issues through reports, campaigns, books, debates, conferences and intensive press work. Our strategy for the future meets both Sweden’s environmental goals and the UN’s 17 goals for sustainable development, Agenda 2030.”

3.3.2 Activities

This is how they describe their activities:

“Climate, sea, forest, agriculture and environmental toxins are our most important areas of work. Over the past decade, our global work has grown even stronger and stronger. We cooperate and support some 40 environmental organizations around the world, thanks to money from Sida. We also stand behind the eco-label Good Environmental Choice, which helps you find the products and services that are least harmful to the environment.”

Sida is the Swedish International Development Agency.


3.3.3 Funding through the public and companies

Naturskyddsföreningen is Sweden’s largest environmental organization. It is also most likely the most recognized organization too. Their logo is visible all over the supermarkets advising people on the best products for the environment. The following is a description of the fundraising segments they use.

- **Memberships (37 M sek, 3.3 M €)**
  - 5x per year magazine (Sweden’s nature magazine). 10% discount on trips with SJ.
  - Discount to rent cabins, free activities, the opportunity to become active.
    - Normal 25 y/o member → 295 sek/year or 24 sek/month (26 €/year, 2.1 €/month)
    - Family → 365 sek/year or 30 sek/month (32 €/year, 2.6 €/month)
    - Youth – 26 y/o member → 195 sek/year or 16 sek/month (17.1 €/year, 1.4 €/month)
    - Member for life → 9000 sek = the same as being member for 30 years (792 €)

- **Gifts (93 M sek, 8.2 M €)**
  - There is a page on the website where one can choose between a multitude of gifts, whether it is gifting a membership or gifting to the forests. The amount of money is not fixed. The gifts can also be monthly or memorial.

- **Books (4.4 M sek, 390 000 €)**
  - Book of the year 2019 or book of the year 2018 for 259 sek (22.7 €) or 199 sek (17.5 €) if you are member. E-book for 99 sek (8.7 €) and 69 sek (6.1 €) if you are a member.

- **License for the environmental choice (13.3 M sek, 1.2 M €)**
  - Here companies can pay a license if they meet the criteria for their product to have the “environmental choice” label.

- **Postcode lottery (17 M sek, 1.5 M €)**

Naturskyddsföreningen makes use of a multitude of other fundraising products and services, those described above were the most relevant with regards to the public and companies.
3.4 Sjöräddningssällskapet - Sweden

Information taken from the website\textsuperscript{23} and the annual report\textsuperscript{24}.

Table 5. Basic facts about Sjöräddning Sällskapet, May 2020.

<table>
<thead>
<tr>
<th>Facebook</th>
<th>Instagram</th>
<th>Twitter</th>
<th>Youtube</th>
<th>Total Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>71.6k</td>
<td>16.4k</td>
<td>4k</td>
<td>1.4k</td>
<td>201 M sek</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(17.7 M €)</td>
</tr>
</tbody>
</table>

3.4.1 Goal/vision

Sjöräddningssällskapet in English stands for the Swedish Sea rescue Society also known as SSRS. Their vision is clear: “no one should perish at sea”.

3.4.2 Activities

Sjöräddningssällskapet contributes to 80% of all marine rescues in Sweden, this is done through 72 rescue stations and more than 230 rescue boats. These are along the coast and in the large lakes of the country. They have 2200 volunteers ready around the clock to rescue.

Sjöräddning can also be involved if there is a threat to the environment, for example in the case of an oil spill.

3.4.3 Funding through the public and companies

The Sea Rescue society operated with 201 M sek (17.7 M €) in 2018, this was raised entirely through gifts, memberships and nonprofit efforts. There is no contribution from the state.

- Memberships (78 M sek, 6.9 M €)
  - A membership costs 800 sek/year (70.3 €/year) (500 sek/year (44 €/year) for youth or pensioner) or 20 000 sek for a lifetime (1760 €/year). This membership gives members the service at sea of calling for assistance before the situation becomes an emergency, for example in the event of an engine breakdown even if nobody is in immediate danger. Members also get a subscription to the magazine Trossen and receive a sticker to put on their car or boat. This sticker is something that members proudly show, it is very commonly found on boats or cars and unites members no matter what boat they sail or what car they drive.

\textsuperscript{24}Årsbok 2019 Sjöräddnings Sällskapet (Västra Frölunda: Sjöräddnings Sällskapet), https://www.sjoraddning.se/sites/default/files/effektrapport_ssrs_2018_0.pdf
- Gifts (79 M sek, 7 M €)
  - Memorial Gift
    - With this gift you honor the memory of someone through SSRS, in exchange for this gift you will receive a memo that can be delivered to you, relatives or directly to the funeral home.
  - Tribute gifts
    - This is a gift that can be made for any event, as a thank you for this gift you will receive a certificate.
  - Give a gift
    - A gift to SSRS.
  - Will a gift
    - You can include the Swedish sea rescue society in your testament, through this your personal commitment lives on to save lives at sea.

- Businesses
  - Company Friend
    - By becoming a company friend, you can support the SSRS and at the same time show your commitment to your customers.
  - Share of stock or dividend

- Online shop
  - Here people have access to different things such as caps and hoodies but also lifejackets.

- Donate a boat
  - In 2018 the SSRS had 230 boats and all of these boats have been donated by companies or individuals. When an individual donates money to an entire lifeboat, this person can choose the name of the boat and decide how the naming ceremony takes place.

- Postcode lottery
  - Every year, the surplus from the Postcode Lottery is distributed to 55 selected organizations and in 2018 SSRS received 18 M sek (1.6 M €).

- Mastercard
  - 0.5% of the purchase with the Sjöräddning MasterCard will go to saving lives.

- Swedbank Human fund
  - This is a sustainability fund and the SSRS receives two percent of the savings each year.
3.4.4 Interview (personal communication Matthew Fader, 24 February 2020)

After the online research, Matthew Fader from the international department of SSRS took the time to answer some of my questions during an Interview. Before going into more details about this interview, what struck me was the community that they have created. This community extends beyond boat owners and is filled with loyal members that renew their memberships year after year.

This community is also noticeable with their 2200 volunteers, they refer to them as their heroes because they save lives at sea.

The interview was divided into 5 different sections: identity, memberships, donations, wills and companies

**Identity**

They dedicate a lot of time and effort into their content and their brand consistency, whether this is on social media, on their website, in their magazine or in the press. With regards to the press, they have a portfolio of adds with cool graphics that they send out to different news outlets. And though they never pay for them they are very often in newspapers or magazines, whether this is because the add fits perfectly in an empty spot, because it looks cool or because it is good to support SSRS, is unclear. All these adds are outsourced through Forsman & Bodenfors, a Swedish advertising agency from Gothenburg, these adds are done as a sponsorship. This means that SSRS does not pay for them.

With regards to their identity they have a person working full time with them on photo and film. They find it very important to tell the story, translating actions into stories.

**Memberships**

The Swedish Sea Rescue Society has almost 120 000 members, with most of them being loyal members as Matthew Fader explained, they only loose a few percent every year. It may seem obvious, but they put a big emphasis on making them feel like members, this is done through member exclusive content, telling the story or by giving them a member sticker. This member sticker may seem simple, but it connects the members to one another. Often this sticker finds a place on people’s cars, they love it because it shows that they are boat people, whether they are driving a new Tesla or an old Volvo.
**Donations**

Through the years many famous people have donated to the SSRS which gives them credibility. All of their boats are donated by people. These boat donations often come from wills. Donating a boat is not something that gets a lot of advertising, they have page on their website with the different boats they offer and the price of these. Most of the time it is word of mouth that gets people to know that they can donate a boat.

**Wills**

Similarly to boat donations, it is word of mouth that gets people to know that they can add SSRS in their testament. With regards to communicating about this, they have a brochure in funeral homes.

