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Haute école de gestion
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Perception of Millennials toward humanitarian organisations

**How Millennials perceive international humanitarian organisations, their
marketing methods and how does it impact their donations?**

**Bachelor Project submitted for the degree of
Bachelor of Science HES in International Business Management**

by

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Declaration

This Bachelor Project is submitted as part of the final examination requirements of the Haute école de gestion de Genève, for the Bachelor of Science HES-SO in International Business Management.

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Geneva, 3rd June 2019



Elisa CHÉDEL

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Executive Summary

Enterprises put special attention into communication and marketing. These two aspects are continuously evolving, transforming and adapting to better reach the expectations of a potential buyer. Especially for humanitarian organisations, there is no item to sell but the customer, in this instance: the donor needs to be understood in order to, again, not make a purchase but donate money. On the one hand, the customer is buying something, and on the other, he is giving. At the end of the day an enterprise and an organisation have the same goal, they both need funds to survive.

This research aims to understand the perception of Millennials towards humanitarian organisations and to address potential solutions for the pain points mentioned throughout the paper.

Qualitative data have been gathered by interviews with the organisations: International Committee of the Red Cross, Médecins Sans Frontières and Terre des Hommes. This method enables the reader to grasp example of the current situation regarding the different communication mediums used such as mailings to households, billboards, celebrity endorsement so and so forth to reach the different segment of the population. It also helped understanding how organisations cope with communication guidelines when regards to choosing a picture or a content for an advertisement. Several concepts have been mentioned like “death kilometer” and “information hierarchy” which are used in communication and can impact how the information is received by the recipient. Challenges were also mentioned such as the situation of the humanitarian market, new laws affecting not only marketing departments, but also entire organisations.

Quantitative data have been collected through a survey. The focus was made on Millennials living in the French part of Switzerland. 115 answers have been analysed and enable the reader to draw a picture of the situation vis-à-vis of Millennials. As results, at the exception of the 3 organisations interviewed, Millennials is split into two groups. The first one with 41% of the responses, people who already donated to an organisation, this group is then divided into occupations such as student, employees and unemployed people. The other 59%, the people who never donated to an organisation, were also divided by occupation, but the most interesting aspect is the reasons why they never donated. These latter were due to lack of financial means with the most answers, followed by mistrust toward organisations.

The results of this thesis draw several recommendations based on transparency, communication and a new donation method which could be implemented in order to build solid relationships between potential donors and organisations.

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Abbreviations and Acronyms

NGO	Non-governmental organisation
MSF	Médecins Sans Frontières (Doctors without borders)
TdH	Terre des Hommes
ICRC	International Committee of the Red Cross
RFM	Recency, Frequency, Monetary
EU	European Union
HO	Humanitarian organisation
ICRW	International Committee for Relief to the Wounded
OCHA	Office for the Coordination of Humanitarian Affairs
ARC	American Refugee Committee

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1. Introduction

1.1 Donations in Switzerland

1.85 Billion Swiss francs

1.85 Billion Swiss francs is the amount of donations in 2017 to non-for-profit Swiss organisations. This figure is the highest in history, at least for a decade, 1.1 billion was donated in 2003 and this amount did nothing but increase as in 2013 it was about 1.7 to finally reach the record of 1.85 billion in 2017. (ZEWO Foundation, 2017)

8 Swiss households over 10 donate

80% of Swiss households donated in 2017, in average 400 francs in the German-speaking part, 200 francs in the French-speaking region and 300 francs in Ticino per year (ZEWO Foundation 2017). Even in 2015, Switzerland was considered as a “donor country” as the percentage of donations regarding the total population was about 70% at that time. It was ranked third one in Europe. Compares to its peer in the EU, Switzerland did pretty good. Number 1 was the Nederland with 85%, number 2 Poland with 70%, France with 49% and closing the march with 19%, Spain. (CERPhi, 2015)

1. Believing in the cause

2. Feeling grateful

3. Aligned with my personal values

According to the report on donations in Switzerland made by Swissfundraising in 2015, the three main reasons why people donate are the one mentioned above. Over 1'122 people interrogated, 91% responded that they believe in the cause, 86% they felt grateful and 78% said it was in harmony with their personal values (Swissfundraising, 2015).

People donate to several purposes such as for human rights, disease research, disaster assistance, environment and animal protection and many other. As reported by ZEWO foundation in 2017, the three main matters, which people donate to are the following:

1. People with disabilities

2. Children and youth

3. Social aid and emergency

Regarding methods of donations, it can be spread into 2 aspects the first one considered as “traditional channels” includes: payment slip, filling a form, and giving cash directly. The second aspect is known as “new channels” including: the organisation’s website, crowdfunding, via SMS or using a mobile application. Even though, there is a slight improvement from 0,5% in 2016 to 0,8% in 2017 (the percentage of donation through new channels regarding the total amount of donation per year), most donations are still done using traditional channels. (ZEWO Foundation, 2017)

Philanthropist, a person who seek to promote the welfare of others, especially by generous donation of money to good causes, but no only, by giving its time as well. As stated in the ZEWO report of 2017, over 300’000 people volunteer for social causes each year, providing 40 million hours of work. (ZEWO Foundation, 2017)

Now that the context for Switzerland is set, what about the Millennials in particular?

1.2 Millennials

Millennials, also called the “Y Generation”, is anyone who was born between 1980 and 2000. Many articles tried to describe this generation, but it is almost impossible to put everyone into the same box as there are many diversities within this particular age group. One criterion that we can all agree on, is the fact that Millennials are “digital natives” - *a person born or brought up during the age of digital technology and is familiar with computers and the Internet from an early age* – they follow technological trends and jump from one to another very easily. (Elio Panese, 2015)

Several articles tried to tackle the aspect of Millennials at work, for example, and how to work with them. In one of the article, an interesting dimension was mentioned regarding Millennials : “It is as if the generation of Millennials has less need to adapt to the world, to normalize itself to it, that, on the contrary, the world adapts to them, unlike previous generations for which such a scenario would have been unimaginable. [...] They have thus, developed a culture of change by allowing the new generation to realize itself and show what it is worth, rather than locking it into narrow patterns.” (Elio Panese, 2015)

This "not like other generations" mentioned earlier, is daily proofed by how Millennials are described: (Daniel Newman, 2015)

- Communicate via social media platform and look on the Internet for reviews before buying an item, they trust other customer's experiences. (*78% of consumers made purchase based on company's social media posts and consumers are 71% more likely to make a purchase based on social media referral*) (Pinnaclecart, 2015);
- Have a purchasing power and specific interests;
- Open to the world, willing to have a positive impact on the planet and its inhabitants;
- Concern about the environment;
- Want to have access to information, transparency;
- Don't want to lose time looking for information, it should come to them;
- "We are in this together" attitude.

Comparing Millennials with the previous generation, the X, the most pronounced difference is the change in mindset. People born from 1960 to 1980 grew up in a time where "what's in it for me?" was the main concern. The generation mainly focus its effort into enriching themselves as they faced a shortage of jobs and it created the "me, me and me" attitude. Whereas, as the world is more and more connected, for Millennials the mindset is "I matter as an individual, I can make a difference, I'm going to make a difference". (Laurence Sarner, 2017)

As generations change from one to another, characteristics, desires, way of working, way to getting information and the use of technology in daily life change. That is why humanitarian organisations need to put special care in the way they communicate with the Y generation; donors and potential future contributors. As no operation on the field can be undertaken without financial aid, humanitarian organisations must constantly develop its communication technics and adapt its advertisements' content to better reach the expectations of the current generation.

So, how enterprises adapt to Millennials regarding their marketing methods?

1.3 Marketing evolution

The concept of marketing evolved over time; the technics used in early 60s are not the same as the one used today. The sector did adapt to several aspects such as technological innovations and changes in the behaviour of individuals. Marketing did go through four principal stages, the first one Marketing 1.0 (1950-1970), so-called "product oriented" then, Marketing 2.0 (1970-1990) was more focused on the customer itself. Followed by stage 3, Marketing 3.0 (1990-2010) was value oriented and finally, Marketing 4.0 (2010-today) is all about listening and understanding society's needs.

The table below helps to understand the changes through the different stages and the aspects impacted. (Marketing 3.0 2018)

Table 1: Marketing stages

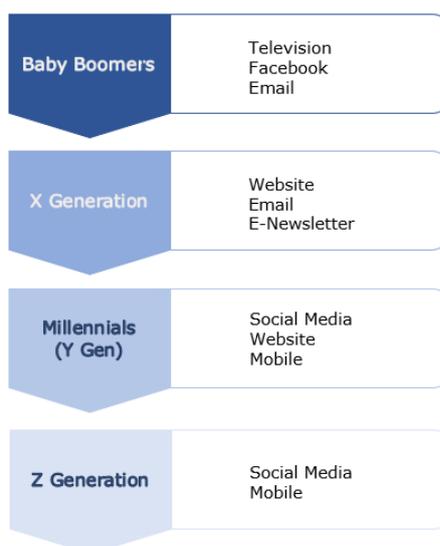
Marketing stages	Referred as	Objective	Type of value
Marketing 1.0	“Product oriented”	To sell products and services	Functional
Marketing 2.0	“Consumer oriented”	To satisfy and build customers’ loyalty	Functional and emotional
Marketing 3.0	“Values oriented”	To improve the society	Functional and emotional
Marketing 4.0	“Network oriented”	To listen and understand society’s needs	Functional, emotional and spiritual
Marketing stages	Guidelines for marketing management	Key marketing concept	Perception of the market from the point of view of enterprises
Marketing 1.0	Features of the product	Development of new products and services	General public
Marketing 2.0	The positioning of products/services and the company	Differentiation	Customer more informed
Marketing 3.0	The vision, mission and value of the enterprise	Values	The human being as a whole
Marketing 4.0	To exchange between the consumer and the company	Customization	The consumer more connected

Source: Marketing 3.0

Nowadays, people are much more concerned about how a brand communicates with them. It is not buying a simple product anymore, now it is more about building a relationship between an entity and a customer.

As a result of technological innovation, medium of communication also changed. The techniques used to reach Baby boomers are not the same as to reach the generation Z.

Figure 1: Evolution of medium of communication



Source: Emily Davis (2016)

An interesting shift is the one from paper to digital. Several years ago, people read newspapers, read books and sent mails, but now people can do all of it on their smartphone. They can read newspapers through a mobile application, read books via “e-books” and instead of writing mail they write e-mails. Smartphones are part of people’s lives, according to Deloitte (2018), “The smartphone is at the heart of our lives - Only 8% of the Swiss population do not have one yet.”. Focusing on the Millennials, more than 92% of them own smartphones and check it more than 150 times a day on average (Philip Perry, 2018). These figures emphasize that the best way to reach Millennials is through this device.

1.4 Humanitarian aid

Humanitarian aid is material and logistic assistance to people who need help. It is usually short-term help until the government and other institutions take over. The needy people include: the homeless, refugees, and victims of natural disasters, wars and famines. Humanitarian organisations are present during different events such as “natural disasters”, earthquakes or tsunami and “man-made disasters” like war. The primary goal of the humanitarian aid is to save lives, alleviate suffering and maintain human dignity. In order to do so, humanitarian organisations need funding from different sources, it can come from states, other organisations, corporates and individuals.

1.4.1 Humanitarian aid history

The most well-known origin story is the one from Henri Dunant, founder of the Red Cross. The Swiss businessman wanted to meet Napoleon III to talk about his business, so he travelled to northern Italy where Napoleon III was conducting a military campaign in 1859. On the road in Solferino, Dunant saw a battlefield with 40 thousand injured, and not enough medical personal to help. At that time doctors from a side of the battlefield wouldn't help the "enemies" wounded soldiers. He decided to gather women from a village near by and to transport the injured to a safer place. Dunant could provide not only medical care, but also food and water to injured soldiers. He insisted on the fact that every soldier has the right to medical care, no matter who they are fighting for.

After returning to Geneva, Henri Dunant wrote a book called "A memory of Solferino". Since the publication of the book in 1962, it had a tremendous success as Dunant was able to profoundly stir the emotions of his readers by bringing the battle and suffering into their homes, enabling them to understand the current barbaric state of war and treatment of soldiers after they were injured or killed. A little of a year later, The Red Cross was born. Five Geneva's citizens, including Dunant, set up the International Committee for Relief to the Wounded (ICRW), later to become the International Committee of the Red Cross (ICRC). The following year, 12 governments adopted the first Geneva Convention; a milestone in the history of humanity, offering care for the wounded, and defining medical services as "neutral" on the battlefield. Today, the Geneva's convention has been signed by 196 countries all around the world and is applied in conflict situations.

In 1980, it was a turning point for humanitarian aid. Early attempts were in private hands and were limited in their financial and organisational capabilities. Since the 80s there were the medias support and the celebrity endorsement to address humanitarian crises. It helped in order to mobilize citizens and governments.

1.4.2 Humanitarian Principles

All humanitarian organisations' activities are guided by four humanitarian principles. These latter are central to establishing and maintaining access to affected people, whether in a natural disaster or in a complex emergency, such as armed conflict.

The four guiding principles followed by most humanitarian organisations are the following (Humanitarian aid, 2018 & OCHA, 2010):

1. Humanity

All humankind shall be treated humanely and equally in all circumstances by saving lives and alleviating suffering, while ensuring respect for the individual.

2. Neutrality

According to the Red Cross, neutrality means not to take sides in hostilities or engage at any time in controversies of a political, racial, religious or ideological nature.

3. Impartiality

Is the idea that humanitarian assistance must be impartial and does not discriminate based on nationality, race, gender, religion, political opinion or class. It must be based on the need alone. Priority must be given to the most urgent cases of distress.

4. Independence

According to the International Federation of the Red Cross and the Red Crescent, Humanitarian agencies must formulate and implement their own policies independently of government policies or actions. Humanitarian agencies, although there are auxiliaries in the humanitarian services and subject to the laws of their countries, must maintain their autonomy from political, economic, military or any other aspects and be able, at all times, to act in accordance with the humanitarian principles.

Aside from the four main humanitarian principles, there are other concepts, which were set from experiences with development assistance such as:

- Agencies should operate with respect to culture and custom from the country they work in;
- Humanitarian response should use local resources and capacities as much as possible;
- The participation of the beneficiaries should be encouraged;
- Emergency response should strive to reduce future vulnerabilities;
- Agencies should be accountable to both donors and beneficiaries;
- Humanitarian agencies should use information activities to portray victims as dignified human beings, not hopeless objects.

Although these principles are easy to understand in theory, they are very hard to apply in each situation. For instance, for some organisations it may be difficult to maintain their independence from their donors and not be confused in the field with governments who may be involved in the hostilities.

The International Committee of the Red Cross has set the example for maintaining its independence and neutrality at the same time, by raising its funds from governments using separate annual appeals for headquarters costs and field operations.

1.5 Research Methodology:

This paper has been structured into two parts.

In order to respond to the following objectives; understand how humanitarian organisations (HO) do their marketing, the different medium of communication used to reach diverse audiences, the challenges that marketing departments may be facing regarding the shift in fundraising and to discover the link that HO have with the Y generation, qualitative data were gathered through interviews with three humanitarian organisations. These latter were International Committee of the Red Cross, Terre des Hommes and Médecins Sans Frontières. This approach enables the reader to get concrete examples and situations of what is currently done.

Regarding further objectives such as understand the perception of Millennials towards humanitarian organisations, the trustworthiness of these latter, the actual donation situation, the reasons behind why Millennials may not donate, and the sensitivity felt on certain pictures, quantitative data were collected through a survey. This method allows the reader to have a good representation of the perception of Millennials on organisations.

2. Analysis

2.1 Interviews with organisations

Interviews with three major humanitarian organisations were scheduled; the International Committee of the Red Cross on the 7th of March 2019 [Appendix 2:ICRC Interview], Doctors without borders on the 13th of March 2019 [Appendix 3: MSF Interview] and Terre des Hommes on the 28th of March 2019 [Appendix 4: TdH Interview]. The purpose of these interviews was to get more knowledge about several aspects such as current donors' age range, marketing methods used to reach the different segment of the population, guidelines to follow when choosing pictures and content for advertising and finally, the challenges that not only marketing departments, but also entire organisations could be facing. [Appendix 1: Interview's guidelines]

2.1.1 Marketing Methods

Several methods of communication are used during marketing campaigns. Not all technics are valued in every campaign so each organisation's marketing department plan ahead the type of campaign and the approach in order to be the most effective possible.

Types of Campaign:

- a) **Integrated campaign:** aligning communication for visibility and fundraising to ask for donations. This kind of campaign is extremely expensive as it uses different medium as Tv ads, radio announcement, that is why, it is done only once every 2 or 5 years. The planification depends on the strategy and the current financial situation of the organisation.
- b) **Donors acquisition:** focusing only on asking for money, this campaign is done on digital platform such as social media or on paper via emailing. No Ads on Tv or radio are done as it is costly. The goal is to communicate at a lower cost. From 2 to 5 times a year, this campaign is done.
- c) **Donors loyalty:** writing to everyone falling into the "donors" category, meaning people who gave once to a particular organisation to people donating thousand Swiss francs a year. This operation is done between 1 and 12 times a year, once again depending on the organisation's strategy.

2.1.2 Types of communication technics used:

In this section several methods of communication will be presented by category; “paper”, “media” and “others”, with an example for each in order to have a better understanding.

Category 1: Paper

Mailing: Organisations send leaflets to households all around Switzerland, the targeted regions are chosen by the organisations. Each one can choose a Zip code and send to every address in this area for instance 1200 is for Geneva and 2000 is for Neuchâtel. Organisations have 3 choices; it can be sent to all households, half of them or only to specific zip codes in Switzerland. These mailings' content includes; pictures, informative text about a specific cause and most of the time a “couponing” which is a small detachable piece of paper at the end of the letter in order to directly donate to the organisation. The leaflet can be in different material such as paper or in cardboard. Choosing cardboard can have a positive impact as people notice it in their mail box and it doesn't get lost within other letters, whereas it can also have a negative impact, which happened to Terre des hommes, people were calling the office to complain about the fact that sending cardboard wasn't eco-friendly. The purpose of this method is to send information and hope for donations. [Appendix 5: Mailing to households]

Emailing/ mailing to donors: This technique is used to first; warmly thank the donor for his/her previous donation, then it is used to inform. In these emailing, we can find all sorts of information such as ongoing projects (usually the one the donor gave money for), on future projects, the benefits for the persons in need and in order to directly donate money to the organisation a couponing may also be included. Generally, organisations tell a story about a family or an individual, pictures and testimonials are added to create an emotional impact on the reader. The nature of the mailing is more personal as it begins with Dear Mr. or Mrs. *surname* and typically ends with the signature of someone important as the Executive Director, Development Director or others. This technique is used to build strong relationship between the organisation and the donor. On one hand the organisation informs the donor, and on the other hand, the donor can trust the organisation as he/she knows how the money is used for. [Appendix 6: Emailing/ mailing to donors]

Billboard: This technic is used to boost the exposure of the organisation's message thanks to the size and the placement of the poster. Generally, billboards content is a picture, a short phrase and a call to action, which could be a phone number to call or a website to check it out.

For a better result, these placards are posted in areas where a lot of people passes everyday such as at the train station or on crowded streets. The more people notice it, the better. [Appendix 7: Billboard for Terre des Hommes]

Category 2: Media

Video: The International Committee of the Red Cross produced several short videos of 2 minutes to communicate a situation or to raise awareness from the public. On its YouTube channel the ICRC posted 5 months ago, a video called “The one gift Santa can’t deliver”. It has already 126K views. The video staged a man wearing Santa Claus clothes walking around a city in war and destroyed by bombings and armed groups of people. In the background we can hear a Christmas song piled up with rifles noises. As Santa walks through the streets he sees tanks, bodies on the ground, buildings on fire and other chaotic elements. He goes into a building and as the music fades away, he walks closer to a little girl sitting on the ground. We can see on this girl’s face that she is scared and alone. The man gets down to the girl, takes her hand and disappear suddenly. The scene is followed by the message “The only gift some children want this Christmas is their family” and then we see this very girl happy with clean clothes jumping into her mother’s arms with an ICRC employee on the background. A second message follows “Every year we reunite hundreds of families torn apart by conflict, migration and natural disaster”. [Appendix 8: Images of the video “The only gift Santa can’t deliver”]

Social media: Organisations usually use social media to reach directly its followers and to inform them on several subjects. The content on these platforms can be pictures, texts and videos.

TV ads: As it is costly, organisations do not use this method often, but it is an efficient way to reach potential donors. Generally used in time of emergency, Chaîne du Bonheur did a Tv ad asking for donation for the Indonesian earthquake and tsunami in 2018.

Website: Organisations put directly on their website updates about situations to inform donors and any other visitors on their pages.

Mobile Application: Categorized as “humanitarian games” on Play Store or Apple Store, anyone who download the application will be in the shoes of a kid, with his family, hiding in his house from armed groups. The game stages rifles noises and shouting to make it real. Questions are asked throughout the game and depending on the choice of the gamer, the situation will evolve. The goal is to escape the situation alive.

Category 3: Others

Calling: MSF for instance, uses this method to keep in touch with donors and to inform them about one or several current projects the organisation is working on. They also take advantage of this opportunity to talk about crises or diseases, which aren't in the media or forgotten.

Street-fundraising: Generally working in team, the street fundraisers (it can be internal employees of the organisation or an external agency) stand in busy areas and approach passers-by to persuade them to donate money to the charitable cause he/she is promoting. They will briefly explain the work of the charity and try to engage the person in a dialogue about the issues the charity focuses on (animals, children, the environment). The fundraiser will then move the conversation towards asking for a financial contribution (via Direct debit), usually a regular monthly pledge. The potential donor will then have to fill in a form with his/her personal information and bank account number if the person is interested in donating money to this organisation.

Celebrity endorsement: It is a type of communication, which a celebrity speaks in the favour of an organisation. One of the most well-known examples is the world-famous actress Angelina Jolie being the ambassador of UNICEF and UNHCR. The use of such technic makes the organisation's name stands out from the others and improve the phenomenon so-called "Ad recall", which makes someone remember the organisation's advertisement and links it to their favourite celebrity, which could result to a donation from a fan (Kali Kraft, 2018). People refers to influencer they know, and trust. Unfortunately, the downsides of this methods are; the cost of endorsing a celebrity and the impact on the organisation if a scandal occurs with the endorsed superstar.

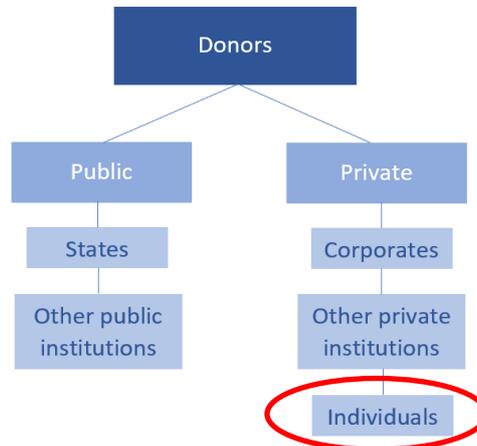
Ads on public transports: As an example, Médecins Sans Frontières used a tramway in Geneva as billboard in 2017. [Appendix 9: MSF ad on tram]

Attending festival: Several well-known humanitarian organisations attend festival and social events in order to raise awareness on a cause. For instance, MSF did attend the "Paléo" festival in Nyon in 2011. A stall was installed and people at the event could discover "Haiti, the permanent emergency" exhibition as well as receiving souvenirs with MSF logo printed on. (Paléo, 2011)

2.1.3 Types of donors

Throughout the interviews different types of donors were clearly identified. First, they can be separated by “private” and “public” contributors.

Figure 2: Donors organizational chart



Deciding to focus on the individual group, two kinds of donors can be distinguished.

Table 2: Donors age range and specificities

Measures	60-80 years old	20-30 years old
How many organisations do they donate to?	1-2	4-5
Amount of money donated (in average per year)	300-600 CHF	20CHF
Frequency of the donation	Regularly	Spontaneously
Cause chosen for donation	Not specific	Specific
Method of donation	Payment slip, on the organisation's website, calling	Payment slip, on the organisation's website, mobile application
Donation of	Money	Money, time & resources (clothes, food)

As showed on the table above, several aspects are very different from one type of donor to another one.

Note that the donor in between these two categories, from 30 to 60 years old, are part of the financial resources of organisations, however, they are not in the scope of this paper, that is way they are not represented on the table above.

2.1.4 Segmentation Methods

Segmenting donors by different aspects is a useful method to identify groups of donors for special treatment (Optimove, 2017). It allows the organisation to target specific groups with communication that are much more relevant for them. The two first methods are used when the donors are already in the database of the organisation and the last one, brokers, is a technique to reach potential donors.

1. RFM method

RFM stands for *Recency*, since the first donation, *Frequency*, how many times a donor donated for the organisation and finally *Monetary*, defined by how much a donor donated in total. For instance, Jim who gave 20 CHF in 2015 and never gave anymore won't receive the same kind of information or via the same medium as Marie who is a regular donor for over 10 years.

2. Scoring method

In the database each donor has a number from 1 to 9 attributed regarding the amount they donate, the frequency, and other aspects. Score 1 is for someone, who donated a significant amount of money for a long period of time and score 8 or 9 could be for someone who donated a small amount of money only once. The organisation could plan to send emails to all the donors who has the score 1 to 3 and maybe reactivate the one with the number 8 and 9. Different way of communication depending on the donor's score.

3. Brokers

Any organisation can contract an external agency so called "brokers", which will find an ideal profile for them based on certain criteria that the organisations choose. The criteria can be someone who has children, who has already donated to an organisation, and other aspects.