**Companies**

The goal with companies is to build long relationships, but it can also be tricky to partner up with certain companies as it is not always a win-win situation. For them it is very important to keep a win-win situation and to understand what the company can do for them and whether they can be associated with them.
3.5 Skärgårdsstiftelsen - Sweden

Information taken from their website\(^{25}\) and their annual report\(^{26}\).

*Table 6. Basic facts about Skärgårdsstiftelsen, May 2020.*

<table>
<thead>
<tr>
<th></th>
<th>Facebook</th>
<th>Instagram</th>
<th>Twitter</th>
<th>Youtube</th>
<th>Total Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>16.8k</td>
<td>12.5k</td>
<td>/</td>
<td>121</td>
<td>110 M sek (9.7 M €)</td>
</tr>
</tbody>
</table>

3.5.1 Goal/vision

Skärgårdsstiftelsen is a nonprofit foundation that aims to preserve the Stockholm archipelago so that future generations will have access to it freely.

3.5.2 Activities

The foundation is the largest property owner in the Stockholm area, it owns about 2000 buildings. Maintaining and renting (to entrepreneurs to run hostels, restaurants and holiday villages) these buildings is a large part of their activity. On top of that they are responsible for about 40 nature reserves.

The Archipelago Foundation does not conduct any of its own commercial activities in its properties. Instead, the hostels, restaurants, holiday villages, shops and guest harbors are rented out to entrepreneurs who run their businesses there.

3.5.3 Funding through the public and companies

With regards to individuals and companies Skärgårdsstiftelsen has revenues from its properties and they have a membership system.

- Membership (5.1 M sek, 450 000 €)
  - Skärgårdsvän, friend of the archipelago, by becoming a member you pay 350 sek/year (30.8 €/ year) and in exchange for this the member will receive a magazine subscription (5 times/year), a friend book and advantages related to the membership.
  - It is also possible to gift a membership to a friend for the same price.

---


- **Give a gift (271 000 sek, 23 800 €)**
  o With this, one can donate any amount they want, this can be used as a tribute gift or memorial gift.

- **Servicemärke (747 000 sek, 65 700 €)**
  o This is a sticker that one can buy to show their support towards Skägårdsstiftelsen for the cost of 250 sek (22 €).

- **Company friend**
  o New in 2020 they have introduced the possibility of becoming a company friend, for this the company pays 1500 sek/year (132 €) and in exchange they receive a mention in the magazine, they receive the yearly book and they get a diploma.
3.6 Friluftsfrämjandet - Sweden

Information taken from their website\textsuperscript{27} and from their annual report\textsuperscript{28}.

Table 7. Basic facts about Friluftsfrämjandet, May 2020.

<table>
<thead>
<tr>
<th></th>
<th>Facebook</th>
<th>Instagram</th>
<th>Twitter</th>
<th>Youtube</th>
<th>Total Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>45.4k</td>
<td>28.4k</td>
<td>/</td>
<td>360</td>
<td>100 M sek (8.8 M €)</td>
</tr>
</tbody>
</table>

3.6.1 Goal/vision

Friluftsfrämjandet is a non-governmental non-profit organization and Sweden’s largest outdoor organization, created in 1892. Their aim is to make more people enjoy the outdoor life in a sustainable way.

3.6.2 Activities

Through their 7000 guides they create adventures that are fun, safe and educational in order to allow people to experience the outdoor life. They are also the leading ski school in Sweden. They are very active with children and have activities together with schools that allow kids to experience the outdoor.

3.6.3 Funding through the public and companies

The total revenue of Friluftsfrämjandet is 100 M sek (8.8 M €), out of this amount this is what is raised through the public or companies:

- Membership (7.3 M sek, 640 000 €)


- Swedish post code lottery (7 M sek, 610 000 €)
- Swedbank Human Fun (141 000 sek, 12 400 €)
- Contributions of 3.7 M sek (326 000 €) from the public
- Net sales of tours, lessons and adventures 7.5 M sek (660 000 €)

They have a system where a company can become a friend of the organization, from the information available it is unclear how much money this brings in. However, becoming a company friend of friluftsförbundet means that you get the following: logo on the company friend page, logo in the magazine on the company friend page, a thank you diploma and a company friend logo that you can use for communication. This is at the cost of 15 000 sek/year (1 320 €/year).
3.7 Natagora - Belgium

Information taken from the website and the annual report.

Table 8. Basic facts about Natagora, May 2020.

<table>
<thead>
<tr>
<th></th>
<th>Facebook</th>
<th>Instagram</th>
<th>Twitter</th>
<th>Youtube</th>
<th>Total Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>natagora</td>
<td>100k</td>
<td>/</td>
<td>2600</td>
<td>710</td>
<td>7.2 M €</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(83 M sek)</td>
</tr>
</tbody>
</table>

3.7.1 Goal/vision

Unlike the previous organizations, Natagora is not from Sweden but instead from Belgium. Their goal is to protect nature, in particular in Wallonia and Brussels. With the goal to halt the degradation of biodiversity and restore a good general state of nature in line with human activities.

3.7.2 Activities

The work consists mainly of creating and managing nature reserves. They protect nature through the creation of nature reserves, they study these reserves in order to better understand the needs of species. They also get involved to influence decision makers and they educate in order to create responsible actors.

3.7.3 Funding through the public and companies

<table>
<thead>
<tr>
<th>RECETTES (K€)</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ventes (marges/ventes)</td>
<td>15</td>
<td>114</td>
<td>126</td>
</tr>
<tr>
<td>Cotisations</td>
<td>577</td>
<td>624</td>
<td>692</td>
</tr>
<tr>
<td>Dons</td>
<td>295</td>
<td>365</td>
<td>394</td>
</tr>
<tr>
<td>Subventions &amp; conventions</td>
<td>5 616</td>
<td>6 525</td>
<td>6 496</td>
</tr>
<tr>
<td>Autres</td>
<td>761</td>
<td>640</td>
<td>1 408</td>
</tr>
<tr>
<td>TOTAL DES RECETTES</td>
<td>7 263</td>
<td>8 268</td>
<td>9 116</td>
</tr>
</tbody>
</table>

Figure 12. Extract from the annual report of Natagora 2018.

The majority of the funding comes from subventions and conventions however they also work with the public and companies in order to generate revenue.

- **Memberships (692 000€)**
  - The membership has three levels, all of them give the member the same advantages, the difference between them is the price. The first membership is at 2.5 €/month the second one at 6.5 €/month and the last one at 10.5 €/month. What differentiates the 6.5 € and the 10.5 € from the 2.5 € membership them is that an extra donation which is deductible through tax returns. The advantages that will be perceived by a member is six magazines “nature et jardin” per year, discounts on the activities organized by Natagora and discounts with partner institutions. In 2018 they had 22 202 members; this number has been growing since it was first implemented in 2009.

- **Donations**
  - One can choose to donate to nature through different projects that are visible on the website.
  - There is also the possibility of creating a fundraising page on facebook in the name of Natagora, this can be done for one’s birthday.

- **Sales (126 000€)**
  - Natagora organizes different tours and visits in their nature reserves and one can attend these events after paying a fee.

- **Companies**
  - Partnerships: there does not seem to be a template with specific prices for a partnership, however, what is specified is that the partnership should be a win-win-win (28). A win for the company, a win for Natagora and a win for nature.
  - Activities/events: it is possible to spend a day with Natagora, the structure of these days varies, and the price is not fixed and is instead chosen by the company depending on their resources and satisfaction.
  - Property rental for corporate events.

- **Including Natagora in your will**
3.8 Oslofjordens Friluftsråd - Norway

Information taken from their website\(^{31}\) and from the annual report\(^{32}\).