2.1.5 Communication guidelines

Using any kind of medium mentioned early in the document, e.g. billboard or text on the organisation's website, the message is key. The way of giving information needs to be considerate and written very carefully.

Therefore, guidelines are created in order to communicate without contradicting any humanitarian principles neither offending any party. Examples of guidelines, which need to be followed by any employee who choose a picture for an advertisement on the behalf of the organisation, are the following:

- The pictures chosen should not undermine or degrade the image of the people photographed;
- No shocking pictures should be used;
- A consent needs to be signed by the person photographed in order to allow the usage of the picture;
- The picture needs to reflect the reality, the use of photoshop is unacceptable and should not be used in order to stress the sorrow of a situation or of the person photographed;
- Do not use the person as an object to enhance pity;
- The children's rights need to be protected.

Plus, some organisations only use "internal pictures", which means that the pictures use for marketing purposes, for example, are images which were taken on the field by employees from these particular organisations or photographs working in collaboration with them. No portrait will be chosen randomly from the Internet for an advertisement.

Every photo used for commercial purposes are examine internally by an adequate department and it must make sure the picture intended to be used checks all the criteria mentioned before. Further aspects need to be considered, such as systematically double checking the sources, figures and data when choosing the content for an advertisement. And finally, the information should not include any personal opinion from the writer in order to preserve neutrality and impartiality of the content.

According to an article on The Guardian (2018), the increasing number of "negative news" implying crimes, natural disasters, economic crisis, so and so forth. in the newspapers, on social media or on television for instance, cause people to reasonably assume that violence rate in the world does nothing but increase every day, whereas it's not necessarily the case. Due to these pieces of information, most people tend to say things like "Why should I vote? It's not going to help," or "I could donate money, but there's just going to be another kid who's starving next week."

The fact that they are constantly exposed to negative news, impacts their view of the world, which at the end impact their point of view on organisations for doing enough in countries where they operate.

Yet, there is controversy in the way of interpreting news. Organisations, which try to communicate by showing positive information and pictures, using children smiling for instance, rather than showing unhealthy kids on their advertisement.

Unfortunately, in some cases, people will translate the advertisement as “We can clearly see that these kids are happy and don’t need my money!”, which leads people to stop donating money or never begin to.

2.1.6 Relation between death and distance

The term “Death kilometre” or “principle of proximity” is generally used in journalism. The idea is that the information on an event has a different level of importance depending on the closeness of the reader of an article, or the audience of tv news. The phenomenon of closeness is generally divided in 4 axes; geography, temporal, affective and societal/socio professional (Eric Cobut, 2018). [Appendix 10: Death-kilometer concept_fr]

In 2000, a famous psychology professor, Jacques- Philippe Leyens did an experience on the perception of information. (Nicolas M, 2019)

He split Belgian volunteers into 2 groups, and gave each group the same information to read, an article about a building on a fire. In the first group, he announced that the fire had taken place in Belgium, the second in England. Then he asked each group what emotions they had felt.

The first group expressed human-specific emotions such as grief, hopelessness, or guilt and it was much more emotional. The second group expressed primary emotions, such as fear or pain. Depending on the “distance” of an event, kilometric or cultural , we do not feel the same empathy for the victims, because we do not evaluate the gravity of the facts in the same way.

To give a recent example, the cathedral “Notre-Dame” in Paris, France has been partially destroyed by fire on the 15th of April 2019. There was no death, nor injured but the video showing the peak of the cathedral being attacked by fire and finally falling on the remains has been on every media around the world for at least a week. It looked like nothing else mattered. In addition, approximately 1 Billion Euro were promised in order to rebuild the monument from big groups such as LVMH, L’Oréal, Total, Pinault and from citizens.

These spontaneous donations didn't achieve unanimity as the public opinion was showing its disagreement and furiousness with the situation through social media. [Appendix 11: Public opinion_fr] (Joanne Massard, 2019)

However, on the 21th of April, 6 days after the incident in Paris, another disaster happened. This one was further away, in Sri Lanka. Eight terrorist suicide bombings exploded simultaneously in different part of the country in Hotel and churches.

This event caused more than 350 deaths, and many sever injured, but the news and people on social media talked about it for far less days than the fire in Paris. [Appendix 12: Information hierarchy_fr]

This phenomenon can be caused by 2 parties. The first one is people. People were less affected by the bombings as the incident happened far for them, the culture and the language are different, so they felt less close from the victims. The other party is the media. The term "information hierarchy" is usually used in media. It is the classification and prioritisation given to various pieces of information on several support as the newspaper, breaking news on TV or on a website. Every news is classified and depending on its "score" the story will go on the front page or on 5th page of a newspaper for instance. The score is defined as following:

- **Importance:** the relevance of the story, a tsunami in Japan won't have the same importance as the union of two celebrities in the Bahamas. The reader chooses the importance of the article directly when looking at a newspaper' front page, which leads to the second aspect to define a score, sales.
- **Sales:** the more interesting the story is for the reader; the more chances he/she will buy the newspaper or keep watching the news.
- **Target:** the reader needs to be taken into account, an article about football won't get the attention of someone who reads the newspaper "The financial times".
- **Originality:** the less common a story is, the more it will draw attention from the public. That is why journalists try to be the first to cover a scoop.

The four mentioned aspects change from one story to another one, media try to get the crispier ones in order to keep readers and audiences entertained.

2.1.7 Zewo standards

The Zewo foundation has been created in order to enhance donors trust and monitor Swiss charities. The foundation provides 21 standards covering different aspects such as ethics and integrity, transparency, efficient use of funds, accountability as well as fundraising and communication. Any charities having the Zewo seal, proves that this latter has been monitored and meet the 21 standards. It also ensures donors that donations will be used effectively, economically and for the designated purpose. It makes certain to provide true and fair financial reporting and transparent information to anyone who would look for them. That is why most Swiss organisations has the ZEW O seal as it is recognized in Switzerland and ensures relatability. Regarding the international level, there is no such seal existing, however a similar concept can be found in different countries like “Don en confiance” in France and “Charities Review Council” in the United States.



2.1.8 Challenges

In this section, several challenges will be introduced not only impacting the marketing department, but also the entire organisation.

- The right content

As explained earlier, choosing the right pictures and the right content for advertisement needs to be carefully decided and in alignment with the communication guidelines and core values of the organisation. A right balance needs to be found between positive pictures, people smiling in order to show the change the organisation with the support of the donors can make, and with the reality of the situation and showing that donations are needed. Another aspect to take into account is the fact that Switzerland has officially 4 languages such as Swiss German, French, Italian and Romansh. It adds a difficulty in creating billboards or communicating as everything should be translated into at least the 3 main languages – *Swiss German, French and Italian*. It generates not only cost, but it is also time consuming so when doing an ad, the language needs to be thought carefully in advance.

- Donations / Crowdfunding

This aspect generates different challenges. The first one is to ensure enough resources for the future as 60+ years donors give regularly to one or two organisations with a fairly big amount of money, Millennials give to several organisations (up to 5) and donate irregularly a much smaller amount.

Another problem is the trust put in organisations, as a part of Millennials mistrust organisations, they are reductant to donate and ask for transparency and more information on how the donations are allocated. One more challenging aspect is the change from paper and calling communication to digital one. It may impact the “human” side of communication.

- People who wants to replace NGOs.

Due to the mistrust in organisations about how the donations are allocated, some Millennials decided to take things into their own hands. Jérôme Jarre, 28, is a young French entrepreneur and famous social media influencer. He became famous through social media, *Snapchat* which enable users to send pictures and messages only available for a short period of time before they become inaccessible to their recipients. And through *Vine*, a short-form-video-hosting service on which users shared six-second-long videos. Beginning by doing funny video, gaining followers (reaching now 15 million followers across the world) and increasing its influence on these platforms, the young entrepreneur decided to use the notoriety he had to make the world a better place. He used social media to reach its followers and to make things happen. He had the feeling that NGOs weren't doing anything, at least not enough for him, so he decided to do it by himself...*with the help of his followers*. To give an example, Mr. Jarre, on the 15th of March 2017 he motivated his followers to donate money in order to delivery 60 tonnes of food in Somalia, where more than 3 million people suffer from hunger. (Merwane Mehadji, 2017) After that some celebrities showed their support on social media and the creation of an online pool, the cause reached about 2 million USD in just a few days. The #TurkishAirlinesHelpSomalia hashtag has been used all over social media to draw attention of the airline company, with social pressure, agrees to charter a plane in Somalia as this latter is the only one that connects to the country. The airline company responded positively to the demand as on the 29th of March a plane full of water and food arrived in Somalia.

As the merchandise arrived at destination, Jerome Jarre didn't know what to do with all these supplies, he then decided to unite forces with an NGO already on the site, ARC (American Refugee Committee) in order to allocate resources more efficiently. One day after the delivery, the French men gave news on the project as he promised to be transparent, he posted tweets and pictures on his Twitter account reminding that all of this was possible thanks to the support of his followers and people who believed in his cause. [Appendix 13: Follow up Jerome Jarre] The challenge of this willingness of taking matters into someone's hands can generate complications as donations need to be allocated efficiently, planning and coordination need to be settled before going on site and lastly, the aid cannot be given without the consent of the country's government, which is sometimes complicated to get. That is why organisations exist, professionals knowing what they do and how to do it are sent on site and are managing the operations in order to help people in need.

Another example, proving the incredible power of followers, being able to raise billions thanks to a post on social media. "Z Event" is a charity project created by two French e-sports gamers, the purpose of their project is to gather gamers and facilitators specialized in games on the internet for a 50 hours-marathon. The event is live on the Internet and the goal is to financially support a charity. All the gamers talk about this event, post pictures and video on Twitter, Facebook, Instagram and Twitch¹. In 2016, for the first edition, Z Event project raised 170'000 Euro for the organisation Save The Children, one year later 500'000 Euro was donated to the Red Cross, and in 2018, they raised up to 1 Billion for Médecins Sans Frontières (ZEvent, 2018).

This momentum of kindness didn't go unnoticed as these organisations posted appreciation messages to thank all the participants on social media.

- Payment slip

By the end of 2020, the money transfer in Switzerland will completely change. The idea is to harmonise the format and to use only one method, the QR code through Net-Banking or through a financial institution (Finance News, 2018). [Appendix 14: New payment slip] People will be able to pay bills via an online platform at home or on the phone. It won't occur plenty of changes for individuals as the QR code will simply substitute the payment slip that we all know. Regarding organisations, the change will

¹ Twitch is a live stream platform for gamers

be more substantial as they will have to adapt their payment traffic software to ISO 20022 norm. Will this change have an impact on donations?

This new method may have a negative impact on donation at the beginning, as it will be a new system and most of the current donations are made through payment slip. However, as soon as people get used to the process, the number of donations could increase, as assumed, it will be quicker to make a payment orders, which could incentivise Millennials to donate.

- Saturation of the market

It is estimated that there are 10 million non-governmental organisations in the world. This number is growing every year and it generates complications such as operational management for organisations and choosing who to donate to for potential donors. Regarding operations on the field, it needs to be organized and managed as effective as possible, as the goal of all organisations it to provide aid to people in need. Any organisation cannot go to a war zone, install a tent and work without any coordination with other NGOs nor planification. Then, it's difficult for potential donors to choose which organisation they would like to donate to. There is a "war" between organisations. For example, around Christmas period, every organisation wants to be the first to send emailing to households in order to gather the most donation possible and to get a bigger market share compares to others, which ask for donations as well. It creates confusion for the potential donor.

- The General Data Protection Regulation (GDPR)

Came into effect on the 25th of May 2018, this new law focused on protecting "personal data" - *meaning any information relating to an identifiable person who can be directly or indirectly identified in particular by reference to an identifier*. According to EUGDPR.ORG: "Marketers must demonstrate how the data subject has consented to the processing of their personal data. Marketing databases have to be cleansed and reviewed to ensure that the organisation can identify consent which has been granted lawfully and fairly." Even though, Switzerland isn't in the European Union, it has to deal with donors from EU and worldwide. It may also reduce or stop the use of brokers (reference "segmentation methods" p.19) or other social media to acquire "idea profile" to target, which may impact donations.

- European Union cutting funding

Since the 1st of January 2019, the European Union (EU) stopped financing 10 Swiss non-governmental organisations including Terre des Hommes, Caritas among others. Until last year, these organisations could hope, from the EU, a total of 50 million Swiss francs annually. According to the European Commission, the reason for this change is the lack of legal basis for reviewing its collaboration with these Swiss NGOs. It will impact the organisations on the short run, as for now, the organisations will have to carefully allocate its resources for operational work field, pay employees, so and so forth.

The future is not sealed yet as both parties are still open for discussion. However, on the long run, if the situation doesn't improve, organisations will have to find more resources as it is a large amount of money pulled off overnight. (Agefi, 2019)

- Engagement

Organisations may struggle to move someone from the awareness stage up to the ultimate goal, the action stage. It takes time and effort to build loyalty. The pyramid so-called "ladder engagement" is a framework used to design deepen the engagement of a individual regarding an enterprise or an organisation.

Figure 3: Ladder engagement



Source: Emily Davis (2016)

- **Action:** Donating 100 CHF to ICRC in order to provide food for a family of 5 for a month;
- **Desire:** Signing a petition on human rights for Amnesty International;
- **Interest:** Liking and commenting a MSF tweet on Twitter;
- **Awareness:** Seeing a Terre des Homme post on Facebook.

In order to summarize the similarities and differences between the three different organisations interviewed, please refer to the following table:

Table 3: Similarities and differences of the 3 interviews

Criteria	Médecins Sans Frontières	International Committee of the Red Cross	Terre des Hommes
Financed majority by States	No	Yes	No
Financed majority by individuals	Yes	No	Yes
Segmentation methods	RFM/Scoring	<i>Information not provided</i>	<i>Information not provided</i>
Acquisition method	Brokers/Mailing to households	<i>Information not provided</i>	Brokers/Mailing to households
Traditional marketing²	Yes	Yes	Yes
Social media³	Yes	Yes	Yes
The need of evolving with technology	Yes	No (as it's financed by states, which ensures revenue stream)	Yes
Guideline to choose pictures	Yes	<i>Information not provided</i>	Yes
Visual presence	Yes	Yes/No (less than its peers)	Yes
ZEWO seal	Yes	No	Yes
Usage of TWINT	No	No	Yes
Possibility of tracking down donations	No	No	No
Type of campaign	Integrated campaign, donor acquisition & donor loyalty	Not yet	Integrated campaign, donor acquisition & donor loyalty

Regarding the results, Médecins Sans Frontières and Terre des Hommes are similar as they communicate via the same mediums and depend on individual donors, whereas the International Committee of the Red Cross is a particular institution, which is beginning to

² Mailing, emailing to donors, billboard, website

³ Facebook, Instagram, Twitter, YouTube

diversify its revenue stream from states to the general public and focusing on Millennials through new campaigns in 2019. Médecins Sans Frontières is more on the response than on the proactivity for the moment, however it is slowly shifting, this year, the organisation will launch new projects as main themes, social media and Millennials. Regarding Terre des Hommes, a first mover advantage was set as it made available to donate through the mobile application TWINT (point explained later on) and it is also focusing on the Y generation for the current year.

2.2 Survey

A survey has been conducted over 3 weeks focusing on different aspects such as the recognition of a certain humanitarian organisations, the trustworthiness of these latter, the actual donation situation, the reasons behind why Millennials don't donate money, and the sensitivity felt on certain pictures. The targeted segment was Millennials only. The assumptions before starting the survey were the following:

Assumption n°1: If someone recognize the organisation's logo or name, if this latter has a good image and is trustworthy, then this person would donate.

Assumption n°2: Millennials are less sensitive to shocking images and may be suffering from compassion fatigue.

The term "compassion fatigue" also known as "secondary traumatic stress (STS)" is generally used to describe a gradual decreasing of compassion for one another and can lead to depression, isolation, physical symptoms of insomnia, fatigue and increasing errors at the workplace (Jennifer Day & Ruth Anderson 2011). It impacts professionals who work directly with victims of disasters, trauma and illness. Attorneys, child protection workers can also experience this compassion fatigue by dint of daily working with difficult cases. Millennials may suffer, at some extend, the same symptoms as they might be less sensitive to painful pictures in the media as they are "used" to see it repeatedly. According to The Guardian (Elisa Gabbert, 2018) "Not long after compassion fatigue emerged as a concept in healthcare, a similar concept began to appear in media studies – the idea that overexposure to horrific images, from news reports in particular, could cause viewers to shut down emotionally, rejecting information instead of responding to it."

Assumption n°3: Someone working full-time or part-time is more likely to donate rather than a full-time student.

Assumption n°4: Millennials donate small amounts.

The survey was divided in different parts and was composed of 14 questions. [Appendix 15: Organisational chart of the survey] & [Appendix 16: Questions of the survey]

2.2.1 Explanation of the questions

Question 1 to 4: About the demographic of the person responding (gender, age, current employment situation and the location where they live), which helps to segment the answers, in this case for the Millennials living in the French part of Switzerland.

Question 5 to 7: About the recognition of 3 humanitarian organisations (Médecins Sans Frontières, International Committee of the Red Cross and Terre des Hommes). Their position in Millennials' mind regarding their influence, effectiveness, and other criteria. The answers contributed to know what aspects organisations should work on vis-à-vis of their image.

Question 8: Asked about how people get information about any organisations. If it was on the street with billboards, at school, on social medias, so and so forth. This question reflects the medium organisations are currently using, and which one they should invest in.

Question 9: Asked if the respondent had already donated money to an organisation or not. It helps to segment the pool in 2 categories, the one who gave and the one who didn't.

If yes to the question 9:

Question 9a: To know which organisation is known from the general public.

Question 9b - 9c: If there is a relation between working, being financially stable and donating.

Question 9d: Understand which donation method is used the most.

If no to the question 9:

Question 9a: What are the reasons why Millennials don't donate.

Question 9b: Will they give when they would have a stable financial situation.

Question 9c: If the donation method is well explained or well known for the Y generation.

Question 10: Giving suggestions on how to ease the donation process. To understand what this particular generation wants.

Question 11: To know if the concept of TWINT is known.

Question 12: To know if Millennials think that the current method of donating are long or complicated and if the use of TWINT could be a good option to ease the donation process.

Question 13: To discover if Millennials has a misleading opinion on what percentage of their donation go to the people in need and what percentage pays administrative expenses.

Question 14 – 14c: To find out if sensitive pictures affect people and if the phenomenon of “compassion fatigue” is actually influencing them.

2.2.2 Analyse of the answers

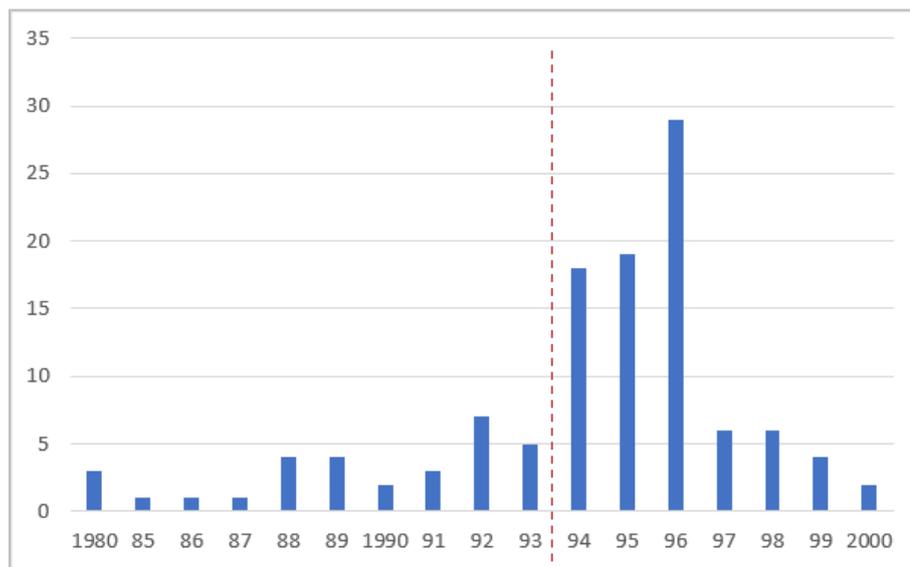
The total number of answers were 140, narrowed down to the target: *millennials and living in the French part of Switzerland* were of 115.

Question 1: Gender

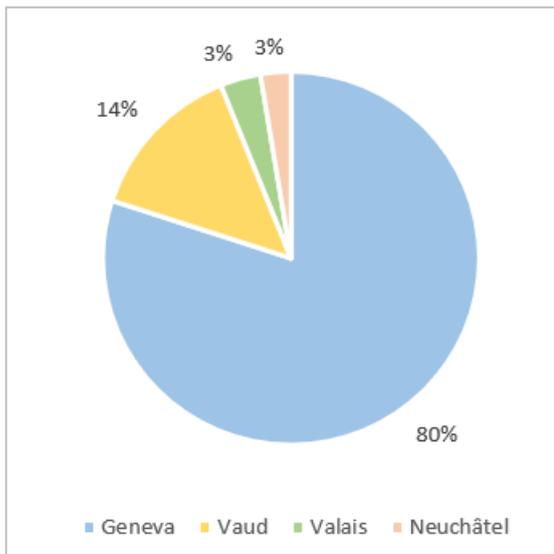
Over the 115 answers, 68 Millennials were women and 41 were men, which makes the majority of women with 59% and 41% of men.

Question 2: What is your birth year?

As showed on the graphic, within the Y generation age range (from 1980 to 2000), the answers were more focus on the end of the Millennials from 1993, which means people are still studying or about to finish to study and entering into the professional life.

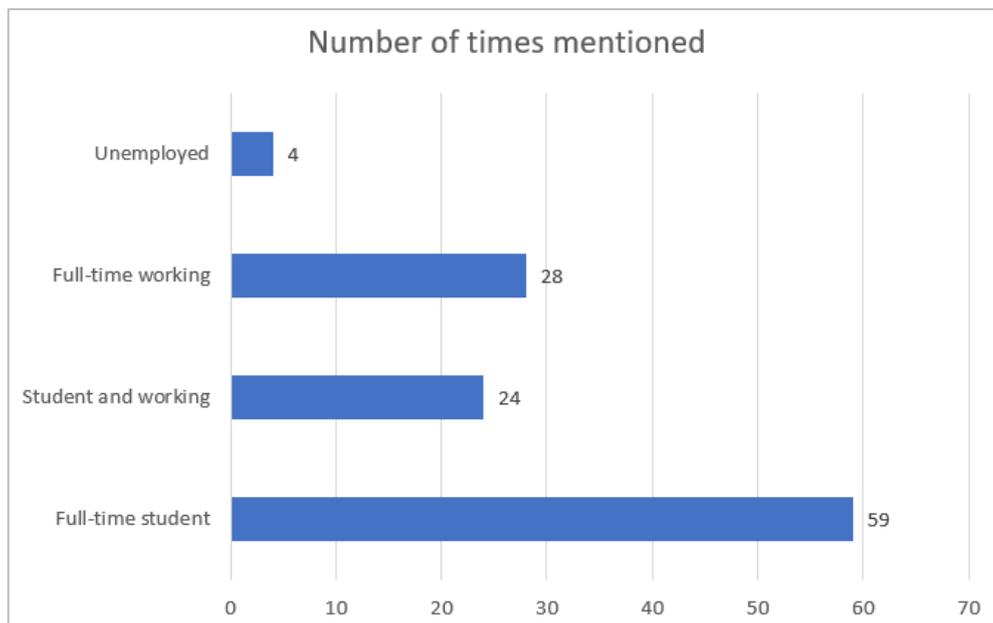


Question 3: Where do you live?



Within the 115 answers, 80% live in Geneva, 14% in the canton of Vaud, 3% each for Valais and Neuchâtel.

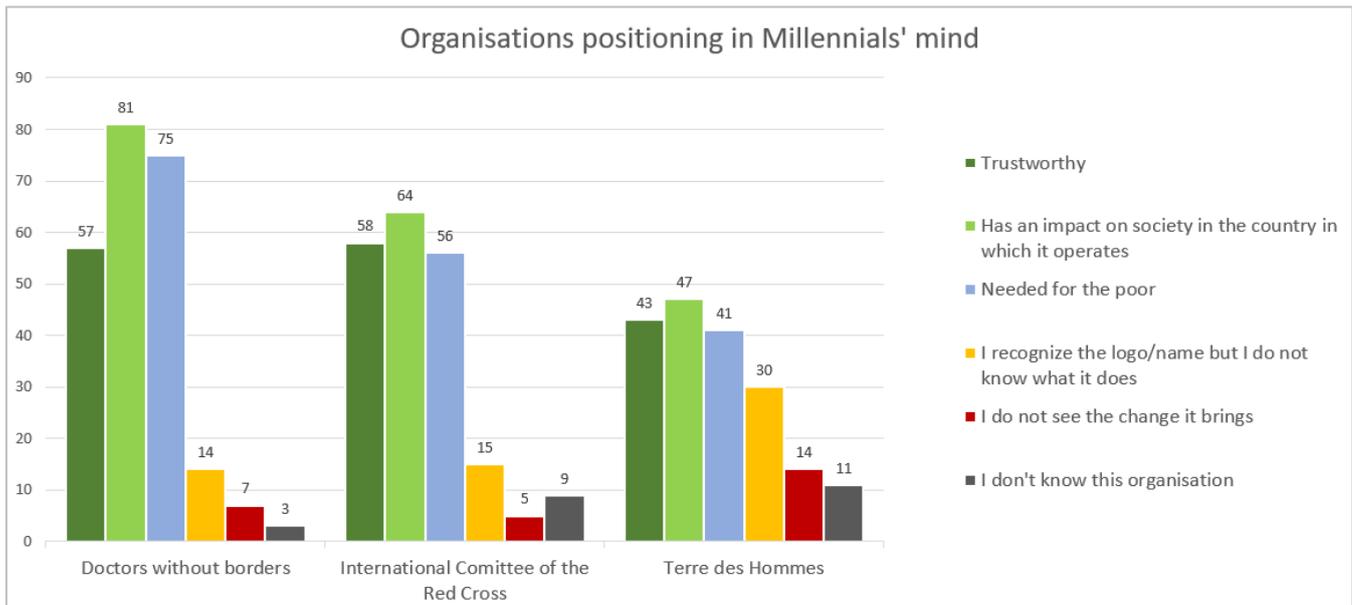
Question 4: What is your current situation?