<table>
<thead>
<tr>
<th>Facebook</th>
<th>Instagram</th>
<th>Twitter</th>
<th>Youtube</th>
<th>Total Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>13.9k</td>
<td>900</td>
<td>204</td>
<td>/</td>
<td>31.8 M nok (2.8 M €)</td>
</tr>
</tbody>
</table>

3.8.1 Goal/Vision

Oslofjordens Friluftsråd (OF) is responsible for large recreational areas along the fjord and its main task is to make beaches and other areas accessible to everyone, promote outdoor life and protect the coastal nature. OF is the largest open-air council in Norway, with over 1.6 million people living in OF’s member municipalities.

3.8.2 Activities

OF is a major landowner in the Oslo area and they have made 20,000 acres of land accessible to the public. They are also a consultation body for outdoor life. They are in charge of numerous projects such as coastal paths mapping and valuation of outdoor areas, Pacific oysters, marine litter etc. On top of this OF organizes activities both for educators and children to enjoy the outdoor life.

3.8.3 Funding through the public and companies

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Kontingenter</td>
<td>9</td>
<td>11 611 645</td>
<td>11 470 836</td>
<td>11 097 073</td>
</tr>
<tr>
<td>Administrasjonstøtte</td>
<td>10</td>
<td>1 100 000</td>
<td>1 175 000</td>
<td>1 075 000</td>
</tr>
<tr>
<td>Andre driftsinntekter</td>
<td>11</td>
<td>150 000</td>
<td>250 283</td>
<td>382 207</td>
</tr>
<tr>
<td>Kystled</td>
<td>12</td>
<td>6 129 000</td>
<td>8 490 219</td>
<td>6 563 601</td>
</tr>
<tr>
<td>Friluftsrområder</td>
<td>13</td>
<td>1 200 000</td>
<td>2 035 959</td>
<td>704 092</td>
</tr>
<tr>
<td>Vimpel og småbåt</td>
<td>14</td>
<td>26 000</td>
<td>126 000</td>
<td>0</td>
</tr>
<tr>
<td>NSF</td>
<td>15</td>
<td>2 330 000</td>
<td>2 651 163</td>
<td>2 057 402</td>
</tr>
<tr>
<td>Løpende prosjekter</td>
<td>16</td>
<td>3 048 000</td>
<td>4 910 888</td>
<td>2 585 365</td>
</tr>
<tr>
<td>Kysttj</td>
<td>17</td>
<td>250 000</td>
<td>234 430</td>
<td>353 446</td>
</tr>
<tr>
<td>Skipergårdsstjeneste</td>
<td>18</td>
<td>500 000</td>
<td>457 793</td>
<td>493 300</td>
</tr>
<tr>
<td>Sum driftsinntekter</td>
<td></td>
<td>26 344 445</td>
<td>31 812 592</td>
<td>25 351 475</td>
</tr>
</tbody>
</table>

Figure 13. Extract from the annual report of Oslofjordens Friluftsråd 2018.


- **Memberships**
  - According to their financial report memberships account for 2 464 696 nok (208 691 €). The standard membership price is 490 nok/year (43.5 €/year) and for a pennant membership it is 590 nok (52.3 €). The advantages of the membership include discounts and first choice on coastal accommodation and offers to participate in tours. The pennant membership has the same advantages and also gives priority over a buoy in a natural harbor. They had about 6000 members in 2018.

- **Cabin Rental**
  - On the OF website it is possible to rent cabins. These cabins are not all owned by OF but they coordinate the rental and the cleaning. It is unclear the revenue that this brings.

- **Sales of books and maps**
  - OF sell detailed maps of the areas with each time a member discount. This discount is not fixed and ranges from 12% to almost 30%. It is not clear from the results sheet but labelled as sales is 21 461 nok (1 904 €).

3.5.4 Interview (Person communication, Espen Søilen, 25 February 2020)

Following this research, I had a phone call interview where we could discuss their funding. The first topic of discussion was the membership they offer. They do not put any marketing effort into them, and they have a great turnover of members with very few loyal ones. The member discount available when renting a cabin means that it is more advantageous to become a member before renting out the cabin. They used to send out a magazine to members, but that proved to cost too much time and money, now they send out the annual report. From this discussion it seemed that it probably costs more to have the membership compared to what it brings back.
3.9 Naturarvet - Sweden

Information taken from their website\(^{33}\) and from their annual report\(^{34}\).


<table>
<thead>
<tr>
<th>Facebook</th>
<th>Instagram</th>
<th>Twitter</th>
<th>Youtube</th>
<th>Total Revenue 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.8k</td>
<td>1.3k</td>
<td>/</td>
<td>/</td>
<td>2.5 M sek (220 000 €)</td>
</tr>
</tbody>
</table>

3.9.1 Goal/vision

The natural heritage is a foundation in Sweden whose purpose is to acquire old growth forest and land (31). Their aim is to preserve biodiversity by protecting endangered animal and plant species, as well as promoting research, outdoor life and tourism for current and future generations.

3.9.2 Activities

They describe their activities as follows:

“Through collected funds, all activities are conducted such as locating and evaluating forests, preparing for forest purchases, and carrying out purchases. Natural Heritage's connection to the 90-account and to Giva Sweden guarantees that at least 75% of the funds collected are used for this purpose.”

3.9.3 Funding through the public and companies

As explained on the extract from their annual report, all of their funding comes from either the public or companies. Through the public they collect 1.5 M sek (132 000 €) and through companies 995 000 sek (87 600 €).


It is interesting to know that they have received funds through Natur Kompaniet, an outdoor life shop, who distributes parts of its profits back to organizations. They have received funding through Patagonia’s 1% for the planet program and they have also won a European outdoor conservation association grant.

Figure 14. Extract from the annual report of Naturarvet from 2018.
3.10 Dalsland Nordmarken Lake District - Sweden

Information taken from their website and from a physical meeting.

Table 11. There are no available facts from DANO.

<table>
<thead>
<tr>
<th>Facebook</th>
<th>Instagram</th>
<th>Twitter</th>
<th>Youtube</th>
<th>Total Revenue 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>/</td>
<td>/</td>
<td>/</td>
<td>/</td>
<td>/</td>
</tr>
</tbody>
</table>

3.10.1 Goal/Vision

DANO’s aim is to promote canoe tourism by providing and servicing lakeside wilderness campsites. This is financed by the sale of Nature Conservation Cards to the guests who use the campsites in the lake system.

3.10.2 Activities

The following is a broad description of the different activities that DANO are responsible for:

- Assist and inform visitors
- Provide information on suitable tours
- Notify visitors on restrictions and fire bans
- Maintenance and supervision of campsites and toilets.

3.10.3 Funding through the public and companies

Dano is funded through the sale of the nature conservation card. This card costs 60 sek/night (5.3 €/night) for people over the age of 13. This card can be bought in tourist information points, at canoe rental places, on the DANO website and on the DANO app.

They sell a Canoe fishing license at the cost of 50 sek/day (4.4 €/night).

They also sell a handbook/map about the canal system.

3.10.4 Interview (personal communication, Johan Abenius and Christiane Dietz, 9 March 2020)

There does not seem to be much information about the performance of this nature card, however I was fortunate to be able to sit down for two hours with Johan Abenius and Christiane Dietz to talk about it.

The sentiment that came out of this interview is that they are very happy with the nature card. The nature card unites 5 communes, 85 landowners and 20 businesses, they have 103 different campsites and in 2019 they sold 65 000 nights. Landowners with a camping spot on their land receive an annual fee of 3000 sek/campsite/year (264 €/campsite/year).