In the sample, the majority of people interrogated were students (51%) then, people working full-time (24%) followed, by part-time student and part-time working (21%) and finally unemployed (4%).

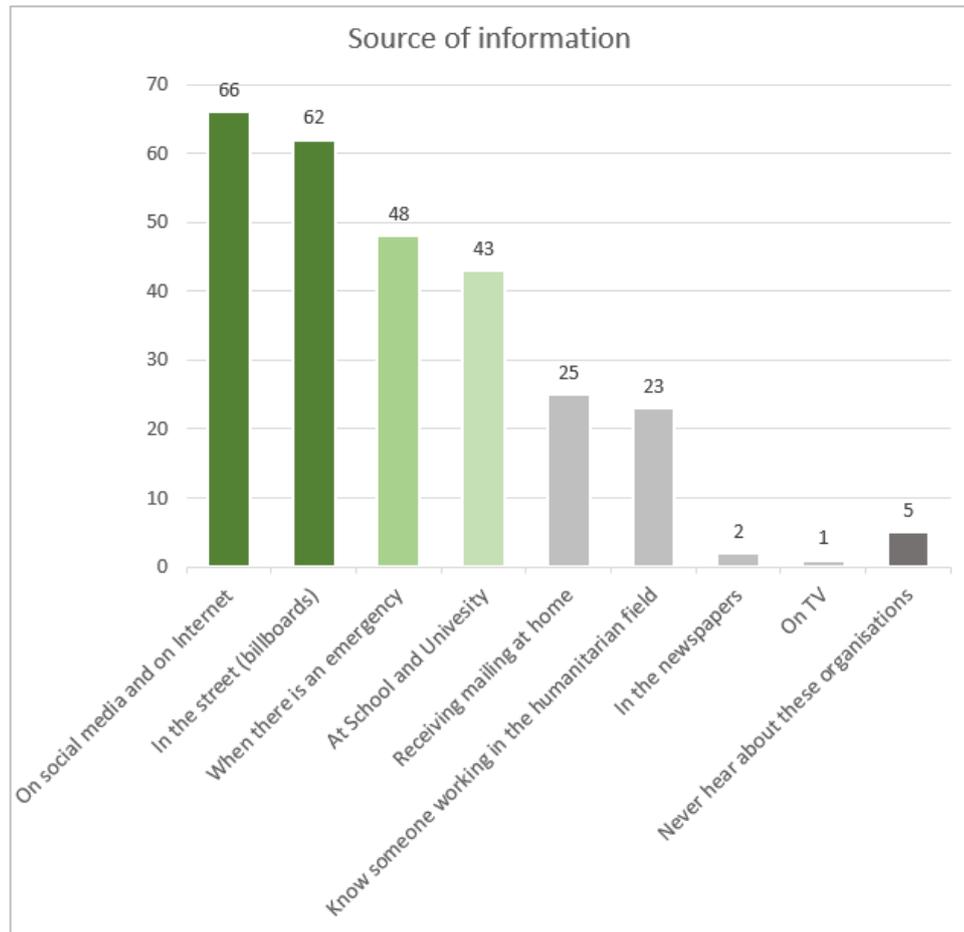
Question 5 to 7: *Do you recognize these humanitarian organisations and what do you think of them?*

We can see on the graph below that the three organisations combined has a good place in millennial's mind. Organisations reflect trust, efficiency and usefulness. However, the results for the three last aspects regarding the recognition of the brand, Terre des Hommes is slightly higher than its peers, which means that more people don't know the organisation nor find it effective.



The figures on the top of each column are the number of times which each aspect has been mentioned over the 115 people interrogated.

Question 8: *In general, what are your sources of information about organisations?*



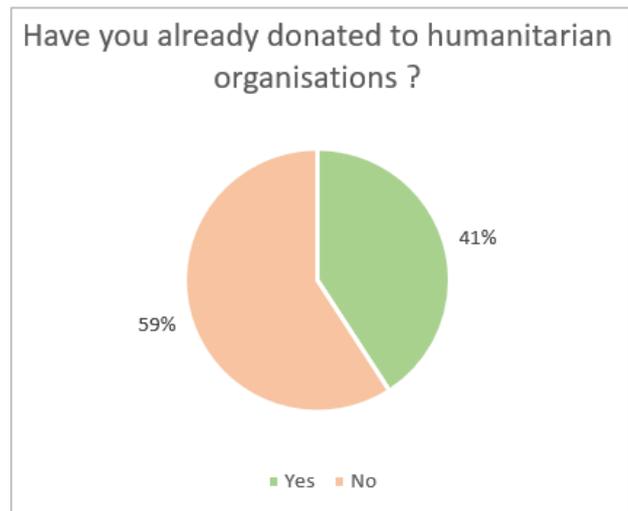
As Millennials are well-known to be digital natives, with no surprise, the first source of information about humanitarian organisations is through social media and on the Internet with 66 people mentioning it. Followed by billboards on the street in the second place and “in case of emergency” comes third. The fourth source is interesting as several years ago MSF did go to various schools in order to introduce the organisation, its purpose and its goal to pupils, but unfortunately due to financial reasons this activity had to be stopped.

Question 9: *Have you ever donate money to a humanitarian organisation?*

Total answer 115; Yes 47; No 68

Over the 68 people who never donated to humanitarian organisations, 41 are full-time students, 14 are students and working, 12 are working full-time and 1 is momentarily unemployed.

Regarding the 47 people who already donated, 16 are working full-time, 10 are students and working, 18 are students, and 3 are momentarily unemployed.

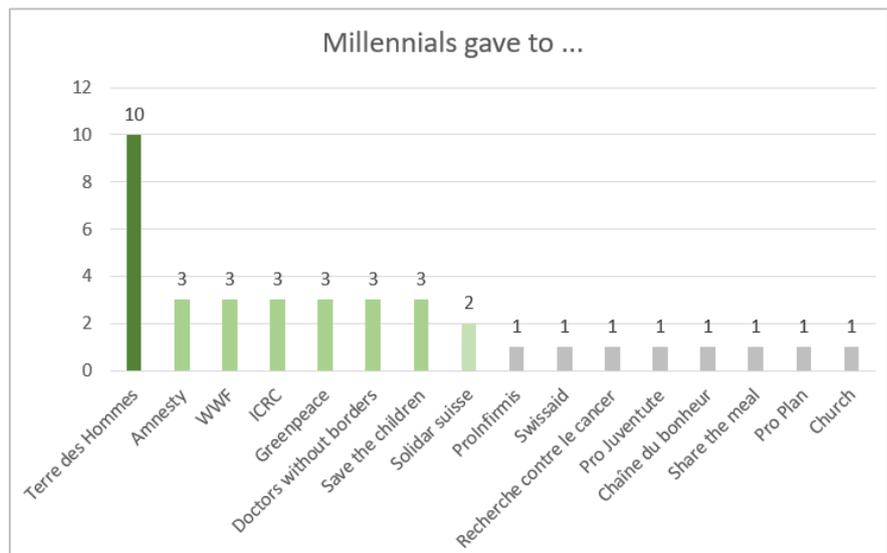


Answering assumption number 3 - *Someone working full-time or part-time is more likely to donate rather than a full-time student.* - Looking at the explanation of the graphic, this assumption tends to be correct as there are more people working full-time or part-time (26) donating than full-time students (18).

Question 9 – If answered Yes to the question “*Have you ever donate money to a humanitarian organisation?*”

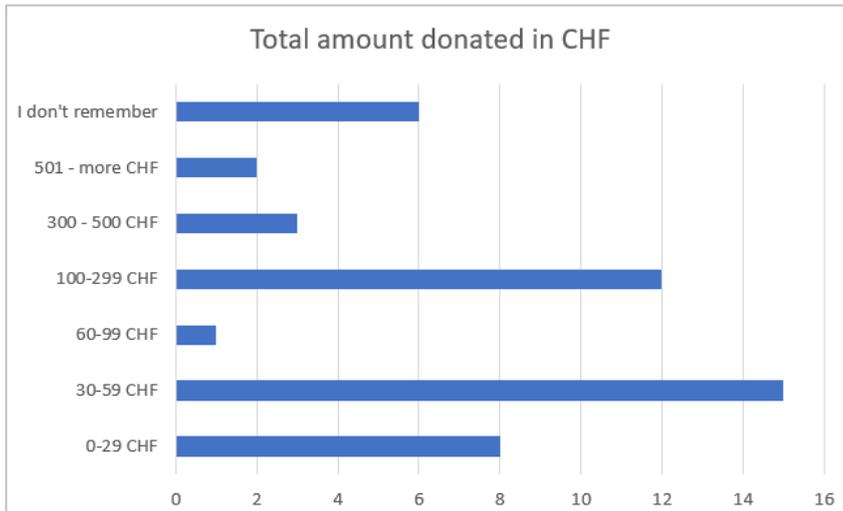
Question 9A: *To which organisation?*

Over the 47 people who had already donated, 31 different organisations were mentioned. The one which people gave the most to, was the organisation “Terre des Hommes” with 10 people mentioning it. Following by 6 other organisations which 3 people gave to. The other 15 organisations, not showed on the graphic, were mentioned only once.



The fact that Terre des Hommes comes first with 10 people donating to, is interesting as from the question 5 to 7, people answered that Terre des Hommes was a name or a logo that they recognized but didn't know what was its purpose, or didn't know the change it was bringing to people in need, nor didn't know the organisation at all.

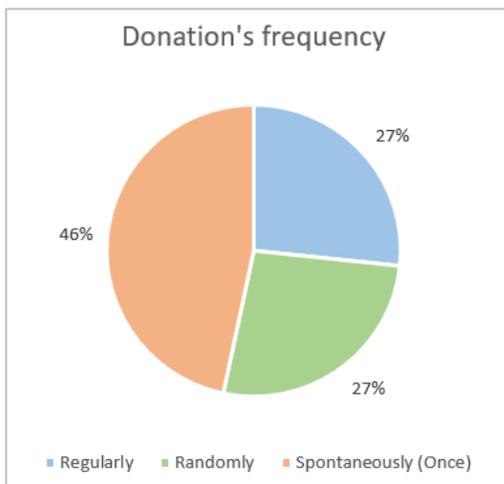
Question 9B: How much did you give? (in total CHF)



As the result shows, 8 people gave within 1 and 29 CHF, followed by 12 people donating between 100 and 299 and finally 15 people gave in total between 39 and 59 CHF.

Unfortunately, after analysing the results and careful considering the question, the assumption number 4 -*Millennials give small amount of money*- cannot be verified, as the question asked the amount of money donated in total and not per donations.

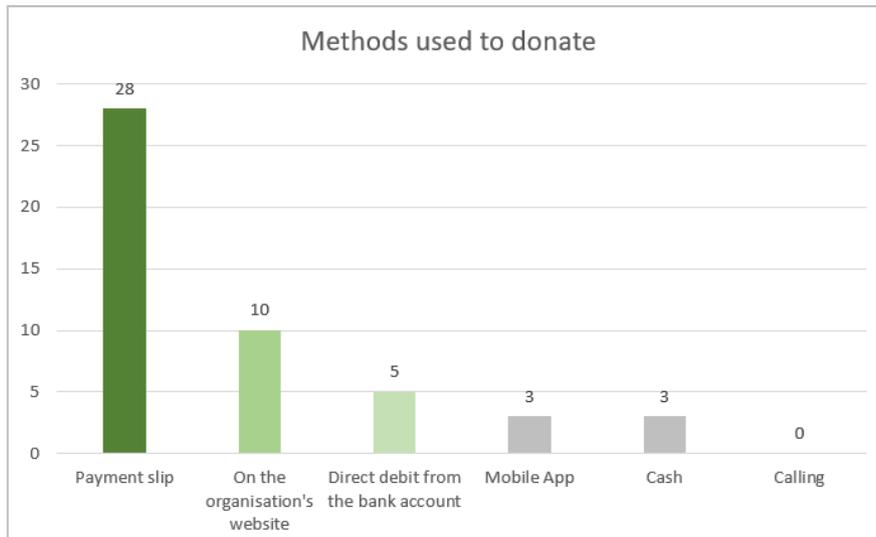
Question 9C: At what frequency?