It is interesting to note that the majority of the tourists that interact with DANO, according to them 95%, are international tourists. For international tourists it is not abnormal to pay for campsites, whereas with “allemansrätten” a Swedish tourist expects nature to be free. It is interesting to note that legally, DANO is not allowed to force people to pay for nature, the card gives the chance for people to contribute.

After a survey sent out by DANO they realized that the price of the card was not a problem and that people are happy to contribute and give back to nature.

When asked the question of what they would change if they were to start over again, they answered that they would increase the price of the nature card. They also answered that they would want to make travel companies pay. These travel companies organize to bring buses of people from abroad to Dalsland.
Chapter 4: How do non-profit organizations generate revenue?

In order to identify as many fundraising products and services as possible, desk research was conducted. Although most of the information reinforced what was observed in the previous section, this gave a behind the scenes perspective on fundraising. The main takeaway was that it was important to use diverse sources in order to achieve sustainability. The focus is still on the public and companies even though state grants are often mentioned as a segment to generate revenue.

The following products and services were identified by Guass A36.

Donations
- Major donors: they are not the most common, but it is important to keep them in mind when designing the fundraising model.
- Regular donors: donors that subscribe to a monthly donating program or donors that donate money regularly non the less.
- Fundraising campaigns: these can take place as crowdfunding campaigns, “offline fundraising” this would take place at an event, and peer to peer fundraising for example a person raising money for their birthday.
- Many organizations rely on a large number of small donations rather than a small number of large donations.

Memberships
- Effective if the organization can offer something exclusive to the members.
- Implementing giving levels, particularly relevant in bigger organizations.
- This can have value beyond its financial aspect as it can create a community of ambassadors for the nonprofit.

Corporate sponsorships
- The sponsor will expect some sort of recognition or promotion of their brand in exchange of the donation.
- Value alignment is hugely important, taking sponsorships from anybody can have a bad effect on reputation.
- “Donor matching” corporations match the donations made by their employees.

Selling goods and services

- Selling branded goods and services and using the profit to fund the activities of the organization.

In kind donations

- People are not donating money but instead donate goods, this can also be somebody building a website for free.

Crowdfunding websites

- “Go fund me” for example, this is most effective with a short-term income of money in mind. For example, in the autumn of 2019 with the Australian bush fires.

Leaving money to charity in their will

- Including a charity/nonprofit in the testament.

Gala events

- Annual gala event to help raise funds.

Contracts

- Commissions, this can be for example, that every time a company sells a certain product, they will donate a percentage to the organization.
Chapter 5: Finding a fit for Västkuststiftelsen

Following the first part of the research where many different fundraising products and services were identified, a meeting was organized with the “office team” of Västkuststiftelsen. The goal of this meeting was to present the segments and get their perspective on fundraising, how it could fit with Västkuststiftelsen. This was very valuable as we could get many different perspectives on the question.

The first takeaway is that we need to respect the values of the foundation but also of the Swedish way of enjoying nature with “allemansrätten” (freedom to roam). We came to the conclusion that we have to stay subtle, the metaphor that we came out with was that “we should not shout for help but rather open pathways to allow people to help”. This respect also applies to the stakeholders of the foundation who are financing the current activities of the foundation.

The most common fundraising method was memberships, we talked about this concept and what value we had to offer. Many different organizations offer a subscription to a magazine and discounts with partner companies. How can Västkuststiftelsen offer something different? How can we differentiate ourselves in order to offer something meaningful to people? We do not have the resources or the knowledge to create a magazine, is it worth putting money time and effort into this when there are other organizations that already offer this? The conclusion was that the concept of value needed further research.

This question of value goes hand in hand with the fact that we have very little knowledge about the people that interact with our nature reserves, trails or beach cleaning. How can we create something meaningful when we do not know who we are interacting with?

An idea that was popular was the “donating a boat” concept from Sjöraddnings Sällskapet. This could be adapted with the infrastructures that Västkuststiftelsen is involved with. For example, wind shelters, foot bridges, benches and barbecue places.

Brand Identity was also a concern. Not that Västkuststiftelsen does not have one, but rather that it is not always clear to people what Västkuststiftelsen does. It would be interesting to get to a point where brand Identity is clear both internally and externally so that there is no confusion.

Down below is a table that was created following this meeting. The segments are classified into two categories. The “to be considered” category represents ideas that would benefit from further research and the “to be considered later” category represents ideas that might be overly complicated for the moment.
To be considered now

<table>
<thead>
<tr>
<th>Memberships</th>
<th>Members pay an annual fee to support VKS and in exchange receive certain advantages.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gifts</td>
<td>In order to celebrate something or someone, a person can donate money and receive a certificate in exchange.</td>
</tr>
<tr>
<td>Cause marketing</td>
<td>Working together with companies or events where a percentage of the sale goes back to nature through VKS.</td>
</tr>
<tr>
<td>Donating a “boat”/ Sponsor a section of trail</td>
<td>This idea was taken from Sjöräddning where all their boats are paid for by individuals or companies. With this came the thought of offering individuals or companies the possibility of financing outdoor infrastructures. This idea could also be symbolic as done by STF where individuals can sponsor a meter of trail for a given price.</td>
</tr>
<tr>
<td>Including VKS in your testament</td>
<td>Make the information available how one can include VKS in his/her testament and give a clear explanation of where that money will go to.</td>
</tr>
<tr>
<td>Postkodlotteriet</td>
<td>Every year the post code lottery supports non-profit organizations by sharing a part of their profit. VKS could consider making an application in order to receive a share of this profit.</td>
</tr>
<tr>
<td>Swish</td>
<td>Every Swede has swish, including a Swish number in nature reserves and on infrastructure telling people they may donate if they would like to support VKS.</td>
</tr>
<tr>
<td>To be considered later</td>
<td></td>
</tr>
<tr>
<td>------------------------</td>
<td></td>
</tr>
<tr>
<td>Sharing dividends</td>
<td></td>
</tr>
<tr>
<td>- A company can decide to share dividend, when this dividend goes to a non-profit it is exempt from tax.</td>
<td></td>
</tr>
<tr>
<td>Rental</td>
<td></td>
</tr>
<tr>
<td>- Renting some of the properties that VKS owns or is responsible for, it might require a very high cost to get these properties in a state where they can be rented out.</td>
<td></td>
</tr>
<tr>
<td>Company Friend</td>
<td></td>
</tr>
<tr>
<td>- Creating a template that gives companies certain advantages depending on the amount of money they pay. Tricky to filter out which companies are acceptable and which ones are not.</td>
<td></td>
</tr>
<tr>
<td>Volunteers</td>
<td></td>
</tr>
<tr>
<td>- Not physically money, but it may be a cost saving opportunity. This is tricky as it requires specific insurances in order to get people working in the forest for example, could be considered for beach cleaning.</td>
<td></td>
</tr>
<tr>
<td>Crowdfunding</td>
<td></td>
</tr>
<tr>
<td>- Very much a trend at the moment, however it is better suited for times of crisis.</td>
<td></td>
</tr>
<tr>
<td>Sales of goods</td>
<td></td>
</tr>
<tr>
<td>- Self-explanatory, however it represents a certain risk to have stock, on top of that it is outside of the expertise area for VKS. Could be considered with a symbolic good that brings a community together, such as a sticker.</td>
<td></td>
</tr>
<tr>
<td>Events</td>
<td></td>
</tr>
<tr>
<td>- Self-explanatory, this might represent a lot of work for little return.</td>
<td></td>
</tr>
<tr>
<td>Sales of services</td>
<td></td>
</tr>
<tr>
<td>- Goes hand in hand with events.</td>
<td></td>
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</tbody>
</table>
5.1 Products and services that are to be considered now

5.1.1 Memberships

There does not seem to be a universal recipe in order to create a successful membership program. The following section takes a look at different sources and their perspective on memberships. The goal in this section is to gain knowledge about memberships and how to make them successful in order to understand what approach could fit Västkuststiftelsen.

This is how Anderson views a successful membership:

The benefit of commitment is the reason that motivates individuals to join a membership program. The most effective programs will focus first and foremost on the benefits that customers will gain from joining. They want to see a positive change over time as a result of their membership. Cost savings can be a powerful motivator to encourage new members to join.

This is how Ibele views a successful membership:

They define a membership program as the following: “A membership model is a type of business plan where individuals pay a recurring fee to access the value an organization creates. It provides the design for different membership levels, revenue sources, marketing activities, events and conferences, and finances”.

It is important to formalize standardize and commit to a set of procedures. It is important to treat the existing members as the most important ones and giving them a personalized experience will increase the engagement an organization can have with them. These existing members are also a data point which allows organizations to better understand their target.

This is how Lavinsky views a successful membership:

Loyal members are the most important members. It is important to understand their flow, the percentage of members that are staying and the percentage of members that are leaving. In order to have long term members it is good to create loyalty programs where long-term members are rewarded. Offering an incentive to members to choose the lifetime membership can be interesting, though it can also represent a financial loss on the long-term.

This is how Cabral views a successful membership program:

It is important to focus on the member’s experience, create something unique that ties them to the brand. People love to see their names in print and to be recognized. Take it to the next level and explore new and exciting ways to satisfy the desire for donors to be noted. According to the author members will generally maintain their status unless given an incentive to move up. Lastly, it must be simple to become a member, if it is too complicated, prospects will shy away.

Theoretical application to Västkuststiftelsen

The concept of memberships could be applied to Västkuststiftelsen in order to connect with the people that visit the nature reserves. The main feature of memberships is to have value for the members so that they are willing to pay. One way to interpret value would be to say that all the infrastructures that people interact with in nature is what they pay for and/or that the nature conservation also represents value. Västkuststiftelsen organizes guided walks that people can join for free, making this activity free for members only is also a possibility. Inviting members to join an organized beach clean-up is another option. The main issue when considering these interpretations of value is that most often, during interviews conducted in nature reserves, visitors are not aware of the work done by the foundation. People do not associate their experience in nature with Västkuststiftelsen. After this value identification process there would be the question of how to market this membership and where to place it on the website, but this comes in a later stage of the project.

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5.1.2 Gifts

This section will look at gifts, tribute gifts and memorial gifts, how to approach them and how they could potentially fit for Västkuststiftelsen. It is important to differentiate between the three types of gift. A gift in its simplest form occurs when an individual donates to a non-profit, whether it is money or something physical. A tribute gift is when an individual donates to a non-profit in recognition for someone or an event. Lastly the memorial gift is when an individual donates to a non-profit in order to remember someone who has passed away.

This is how Ibrisevic views a successful giving program.\(^{41}\)

Tribute and memorial gifts are a meaningful and lasting way for donors to honor a loved one while also helping others. Memorials, birthdays and religious holidays are the most common times to give gifts. With these types of gifts, it is good to underline how the gift will help the non-profit to pursue its mission. Now that donors have gifted for somebody else it is important that they can notify the recipient, it is considered best practice that donation amounts are never disclosed unless specified by the donor. As with the memberships described in the section before it is important that this process is made easy and that the donors and the recipients have a positive experience. In the case of memorial donations, it is very important to be sensitive.

**Theoretical application to Västkuststiftelsen**

With regards to gifts, it would be interesting to create a template. This template would involve how to handle the gift, creating an approval procedure, creating a thank you letter and formalizing how the payment method should take place. For example, there could be a gift section on the website, where gifts over 100 000 sek (8 800 €) require approval, after the gift is made people receive a thank you letter for the gift signed by the CEO. This thank you letter should be able to be adapted for tribute gifts, memorial gifts or just traditional gifts.

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5.1.3 Donating a “boat”/sponsoring a section of trail

**Theoretical application to Västkuststiftelsen**

The concept of donating a boat is inspired by Sjöräddnings Sällskapet where their whole fleet of boats has been sponsored by individuals. This concept could be imagined with infrastructures in the nature reserves. For example, one could sponsor a foot bridge and then choose how this bridge should be named. This could apply to wind shelters and benches as well as machines that are used for the maintenance of the reserves.

This concept could be adapted to be symbolic, like STF has done, where individuals can sponsor a meter of trail for 25 sek (2.2 €). What Västkuststiftelsen could do is offer people the possibility to purchase different elements that can be found in nature reserves, these could be because they are about to be built or because they are symbolic. This concept could also be as a tribute gift or in memory of someone.

5.1.4 Cause marketing

Cause marketing is defined by\(^\text{42}\) as:

“Aligning a brand with a cause to produce profitable and societal benefits for both parties. These mutual benefits can include the creation of social value, increased connection with the public, and the communication of shared value, as well as profit”.

This is better suited to companies that sell physical products displayed in stores. A genuine and well-executed cause marketing campaign is one of the most useful marketing campaigns for both corporations and non-profits. A non-profit organization can gain increased funding, exposure and reliability by aligning themselves with a trusted brand, while corporations see increased brand loyalty, boost employee morale, and raise sales by ‘sponsoring’ a worthwhile cause. Through cause marketing, consumers are able to feel as if they’re making a small difference by purchasing a product that promotes a good cause.

According to\(^\text{43}\), in a global study, 91% of consumers said they were likely to switch to a brand that supports a good cause, given similar price and quality. 92% said they would buy a product with a social or environmental benefit given the opportunity, and 67% said they had done so in the past 12 months. They also found out that 80% of consumers believe that businesses must play a role in addressing


societal issues. This concept will work best with a brand that is related to the cause. Something that is different with cause marketing is that it is not always a financial partnership, it can also be a partnership that aims to raise awareness for the brand or the non-profit organization.

**Theoretical application to Västkuststiftelsen**

In short Västkuststiftelsen aims to preserve nature and promote outdoor life. In the case of cause marketing it would be fitting to find a brand or company that has a similar goal. It would be dangerous for the reputation of Västkuststiftelsen to partner-up with a petrol-chemical company that is looking for green washing for example. However, a partnership that would be fitting would involve an outdoor brand that creates/sells accessories for people to go out in nature with. One could imagine that for every product sold a percentage goes to Västkuststiftelsen in order to go back to nature.

5.1.5 Including Västkuststiftelsen in your testament

Giva Sverige (the Swedish Fundraising Association) describes themselves as:

“*The professional membership body for fundraising organizations in Sweden. Our aim is to achieve increased giving in Sweden by improving the conditions for our members to fundraise in a trustworthy way*”.

This includes adding non-profit organizations in your testament. Non-profit organizations are exempt from tax and it is important that this exemption is not used for the benefit of anyone other than the organization itself.

This section is subject to ethics and it is important to stay in line with the values of the organization.

This concept would target in the first-place people that have had a connection to the foundation or to nature reserves for a long time.

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44 "För ett starkt civilsamhälle."
5.1.6 Postcode lottery

The Swedish postcode lottery is Sweden’s largest lottery, they aim to generate money for the non-profit sector, and they have a vision that aims to create a better world. They distribute the surplus of the lottery to different non-profit organizations in Sweden. In order to become a recipient, there are a couple of steps to follow:

- Be a nonprofit association or foundation.
- Have operations and offices in Sweden and contribute to public benefit.
- Become a member of Giva Sweden.
- Hold a 90-account.
- Prepare annual accounts in accordance to generally accepted accounting principles for non-profit organizations, audited by an approved external auditor.
- Have at least 5 M sek in total revenue per year during the last three years.
- The association must be religiously politically independent.
- Have a democratic outlook and work in one or any of the following areas:
  - Children’s rights, support for people in vulnerable situations or disasters, education, continuing education, cross-border cooperation, environment, research and other ways to promote public interest.