According to the answers, we can see that donations were mostly made spontaneously (46%) meaning that people only gave once. Following by people giving regularly every month or every year with 27% and people donating several times without any regularity with 27% as well.

This result support the point that Millennials prefer to donate whenever they want, with no further engagements (e.g. monthly direct withdraws).

Question 9D: *What medium did you use to donate money?*

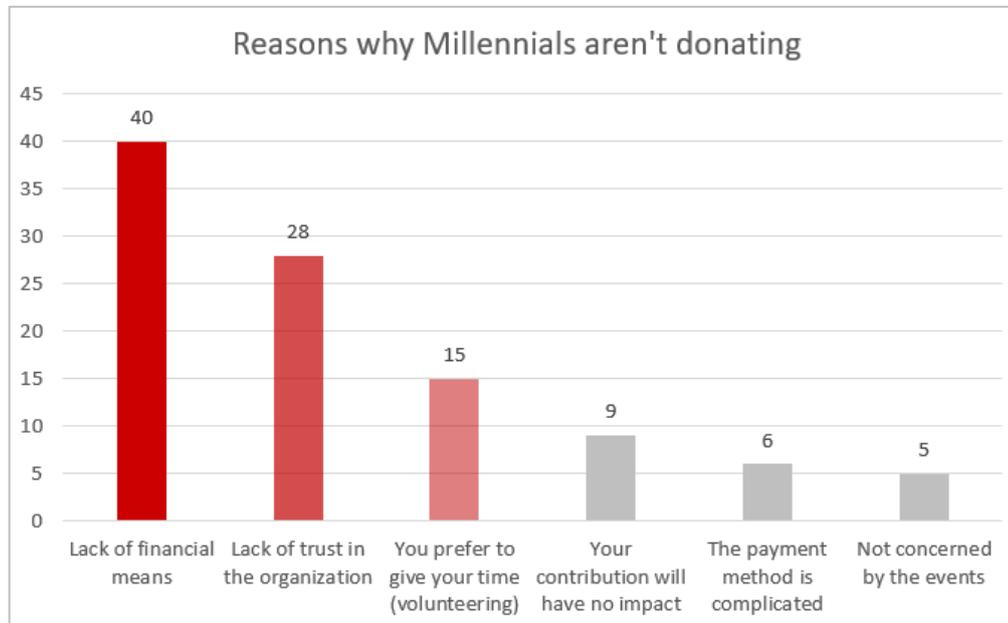


Still over the 47 people, who already donated, the method the most used is the payment slip with 28 mentions, following by the organisation's website with 10 mentions. No Millennials call the organisation in order to donate, which is interesting as now donors of 60-80 years old still use this procedure.

The process of donating via a payment slip will change as by 2020, the payment slip will disappear. (point developed further on)

Question 9 – If answered No to the question “*Have you ever donate money to a humanitarian organisation?*”

Question 9A: Why didn't you ever donate?

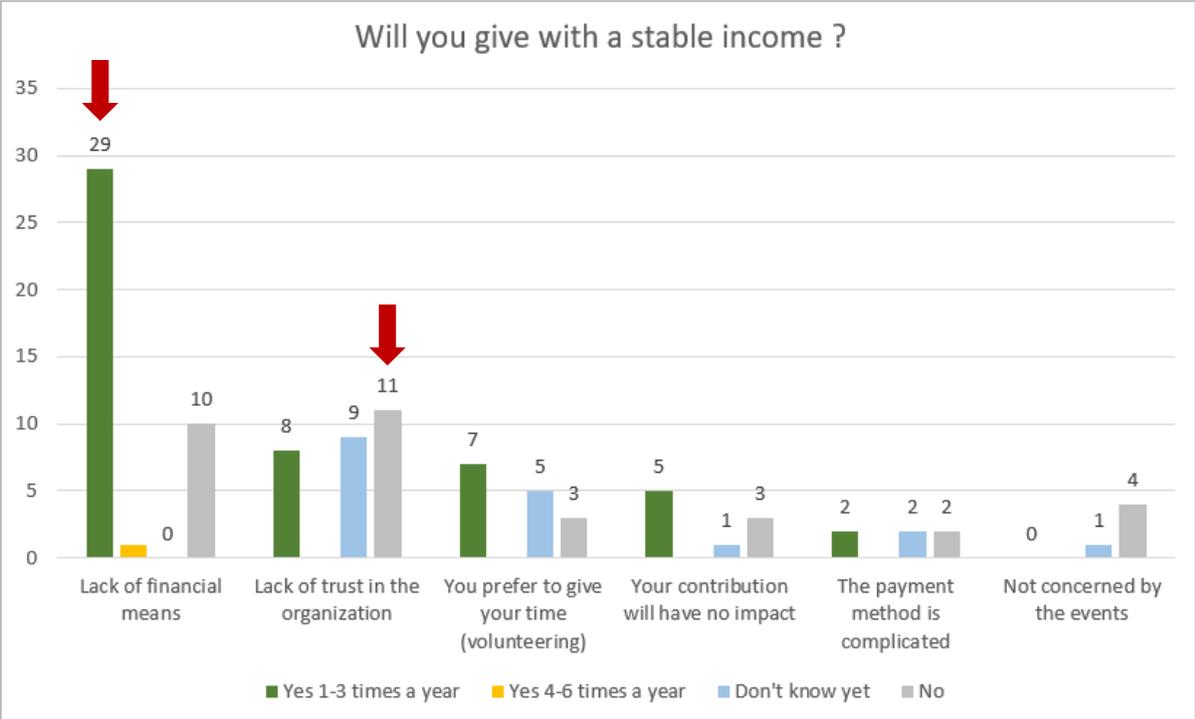


Over the 68 people who never donated to humanitarian organisations, 58% of the pool responded that the main reason was because of lack of financial means. Following with more than 40% mentioning that they didn't have any trust in organisations.

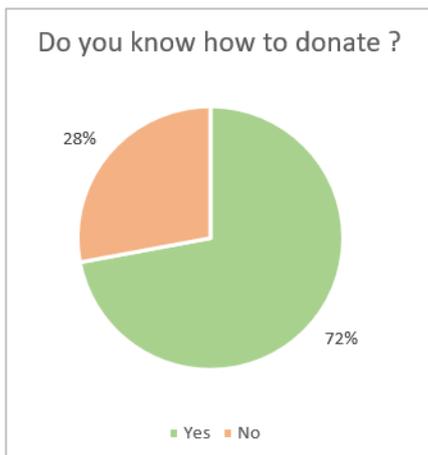
This point is interesting as 28 people over 68 don't have any trust in organisations, which may impact their willingness of donating money.

Question 9B: *If the main reason why you don't give is the lack of financial means, will you donate when you will have a steady salary?*

Regarding the reasons mentioned in the previous analysis, it is interesting to see the outcome if someone will donate money as soon as they earn a stable income or if they won't. We can see that 29 people over the 40, who said that they weren't donating in the present due to financial means, will donate as soon as their income will allow it. Another interesting result is that people who mistrusted organisations (28), even tough, they will have an income in the future, won't donate to organisations (11) or don't know yet or may be donating once or three times a year.



Question 9C: *Do you know how to donate?*

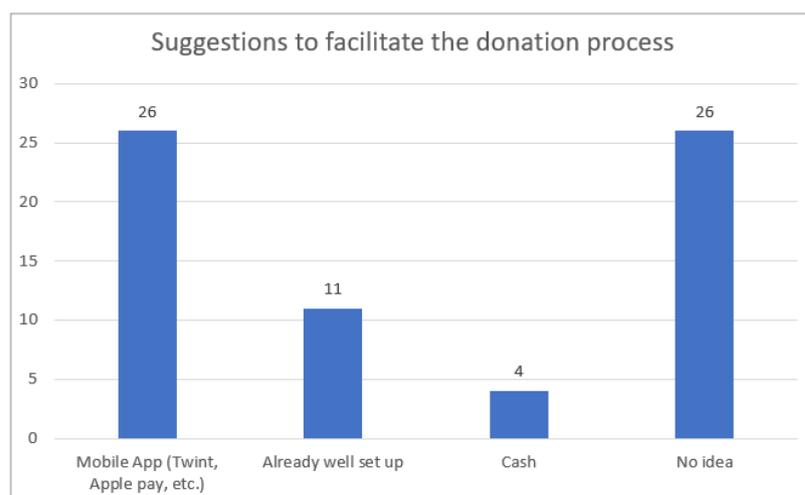


Despite having 72 % of people of the 68 knowing how to donate, there is still 28% who doesn't. It would be recommended to explain on social media for example, how donations are made and where can it be done.

Question 10: *What suggestion could you make in order to improve the donation process?*

The pool came back at 115 answers.

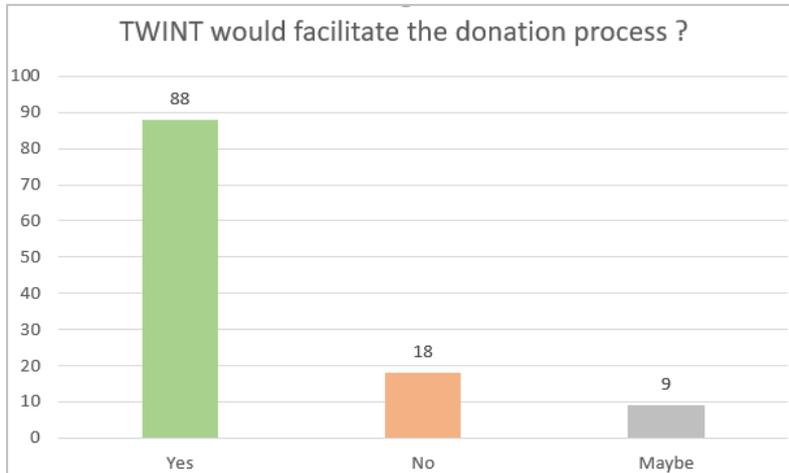
People suggested a mobile application as a potential new way of donating with 26 votes. Other 26 had no idea, 11 thought that the methods already in place were good and 4 suggested to give cash directly. The result of this question is promising as people are willing to use mobile apps to donate and it may be an effective future method. The 48 persons left didn't answer to the question, so no data to consider.



Question 11: *Do you know the application TWINT?*

The result showed that the mobile application TWINT is already well known from the public, as 89 people answered yes and 26 no, over the 115 interrogated.

Question 12: *Do you think the application TWINT could ease the donation process?*

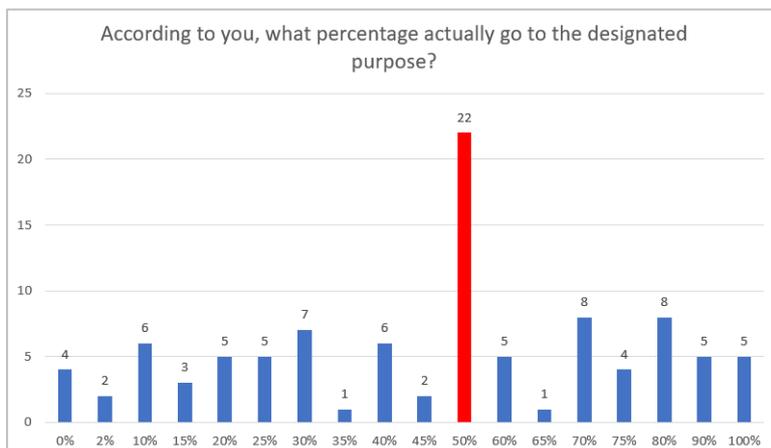


Over 115 answers, 88 people think that TWINT could be a potential new way of easing the donation process, 18 don't think so and 9 has no opinion on the question. Another dimension to keep in mind is the safeness of

this potential new method. Some people may be redutant to use their mobile in order to purchase an article or to donate as it's a money transfer they don't have any control on. If this method was to be available for all organisations in the future, it would be suggested to inform the general public about how it works and on the safety of this latter.