Once the criteria are met, the application must get approved by the board of directors of the Swedish postcode association.

5.1.7 Swish

Swish is a Swedish mobile payment system. Every Swede has a swish account and can transfer money to another Swish account in seconds. This is a system that could be used for Västkuststiftelsen, where there is a Swish number available for the public so that they can easily donate if they wish to do so. This could be on the website or on a plaque inside wind shelters for example.

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5.1.8 Reflection

Reflecting on these fundraising methods, there are a few elements that they all have in common. First of all, it is important to stay in line with the brand values. Next is that by asking people for money it is important to provide transparency and clearly show how this money is helping the foundation achieve its goal. This can be done through communication and through the publication of all the reports but also in coordination with Giva Sverige and the Svensk Insamlings Kontrol and their 90-account.
Chapter 6: Target audience

The previous section has highlighted how different fundraising methods take place. All of these methods need a target audience. However, for Västkuststiftelsen this can be problematic. Inside the foundation there is very little knowledge about the visitors of the nature reserves.

When looking at all these fundraising methods, except the postcode lottery, we need to be able to target a group of people.

The only group of people that is tangible to Västkuststiftelsen is the people that attend the guided walks. This represents approximately 2000 people/year. Yet there is very little data about these people, these walks are free and there is no need to sign up in order to attend.

The target audience is “the regular visitors of nature reserves”. The challenge now is how can we identify who these people are? Do they have anything in common?

Once we have identified who these people are, it will allow us to better shape the fundraising methods so that they find value in them.

6.1 The Swedish Institute of Opinion Surveys

The Swedish Institute of Opinion Surveys, known as SIFO, sends out an annual survey across Sweden. This is the information available in this survey about nature. SIFO does not differentiate between nature and nature reserve.

- People tend to be out in nature on the weekend and holidays.
- Women are more in nature than men.
- Swedes that grew up outside of Europe (whose parents grew up outside of Europe) will be less often in nature.
- Swedes that grew up in Europe are more likely to be out in nature.
- Most swedes live very close to nature and 70% of them walk to nature.
- Younger children are in nature more often than older children.
- A family with children under 16 years old will tend to go out on weekends rather than weekdays.
- People going “often” or “very often” during weekends and holidays has reduced between 2007 and 2018. A similar change on weekdays was not evident.
- The most popular outdoor activities were the simpler forms of exercise such as walks, trips in the forest and fields, outdoor swimming, garden work and cycling.
- Activities which have seen a decrease since 2007 are pleasure and exercise walking, Nordic walking, cycling on roads, rollerblading/inlines/roller skis, leisure fishing, sunbathing, hunting, garden work, picnics/grilling in nature as well as studies of plants, animals and birds.
- Activities that have seen an increase are jogging and trail running, skateboarding, outdoor bathing in lakes/the sea and pools/adventure pools, snorkeling, diving, paddling (canoe, kayak), geocaching, jet skis, mountain climbing, meditation and yoga in nature.
- Around half of all Swedes (54%) think that there are some outdoor activities that they cannot do to the desired extent. A lack of time is the most common reason.
- More women than men feel unsafe, lack knowledge, transportation possibilities and access to appropriate places to be able to undertake outdoor activities in the desired fashion.

6.2 Guided Walks Personas

Following a customer journey project about the guided walks, that took place in the autumn of 2019 the following personas were created.

Ulrika
- Would like to go in nature but doesn’t prioritize it over her other interests.
- Takes too much time and doesn’t have the right knowledge.
- She feels unsafe alone but doesn’t know anybody to come along with her.

Peter
- Makes his nature experience very efficient through some sort of exercise associated with the visit in the woods.
- Does not really look at nature signs or think much about it.
- He needs suitable areas to exercise.

Fabian
- His reason to go out in nature is to have fika, he believes it is good for body and soul.
- He would benefit from tips and information about cafes.

Viviane
- Would like to spend time outdoors but is not physically capable of it.
- She likes discovering new natural areas and have it presented to her.

The geek
- Very passionate about something, birds or plants for example.
- Member of Gothenburg botanical society and Gothenburg ornithological society.
- He will pay a lot of attention to nature reserve signs.
- Goes out on his own and with organizations.

The family
- They will go out in nature so that children can spend their energy, kids usually young -16.
- They want to get quickly to the highlight of the visit and usually commute by car.
6.3 Google analytics

Västkuststiftelsen is responsible for three long distance trails: Bohusleden, Gotaleden and Kuststigen as well as beach cleaning under the name of Renkust. On top of that Västkuststiftelsen has its own website. This means that there are 5 different websites and communication channels that can provide data. All of the graphs in section 6.3 are made with google data studio.

![Graph showing users over time on Västkuststiftelsen websites over time](image)

*Figure 15. Users over time on Västkuststiftelsen websites over time*

Using google data studio in order to compare the data from different websites was new to Västkuststiftelsen. Through this process of researching the website visitors the following data studio pages were created. They are now a tool that can be used beyond the scope of this project. For example, figure 15 has an interesting correlation with the start of the good weather and the emergence of the regulations regarding Covid-19 that were put in place mid-March. These website numbers also match with an increase in nature reserve visitors.

With regards to the research question, it is the demographics data that is most relevant. Who are the website users? What do they do and what are they searching for? What do the website users tell us about the visitors on the trails and in the reserves?
The date range on this section is from the 14th of February to the 14th of May. Starting at the top it is uncommon to see a bounce rate of 1.22%. This would mean that only 1.22% of people leave the website after having only visited one page. This can be interpreted in different ways, either people never seem to find what they are looking for or most likely, most visitors come on the website with a specific task to do.

Moving down the following three graphs also give interesting information, such as 51% of people get directly to the website without going through a google search yet 81% of the visitors are new. Most people reach the website via their mobile device, it would be interesting to know if people get on the website when they are out in nature.

The most popular page is the home page as shown with “/”. The next page is about the folders, these are folders about the different nature reserves. Then next there is the “guidningar” page, this is about the guided walks organized by Västkuststiftelsen that ±2000 people attend every year. “Vandringtips” is in 4th place in the number of page views. “Vandringtips” means hiking tips in English, they were launched on the 9th of April following the cancellation of the guided walks. This is visible on the graph users/time as the first peak for Västkuststiftelsen. Ever since then it has been very well received and climbed up the page standings. There is a pretty equal distribution of male and female users and a majority of users from Sweden. The majority of the users are above the age of 55 years old.
Bohusleden is one of the most popular long-distance trails in Sweden. It starts in the south of Gothenburg and goes all the way up to the Norwegian border in 340km. It comes as no surprise that it is the most popular website for Västkuststiftelsen. Compared to Västkuststiftelsen the bounce rate is at a normal level, and the average time on page is three times that time. Which could lead to the hypothesis that the people that stay and visit the website are interested in the content. There is a very large number of users that visit the website from their mobile device, but we do not know if they do so while out on the trail. People seem to access the website in similar quantity from direct search or through google.

Once again it is the home page that is the most popular followed the map planning tool and then “en” which represents English. This should mean that there is a lot of non-swedish speaking visitors however in the pie chart of countries the following trend is not visible. The hypothesis that can come from this is that tourists take a look at the website when they are already in Sweden or that this trail is popular with English speaking people living in Sweden. Without Covid-19 regulations it would be interesting to see if there would be a higher number of people visiting the website from abroad.

There is an even repartition of male and female visitors and the user age is a lot younger than Västkuststiftelsen with the most popular age group being 25-34 years old.
6.3.3 Gotaleden 20 March - 20 May

The date range for this website is also 3 months long however it is slightly different because the demographics data was enabled in the beginning of May.

Gotaleden is a trail that starts in the center of Gothenburg and goes to Alingsås in 71km. The website was launched in the beginning of June 2019. The data is similar to that of Bohusleden with a slightly higher bounce rate and slightly higher number of visitors reaching the website from their mobile device.

With regards to the popular pages, the home page comes first followed by the planning tool. Followed next is an interesting representation of the stages that seem to be most visited. Unlike Bohusleden the “en” page is not in the most popular pages. This shows with a country pie chart with 97% of Swedish visitors. The user age data has not been running for three months but the most popular age group is that of the 65+ closely followed by the 25-34. However, it seems that almost half of the users are above the age of 55 years old.
Kuststigen is a new network of trails that was launched on the 29th of April 2020. This network of trails focuses on being close to the coast. The analytics data for this page has not had enough time to give reliable information. At first glance it seems to follow the same trends as Bohusleden and Kuststigen with a bounce rate of 47% and a majority of mobile device users. It is not surprising to see that 84% of the visitors are new as this is a new website. However, it seems like people get to the website from different sources. This can be explained as the website received some attention when it was launched.

With regards to the demographics data it is difficult to draw any conclusions, but it is similar to both Gotaleden and Bohusleden. With the age group 25-34 being popular as well as the 55-64.
6.3.5 Renkust 5 May – 20 May

The date range is different again, the analytics for this website was activated on the 5 May. However, the website has been in place for a number of years.

As shown on the graph of users over time, Renkust.se is the least active website. Renkust means “clean coast” in English. The work consists of cleaning the rocky beaches of Bohuslän.

It is not surprising to see a large proportion of new visitors on the website as the analytics data is only three weeks old. It is interesting to see a bounce rate of 56%, a hypothesis for this can be that people do not find what they are looking for from visiting the first page. The access to the website is similar to that of Västkuststiftelsen, Bohusleden and Gotalden with an equal share of accesses through google and direct.

Renkust have a beach cleaning map, however when a visitor clicks on this link it is directed to a new page, it is unclear from the analytics data whether these visitors are counted or whether that it is the reason for the high bounce rate as the visitors click on that link and leave the home page.

The demographics data shows that once again the majority of website visitor are above the age of 55.
6.4 Target conclusion

Starting with SIFO the main trend is that people seem to go out more often with younger children. However, there is no differentiation made between nature and nature reserves. With regards to the guided walks, it would be interesting to have a system where people need to sign up in order to attend, they can stay free, but making people sign up would be interesting in terms of the data it would create. Following that there could be some basic demographics data about 2000 people. This would be valuable in order to gain a deeper understanding of the people that interact with Västkuststiftelsen.

With regards to the analytics data, it is very interesting to be able to follow how the websites are doing week after week and also seeing how people respond to different material such as the hiking tips. It is important to note that no paid advertising has been done. The main trends emerging from the websites is that there is a majority of old people visiting the websites, most users visit the website from a mobile device and most users are from Sweden. However, the demographics data is limited from google analytics, some further research would be beneficial in order to gain a better understanding of the visitors.
Chapter 7: Value proposition design

This first conclusion lead to the concept of VPD, Value Proposition Design. Identifying jobs, pains and gains in order to create value and understand the target audience. This is work that is done in collaboration with a consultant, Anna Laurin.

The goal with the Value proposition design is to “design products and services that customers want”.

It is composed of two main parts the customer profile and the value map. The customer profile allows to identify customer segments. This is done by identifying the jobs that the customers are trying to get done while identifying the pains and gains along their journey. On the other hand, the value map identifies products and services and how they are pain relievers and/or gain creators.

7.1 Interviews

The next step in order to create a customer profile and understand who the people that interact with Västkuststiftelsen are was to go and meet them. This was done in coordination with our consultant Anna Laurin and will continue through the months of June July and August 2020. In this section the initial results will be shared.

7.1.1 Method

There were two rounds of interviews that took place. The first round took place in Svartedalen on the 28th of March. The method with these interviews was to stay at the parking place and formally interview people about their journey into nature. When this journey started, what were the low points and high points. For these interviews we were taking notes on what the interviewees were saying.

The second round of interviews took place on 1st of May, this time in Sandsjöbacka. The method for this batch of interviews was informal. It consisted of walking a popular 5km loop in the reserve and talking to all the people that we met along the path. Though informal because there was no note taking, it allowed us to get a much deeper insight about the journey of the visitors. People seemed to have let down their guard and talk to us in a relaxed manner.

On top of that other interviews were conducted with members of the Västkuststiftelsen staff. Interviews were also conducted with people who come and visit the park next to the offices. In total we have around 30 interviews in the first stages of this process.
7.1.2 First findings from the interviews.

Jobs pains and gains

There are three guiding questions/metaphors that can be used for each of the categories.

For the jobs: what job does a person hire a nature reserve to do?

Pains: what were the roadblocks and speedbumps during the process?

Gains: what were the highlights of the process of going out into nature?

Figure 16 shows the first round of findings in terms of Jobs pains and gains. It would be beneficial to take the interview process one step further in order to identify if there is a pattern in the jobs, pains and gains. For example “Fika”, which is Sweden is drinking coffee and eating a bun, seems to be a common gain for most visitors. The following are other finds that came through this interview process.
Everybody is a nature person, just at a different frequency

With Covid-19 and the regulations that followed, there was an obvious increase of visitors in nature reserves. This was visible with numerous reports of parking spots being completely full as well as reports from the field workers. With this, we had a hypothesis that there were now new visitors in nature. However, this hypothesis proved to be wrong.

It turns out that, all the people that were interviewed were not new to nature. However, with the regulations of Covid-19 they had increased the frequency of their visits.

So instead of reporting that there are more people that are out in nature, it can be said that people are more often out in nature.

The regulations regarding Covid-19 have affected social gatherings and social events. From this comes the hypothesis that instead of meeting friends and attending social events, people are now going to nature more often.

People are aware of Västkuststiftelsen but they are not aware of the work done

This started with the hypothesis that people do not know Västkuststiftelsen. However, when talking about Västkuststiftelsen with nature visitors, they explain that they have heard about the brand, however they are not aware of the work done.

Whether this is because, as interviewers, we come with Västkuststiftelsen branded outfits can create uncertainty.

10/10 experience

This is something that stands out during the interview process, when asked on a scale of 1-10 how high people would recommend going out to nature to a friend. Most of the time people answer 10/10 without hesitation. This means that it almost does not matter what their journey into nature was like because in the end they are really happy. However, they do not associate this positive experience with Västkuststiftelsen.
The moments of truth and 10/10 experience

Table 12 The moments of truth

<table>
<thead>
<tr>
<th></th>
<th>Description</th>
<th>Where is Västkuststiftelsen involved</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Stimulus</strong></td>
<td>When a person gets the idea of going out into nature</td>
<td>Instagram, Bohusleden, Kuststigen, Gotaleden, Renkust</td>
</tr>
<tr>
<td><strong>Zero moment of truth</strong></td>
<td>Research process/discovery</td>
<td>Websites: Bohusleden, Kuststigen, Gotaleden, Renkust, Västkuststiftelsen</td>
</tr>
<tr>
<td><strong>First moment of truth</strong></td>
<td>First interaction with a nature reserve or trail</td>
<td>People only see a very small Västkuststiftelsen logo on the bottom right side of the trail map</td>
</tr>
<tr>
<td><strong>Second moment of truth</strong></td>
<td>Visiting the nature reserve or trail</td>
<td>People do not know where Västkuststiftelsen is involved</td>
</tr>
<tr>
<td><strong>Ultimate moment of truth</strong></td>
<td>Out of 10 how much would you recommend this experience to a friend</td>
<td>Always 10/10</td>
</tr>
</tbody>
</table>

Through the customer journey there is very little interaction with the Västkuststiftelsen brand. For the zero moment of truth it is very unlikely that one will come in contact with the Västkuststiftelsen brand unless that person is on the foundation’s website. Through the interactions with the other websites there is no Västkuststiftelsen logo. The first moment of truth is important, the foundation has only one chance to make a first impression, however there is only a small logo on the trail map that most people will not see. For the second moment of truth people interact with the work done by Västkuststiftelsen, however they are not aware that the west coast foundation is behind it, but they are very happy. This was clear during the interviews, when asked the question if they would recommend this to a friend on a scale of 1 to 10 the most common answer was a 10 without hesitation.