Question 13: *According to you, what percentage actually go to the designated purpose?*

We can see on this graphic that people have misleading opinion on what percentage of their donation goes to the people in need. The majority thinks that only 50% of their donation goes to the cause and the other 50% are used to pay organisations' expenses. There is even 4 people who thinks that 0 CHF from their donation will be used for the needy people. This question emphasis the fact that Millennials are not informed about this aspect and may be a reason for mistrust toward organisations. Only around 10

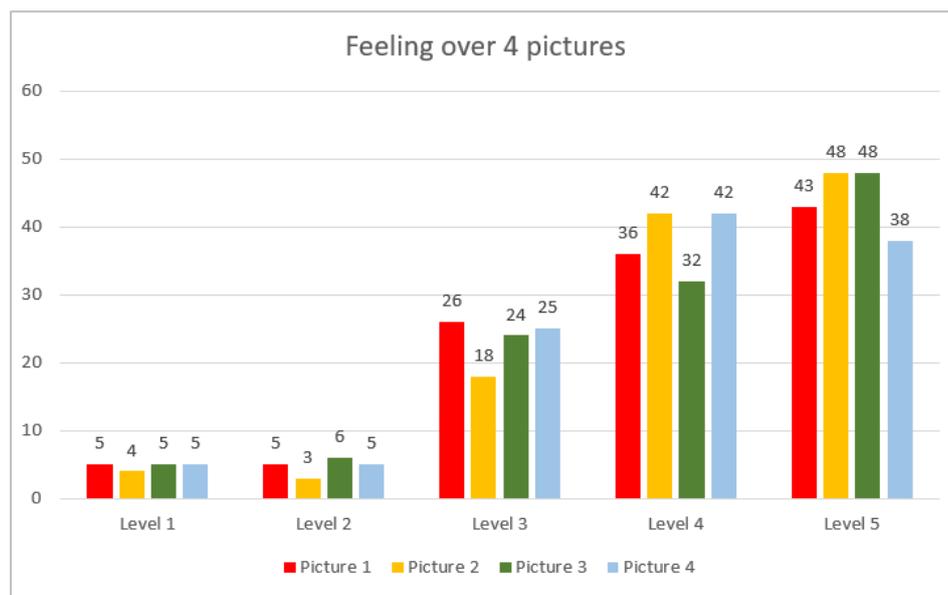


people over the 115 had it right.

The actual number, which is used to pay organisations expenses is between 7 and 20% depending on the organisation. For a donation of 100 Swiss francs, organisations having the ZEWO seal invest around 79 Swiss francs into projects for the people in need, 13 CHF are used to pay the administrative tasks and 8 CHF for the fundraising costs (ZEWO Foundation, 2017).

Question 14: *How do you feel when looking at these images?*

[Appendix 17: Images used for the question 14]



Looking at the graphic, we understand that no matter the picture, people answered that they were very affected by it.

Level 1: I am not affected at all

Level 2: I am a bit affected

Level 3: I am affected

Level 4: I am a bit affected

Level 5: I am very affected

An interesting point is that people, who answered “level 1” for the four pictures were the same who responded that they didn’t have any trust in organisations, and they didn’t feel concerned about the events regarding the question 5,6 and 7.

Regarding assumption number 2 - *Millennials are less sensitive to shocking images and may be suffering from compassion fatigue.* - The results showed that Millennials are actually affected and sensitive about the pictures. Further investigations should be conducted in order to have a clear answer.

2.2.3 Conclusion of the survey:

Concerning assumption number 1 - *If someone recognize the organisation's logo or name, if this latter has a good image and is trustworthy, then this person would donate-* the result is somehow incorrect as there are more people not donating, even if they have a good perception of the organisation, than people giving money. As an example, 97 people over 115, thinks that Médecins Sans Frontières is trustworthy and effective, however over these 97 people, 40 donated money at least once to an organisation and 57 didn't. In order to respond to the assumption number 1, financial dimension needs to be added to the equation, as for donors the majority are earning an income and for non-donors, it includes mostly students with no income. Even though, someone has a good perception of an organisation, without money, it won't be able to donate.

As summary of the survey, over 115 people interrogated, 41 were men and 68 women, they were between 19 and 39 years old. All living in the French part of Switzerland and split between students (59), employees (28), part-time student and part-time employed (24) and unemployed (4).

Now that we set the demographics, what about their perception toward ICRC, MSF and TdH?

The result revealed that with strong recognition and trust, MSF was the organisation mentioned the most, then ICRC and finally TdH. Overall these three organisations have a good image from Millennials. To be noted, TdH was mentioned slightly more than its peers, meaning that people didn't know the organisation, its mission or the changes it was bringing to the population in need. This outcome demonstrates that TdH should communicate more on these aspects.

Millennials known as "digital natives", their source of information is, of course, on social media and on the Internet.

The question, which divided the pool into two categories was about the donations, Millennials who already donated with 47 people and the one who never did with 68 people. For the ones who already donated, the majority were earning an income with 55%.

The organisation, which stood out from the crowd was Terre des Hommes, this latter was mentioned the most for the question about who did Millennials donated to. The donations were widely spread between 1 to 2000 CHF in total, unfortunately, the result didn't prove that Millennials donate small amounts as the question wasn't well expressed. Further investigation is needed in order to demonstrate this aspect. However, Millennials donate spontaneously or once as almost half of the people interrogated responded so. Donations were made through payment slip with the majority as well. For the ones who never donated, two reasons; the first one was due to lack of financial means with 58% and the second one was mistrust in any organisations with 41%. An interesting dimension to investigate was, as soon as someone, who never donated, had financial stability would he/she donate? As the results showed, yes 1-3 times a year for 72% of the one who responded that they never donated due the lack of financial means. However, for the one who didn't have trust in organisations, the 41% split in 3 scenarios as 8 will donate, 9 don't know yet and 11 no for sure.

The pool was back at 115 answers.

As a suggestion to improve and ease the donation process, mobile app was mentioned several times. After introducing TWINT in question 12, 88 people over 115 thought that it might ease the donation process and 18 didn't think so. There is a significant misleading opinion regarding the percentage of the donation, which goes to the people in need and the one to pay administrative expenses. 10 people over the total pool guessed right as they responded between 85 and 93% of the donation go to the needy people. The 105 other answers were wrongly guessed as most of them think that more than half of their donation will pay administrative expenses and the other half will go to the designated purpose. Regarding the last aspect of the survey, the impact of sensitive pictures on Millennials, the result shows that a handful of people got more or less affected or not at all, and most of the people questioned responded that they were in between affected and very affected by the pictures.

Throughout the analysis of the survey, several points were mentioned. Here are the issues:

The majority of the people interrogated asked for more transparency regarding organisations, management of the financial resources and their purposes. Millennials also asked to, first, get more information on how a donation can be done. Secondly, in order to ease the donation process, the Y generation required to have a more effective way of donating money.

A potential solution would be: donating in 2-3 clicks on the phone, a form with less personal information to fill in, having the choice of the amount of money donated (which cannot be chosen with street fundraising, for example 20 CHF minimum) and finally to enable the donor to track the donation. Another problem is the engagement, Millennials want to give spontaneously to an organisation and not be trapped in a monthly donation process. Regarding the follow-ups on a project or the upcoming ones, Millennials want to have the choice of receiving follow-ups or not, which could be done by ticking or not a box *“I want to receive other information about the organisation and its projects”* at the final stage of the donation process. Finally, Millennials have trust issues regarding organisations, that is why these latter should put special effort on communicating via social media, the number one way of communication for this generation.

All the mentioned point below emphasis the need of TWINT as a new donation process. Marketing departments for organisations could promote this new way on social media with infographics, which are colourful, easy to understand and include only useful information.

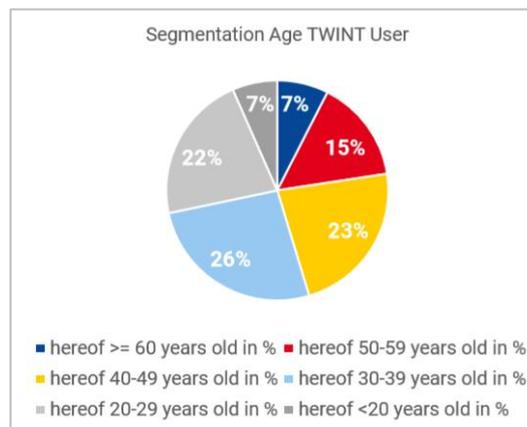
2.3 TWINT experience

TWINT is a mobile application created in 2014 by PostFinance. In 2016, TWINT and Paymit, TWINT's direct competitor, decided to merge and to create one and only mobile application; TWINT. This application enables customers to:

- Make online payments when shopping on the Internet, quickly and securely;
- Send and request money;
- Pay for parking fees;
- Make cashless payments.

There are more than 1 million users in Switzerland, and it gets more and more used every day.

Figure 4: TWINT Swiss users



As showed on the pie chart, the Y generation represents almost half of the total TWINT users (48%).

The organisation Terre des Hommes put posters and stickers around the city of Geneva during a month with a QR code, which enable people to donate through the mobile application TWINT. After analysing the results from Terre des Hommes and the potential outcome for donors here is two tables summarizing the situation:

Table 4: Organisations using TWINT

Advantages	Disadvantages
Branding	Majority of “micro donations”
The organisation seems modern	Email address isn’t compulsory

Throughout the interview with Terre des Hommes these aspects have been identified; as advantages, any organisation, which would implement a TWINT option into its donation process would add points on its branding part. It creates a first mover advantage, which will enable the organisation to win market share compares to its peers. Then, having a TWINT option would show to potential donors that they are heard, and organisations can also follow trends and technologies like any other kind of enterprises. Regarding the disadvantages, people would test the process to see how it works, so they would give “micro donations”, which represents donation of 1 CHF, 2CHF or 5CHF. Then, as filling the email address isn’t compulsory when donating money through the TWINT application, most of the people won’t put it so organisations won’t have any personal information on the donor and won’t be able to send follow-ups nor build loyalty out of this donation.

Table 5: For TWINT donors

Advantages	Disadvantages
Choose the amount and the frequency of the donation	Need to download the TWINT mobile application
Home address and email address are optional	No possibility to track the donation
The process is down to 2-3 clicks	

Now concerning the advantages for TWINT donors, they can choose the amount and the frequency (once, every month, per year) of the donation. The email and home addresses aren't mandatory in order to fill out personal information and finally, the process of donating is down to 2 or 3 clicks. As regards of disadvantages, the potential donor must have the application on the its phone and the tracking of the donation is not available yet.

Terre des Hommes made an experimentation with TWINT and their results were not as good as expected as the total amount of donation was lower than for other campaigns. No personal information such as email, age and others. have been collected so they couldn't add donors to its database. However, for potential donors, TWINT might be an ideal solution. Following the analysis of the survey, there is an unconscious demand for TWINT, as Millennials were asking for a donation in 2-3 clicks, personal information optional (email and home address) and finally to choose the amount of the contribution.

3. Discussion

After getting knowledge about how marketing is used thanks to interviews at Médecins Sans Frontières, International Committee of the Red Cross and Terre des Hommes offices. Plus, analysing the answers of the survey about the perception of Millennials towards humanitarian organisations and the current donation situation, diverse factors needs to be further investigated.

Further studies should be done regarding several aspects, the first one is the amount of money donated by Millennials, the second one is the hypothesis that Millennials suffer from compassion fatigue. Finally, on TWINT payment method and on what the Millennials want.

As for the first study about the average amount of money donated by Millennials, the question asked in the survey could not confirm this point, in order to do so, another survey could be created focusing only on donations from Millennials.

Additional investigation should also be done to validate the assumption that Millennials suffer from a kind of compassion fatigue. This analysis could go a step further by including different types of painful pictures and in different situations. Then, a questionnaire could follow these pictures asking for more detailed information such as;

- “How do you feel about these pictures?”
- “Do you think it’s not that shocking?”
- “Are you used to see pictures like this?”
- “Does it make you want to do something about it?”
- “Are you going to do something about it?”
- “Do you only feel this pity/pain for a minute and then it goes away?”

These queries could help the hypothesis to be verified.

Regarding TWINT experience, marketing campaign should be created in order to inform Millennials that this method of donation is available, explaining how to make a donation via this platform and the benefits from it. The marketing campaign could be done on social media as, most of Millennials get information on such platforms. The message could be a clear, short video or a set of pictures explaining the concept and the positive impact that these donations could have on needy people.

The last recommendation should be on creating focus groups with Millennials. This could be a great opportunity for Millennials to be acquainted about organisations’ purpose, mission so and so forth, and a valuable opportunity for organisations to understand what Millennials want as information, marketing method, among others.

4. Conclusion

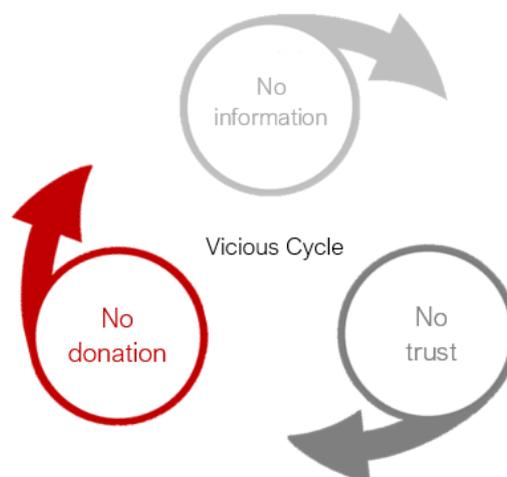
Several studies and reports were to be found about the total amount of donations in Switzerland, the reasons why people donate, how much and through which medium. Unfortunately, after investigation, no studies were written focusing on the Y generation, that is why this research paper tried to answer the following question:

How Millennials perceive international humanitarian organisations, their marketing methods and how does it impact their donations?

As a result of interviews and survey, the question is answered. On the one hand, humanitarian organisations are aware of the shift from paper to digital. A turn, which organisations need to follow otherwise they won't be able to provide enough resources for operations on the region where aid is needed. From the interviews, the three organisations were present on social media and start to get more digital regarding their marketing campaigns.