7.2 The next step in Value Proposition Design

The next step in this process is to continue with the customer profiles in order identify the jobs pains and gains and later the customer segments. Later the Value map can be competed in order to find what fundraising methods would work for Västkuststiftelsen. The end goal is to get to a point where the business model canvas is completed thoroughly.
Chapter 8: Brand awareness

Following the interviews conducted in nature reserves, the long-standing hypothesis that people do not know Västkuststiftelsen was supported. Considering the potential amount of people that visit nature reserves, the analytics data and the social media followers also show that Västkuststiftelsen brand is interacting with a small proportion of these people.

Measuring brand awareness is not always quantifiable, however, these are the following values that can be used in order to measure brand awareness of Västkuststiftelsen over time.

Social media
- Facebook: 3654 likes
- Instagram: 946 followers

Website
- Visitors: available on google data studio
- Number of direct searches/ month: available on google data studio

8.2 Brand Identity

The first question was: what is Västkuststiftelsen? This is not something that is explicit, because the west coast foundation is active on many fronts. The following is a visual representation of the brand.

Figure 17 Representation of Västkuststiftelsen and the brands it is responsible for

Coming back to the moments of truth, there are very few interactions with a Västkuststiftelsen logo along the customer journey. This also means that it is not possible to understand the work done by Västkuststiftelsen when interacting with Bohusleden, Gotaleden or a nature reserve.
This was made evident with the google analytics data. The peaks that are visible on the Västkuststiftelsen website are not caused by an increase in visitors on the other websites such as Gotaleden or Bohuslede. These peaks come each time from a “Vandringtips” post on Facebook.

Figure 18 Users of Västkuststiftelsen websites over time

8.2.1 Value

One could argue that there is no need for the Västkuststiftelsen brand to be associated with its trails or nature reserves. However, it was highlighted in the “products and services to be considered” that for these fundraising methods to work there needs to be value. The goal with associating Västkuststiftelsen with all of its other brands is to create value.

Västkuststiftelsen is the sum of its parts; it would be good to get to a point where a peak on the other websites triggers a peak on Västkuststiftelsen and that people associate Bohusleden, Kuststigen, Gotaleden, 250 nature reserves and their infrastructures with Västkuststiftelsen.

The process of creating value for the Västkuststiftelsen brand can be separated into two sections, digital and physical. The digital section will consist of the websites and social networks and the physical section consists of the outdoor experience.

8.2.2 Digital

The guiding question for this section is: “How can Västkuststiftelsen be associated with its brands”. It was obvious that the websites need to mention the foundation. The following is what has been done.
This represents a work in progress. It is a good first step in the right direction, however it requires more work. The website home page now has a Västkuststiftelsen logo, however this logo is not clickable yet. Västkuststiftelsen is also mentioned on the Instagram account. The same has been done with Kuststigen.

The goal with the digital branding would be to establish a branding package that could be applied to all of the “members” of Västkuststiftelsen.

8.2.3 Physical

When visiting a nature reserve, the only time people will come in contact with a logo of the west coast foundation is on the trail map. This logo is very small and does not explain the involvement that the foundation has in terms of maintenance and management. When walking Gotaleden, Kuststigen or Bohusleden people do not come in contact with a Västkuststiftelsen logo.

The goal with the physical branding is the same, create branding packages that will show Västkuststiftelsen’s involvement out in the field. Particular attention has to be paid on the first moment of truth.

The project has now been about the infrastructures that can be found in a nature reserve or on a trail. This includes, footbridges, maps and windshelters. How can Västkuststiftelsen show that they are Responsible for the build of these infrastructures?

Different ideas have been considered. A plan has been established and Sandsjöbacka, a nature reserve south of Gothenburg, has been selected to be a test reserve. In this reserve the plan is to test out different branding methods in order to see what works best on the long term and follow that up with interviews in order to get feedback from the visitors. Currently the plan is to test the branding of footbridges. Two branding methods will be tested, the first one consists of metal plaques that can be placed at the start and end of the bridge. The other method is to burn the Västkuststiftelsen logo at the start and end of the bridge. These two tests will take place after the submission of this work.

8.3 The next phase of branding

The topic of brand Identity has been discussed earlier in this section. In order to establish digital and physical branding packages it would be valuable to formalize the brand identity of Västkuststiftelsen.

There is no need to create a brand Identity, this already exists, the brand has been in place since 1962. However, the goal is to formalize it in order to create a consistent look and voice over all of the channels of the brand. This includes formalizing the values and key words that should be associated with the name Västkuststiftelsen.
Conclusion and recommendations

The internship started with the following question: “How can Västkuststiftelsen work with businesses and the public, in a win-win situation, in order to generate income?” In order to make this question quantifiable it was modified to: “How can Västkuststiftelsen work with businesses and the public, in a win-win situation, in order to generate 10 million sek/year of income within the next three years?”

The work started by analyzing the fundraising market for non-profit organisations with a particular focus on businesses and the public. This was done by looking at other actors involved both in Sweden and in other countries and also by researching about fundraising for non-profit organisations. Out of this came a multitude of fundraising products and services.

Out of all these products and services it was important to consider which ones Västkuststiftelsen would feel comfortable standing behind. Which ones were in line with the values of the brand? From this discussion a short list of 7 products and services was made. This list was composed of memberships, gifts, testament, swish, “donate a boat/sponsor a section of trail” and the postcode lottery. A big highlight from this process was realizing that Västkuststiftelsen cannot shout for help but should rather open the pathway for people to participate in the fundraising methods.

The following step consisted of taking a deeper look at how each one of these products and services and how to make them successful. The main takeaway from this section was it is very important to have a clear understanding of the target audience and that Västkuststiftelsen needs a unique selling point to offer in order to create value for that target.

With regards to the target audience, Västkuststiftelsen has very little information about the people that it is interacting with. However, the process of understanding the visitors is underway and will continue through the months of June, July and August in coordination with Anna Laurin, consultant to Västkuststiftelsen. The goal will be to complete the customer profile chart and the value map in order to identify the products and services that are gain creators and/or pain relievers.

A hypothesis was confirmed during this process and that is that people do not know that they are interacting with Västkuststiftelsen when they are out in nature.

With this hypothesis confirmed, the work that Västkuststiftelsen does, represents value to the people. Therefore, it is important to raise the brand awareness of Västkuststiftelsen both digitally and physically. This will be done by making the foundation the sum of its parts and associating it with all the other brands it manages. This will be done by making sure people that people interact with the brand along 5 moments of truth. So that they can associate their 10/10 experience in nature with Västkuststiftelsen. The goal with the branding is to create “branding templates” that can be used
digitally on the different websites of Västkuststiftelsen and physically in the nature reserves where the foundation is active.

In order to complete the research question there is more work required both with the branding but also with the value proposition design. The goal is to identify and understand clearly a target audience and to make sure that the target audience is aware of the brand Västkuststiftelsen.

Reaching this point would make the strategic part of the work clear, the next step would involve positioning Västkuststiftelsen and then working on the operational part. This would involve the product, place, price and promotion of the fundraising method/methods that end up fitting Västkuststiftelsen and its target audience best.


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