On the other hand, Millennials, at the exception of the 3 organisations mentioned in the survey⁴, don't have 100% trust in humanitarian organisations. This is due to several reasons, according to the survey's answers, Millennials want transparency in regards of organisation's operations and use of resources. They want to know how much of their donation will go to the needy people and how much to the administrative expenses. They also want to know the change they can bring to the table. The reasons why Millennials do not donate money is first due to lack of financial means and secondly due to mistrust toward organisations.

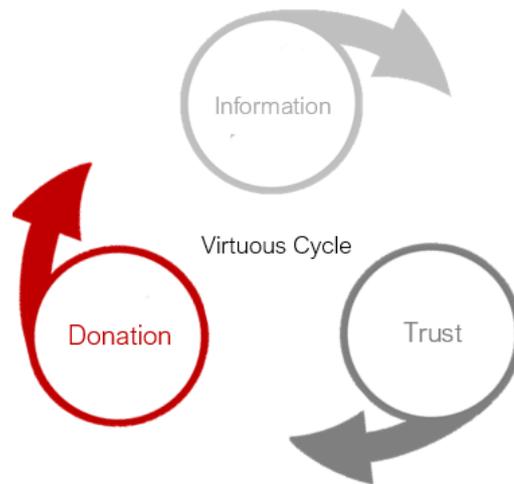
Figure 5: Current situation



⁴ Terre des Hommes, Médecins Sans Frontières, International Committee of the Red Cross

In order to break the chain of this vicious cycle and to remediate the mistrust, organisations should inform about how donations are allocated and show what projects can be done thank to monetary contribution. If these pieces of information are already said, maybe the medium isn't the right one to reach Millennials. To keep in mind, social media is where everything is happening.

Figure 6: Future potential situation



By informing, organisations will gain trust and loyalty from Millennials and three outcomes could occur. The first one is, Millennials will donate money to the organisation they believe in. Then the second scenario, if Millennials don't have a comfortable income yet, the information they will get will do nothing else than increasing their beliefs and trust in organisations and later they will probably donate. The last option which could happen, is that Millennials won't donate regardless of trust, steady income or communication, but let's not be pessimistic.

Informing potential donors is key!

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Appendix 1: Interview's guidelines

- Understand every step of a marketing campaign from a humanitarian organization (HO).
- The different methods (billboard, tv ads, etc) the HO uses, and which one are used for what occasion.
- If there is a difference in advertisement regarding the targeted audience (different generations).
- What tool do you use to analyse the results of a campaign?
- Do you only focus on people with money?
- How do you impact your audience without forgetting the humanitarian principles? What's the line between acceptable and unacceptable advertisement?
- Do you do special ads to target millennial in order to make them loyal and donate in the future? What are your tools/methods to reach millennials?
- What are the age range of your donors?
- Why people donate (they have money, can be deductible for tax, etc)?
- What are the current challenges that humanitarian organizations face today (regarding marketing)? were they the same 10 – 50 years ago?

Appendix 2: ICRC Interview

Interviewer: Elisa Chédel – 3rd year HEG student

Interviewee: Xavier Maxim Huber – Crowdfunding project at ICRC

Date: 07.03.19

Location: ICRC's Geneva offices

Duration of the interview: 2 hours

ICRC is mainly financed by states. The crowdfunding department launched 2 ads. Project n°1 in Pakistan for children suffering from “clubfoot” and the n°2 is in Cambodia to build a roof for basketball field used by former land mine victims.

Challenges of an advertisement/awareness campaign:

1. **The notion of emergency takes over the other projects.** Eg. The tsunami in Indonesia (uncontrolled event) breath in all the money so people gave money for this emergency rather than for the project in Pakistan. It makes sense as the project n°1 isn't vital.
2. **People are more prone to give money to a cause that affects them directly.** They may share the language, the culture and be already aware of the current situation of the country. E.g in Indonesia, people wanted to give as they know the context, but they didn't have money.
3. **The image perceived of the organisation by locals.** ICRC tries to keep a low profile in Pakistan as the logo is still misunderstood by certain groups as a Christian organisation. For safety and risks ICRC tries not to be shown a lot on social media not to draw attention. But at the same time, the organisation has to communicate on their actions, their purpose etc.
4. **Work with local key people.** In order to have a direct impact on the locals.
5. **produit**
 - **Need to take into account the different audiences with their purchasing power.**

Local campaign vs global ones (e.g project n°2 in Cambodia):

They mixed local and global

- Brand image (awareness)
- Call to action

It didn't work as people with money didn't feel concerned by the project, and the one who couldn't give money (not enough purchasing power capacity, credit card), felt concerned.
11 min

- Advertisements need to be aligned with online platform, theme etc. in order to be effective. ICRC on the field may have enough resources for awareness but as soon as it's for crowdfunding, they need more money and ICRC mother house comes to help without interfering global and local. -> Local do their awareness campaign and gather 1/3 then ICRC does its crowdfunding campaign and gather 2/3.
- Millennials could think “why should I give you money if you already have billion from states?” the FAQ, question form etc need to be put in place in order to directly get answer from the organisation.
- Up to now ICRC isn't good at private fundraising with individuals because they don't need it in order to survive, whereas MSF and TdH they do need individual's contribution.

- ICRC tries now to diversify its revenue stream, not only from the states but also from individuals. To compensate if states give less.
 - 18min introduction of ShareTheMeal
 - 20min introduction of TWINT
 - Chaîne du bonheur, good reputation, giving to it and then distributing the money to different NGOs in order to pay the operations.
 - Hard to find influencer for Y generation (Jean Marc Richard for past generations)
 - People refers to influencer who they know, the trust, etc.
 - Reluctant to make a donation through the mobile, is it safe? Apprehension then get used to it. (28min)
 - Millennials see an ad in the street then just want to give 20 CHF in 2 clicks, we don't want to put home address, email address etc but on the other hand organisations need this load of information to keep the donor, and send follow ups on the project etc.
 - Lessen the number of clicks to donate
 - Enable to track donations
 - ICRC has 7% for administrative expenses
 - LoveArmy, you can give a little bit more to pay expenses in order to guarantee that all your amount goes to the cause
1. - **Understand every step of a marketing campaign from a humanitarian organization (HO).**
There is none.

During the year 2019-2020, ICRC wants to create a new campaign, it will invite students from different universities. The idea is to give a theme, a country and limited resources to create an ad, which content and with medium will it be the most effective for Millennials. -> focus group. Obtention of data is the ultimate purpose. To better understand the organisation for millennials and better understand the market for ICRC. The problem is the slowness of the process, the more they wait the less market share will be available.

Track donation by UNCHR already done. Not by ICRC

2. - **The different methods (billboard, tv ads, etc) the HO uses and which one are used for what occasion.**
3. - **If there is a difference in advertisement regarding the targeted audience (different generations).**
4. - **What tool do you use to analyse the results of a campaign?**
Following on Facebook, more views, more followers etc. On all social medias.
5. - **How do you impact your audience without forgetting the humanitarian principles? What's the line between acceptable and unacceptable advertisement?**
Be careful with the perception of an ad, it can upset a state and then reduce its donation for the case of ICRC. ICRC's position is harder to choose as often states are involved. Google Analytics enable an organisation to track who, what where, how much, etc.
- Recommendation: use GA to track and know what people want, track what works and don't. Controversy as humanitarian organisation aren't here to make profit, stay leader etc the goal is to help people. This is not a priority, but it will be one as other organisations take advantages (e.g Share the meal)

- 1h10 Differences between the communication methods. The paper with a lot of information works for a certain type of audience.
- Is there a difference between people who are full-time students and working regarding donations?
- The perception of the ad for each one.
- Millennials switch way too fast. Watching a video of cats, then a painful one, then cats again. Trustworthiness of the media.
- The rise of new media to communicate differently e.g Brut
- Millennials don't watch Tv anymore (% of usage of the mobile)

Appendix 3: MSF Interview

Interviewer: Elisa Chédel – 3rd year HEG student

Interviewee: Marine Fleurigeon – Head of loyalty fundraising MSF

Date: 13.03.19

Location: MSF's Geneva offices

Duration of the interview: 1 hours 10 minutes

Interview removed at the request of the interviewee.

Appendix 4: TdH Interview

Interviewer: Elisa Chédel – 3rd year HEG student

Interviewee: Laure Silacci – Advertising Manager and online fundraising

Date: 28.03.19

Location: Terre des Hommes's Lausanne offices

Duration of the interview: 1 hours 34 minutes

The common age of the donors for this humanitarian organisation is elderly around from **60 years old and more**. Youth could be a potential donor as well, regarding the Spenderbarometer analysis, the students don't have money, so they don't give but as soon as they finish their studies and have a job, a family and a house, they gain purchasing power so their willing to help people in need increase and they begin to donate. Another factor to take into account is the fact of having a baby. When a woman gives birth, she realizes that other children aren't as fortunate as hers and she wants to leave a better world for her children so the willingness to help increase as well. **From 35 to 55 years old people are an ideal target.** **"Ladder of engagement"** is an important concept regarding how far a person is engaged in a humanitarian organisation. It can simply begin by taking a flyer in the street, liking/reposting some posts on Facebook or Twitter, sign a petition for a cause or subscribe to a newsletter. And slowly this person will climb the ladder and start giving money and be more and more engaged.

20-25 years old people give money but at a relatively small amount and they when they will earn a stable salary, they will give more.

There is a big difference between **2 kinds of donors**. The first one is the elderly and people with money who prefer to give to only 1 or 2 organisations (e.g. 100-600 CHF per year). They give a lot of money and frequently, which are categorised as "regular donors". Then the youth, they give to several organisations (4 to 5 different one) so they give a smaller amount of money per example 20 CHF per year. This latter segment is much more demanding, is willing to get detailed and transparent information but not too much otherwise it gets fed up and end up quitting the organisation. The money giving needs to go to a specific cause, which emotionally impacted by a video seen on a social media about a situation in another country for instance.

Generally, people tend to give for **"big humanitarian crisis"**, which are cover in several medias.

NY Times posted, in front page, a picture of a young and unhealthy girl in Yemen in order to denounce the situation in Yemen. The idea was to get attention from the general public.

The **challenge for organisations**, when there is a humanitarian crisis, is to get donors when all fight the same causes. Why someone would give to MSF and not Terre des hommes for example. The experience with the organisation and the trust in it are important.

It is said that **"In order to get the attention of the general public, the further the crisis is, the more death it should have."** Terre des Hommes (14min 17sec)

Questions:

- 1. The different methods (billboard, tv ads, etc) the HO uses and which one are used for what occasion.**

Once a year, over 2 weeks, there is a big campaign using TV ads and /or billboards. *Introduction of the "Zewo seal"*. The main source of revenue is done by **direct marketing**, sending **3-4 million brochures to households** all around Switzerland within the period of 2 weeks. Besides this method, Terre des Hommes tries to be kept in people's mind by doing Tv ads, billboard and be present on social media just before the 2 weeks campaign. In addition, during the year, the organisation sends emails, copies to households and emails to donors. **When sending copies to households**, the

organisation doesn't know to whom it targets, postal codes are chosen and not names. The postal code is chosen regarding the social status, someone living in Colony doesn't have the same purchasing power than someone living in Pâquis for example. Some neighbourhood tend to give more than others.

Special agencies so called "**brokers**" are used to segment the population and to know exactly where to send information to get the most of it. Another method is to send **emails to donors**, as soon as you gave once, you enter into the loop. The organisation sends you 4 times a year a brochure on what they do with the money and the different projects they work on, emergency call number if a crisis happens and 3 mailing on different upcoming projects.

Allocation of the donation: When 100 CHF is given, 86 CHF go to the cause and 14 CHF to the salary, rent, marketing and administrative fee.

2. If there is a difference in advertisement regarding the targeted audience (different generations).

99% of the revue is done by direct marketing (mailing, households and emails to donors) suits best for elderly. And 1 % is done online.

Elderly: Paper

30-55 years old: Online and paper

<30 years old: Online ("stop Ads" on the mail box, interested on the environment, no paper and people asking not to send the brochure 4 times a year, waste of paper) Should Terre des hommes switch from sending the brochure to sending an email when people give money online. Or ask for preferences?

Interesting fact: When sending mailing the first year in 2011, people called to complain about the ecology, but at the same time the donation increased because it's an efficient support, it doesn't get lost within the other letter in the mailbox.

"Give away" style: give pen, postal card with the mailing. The analysis shows that if someone receives something, they will give more money and if someone receives nothing then they will give less. It's the reward effect. To show-off in a sense.

3. What tool do you use to analyse the results of a campaign?

The main indicator is the **donation** (amount and number of it), then there are the **digital indicators** such as number of followers on social media, if you opened the email, click on it, number of visitors on the website.

"lifetime value": the more a donor gives, the more he/she will be solicited. Someone who gives 20 CHF vs 100CHF per year. More potential trust the organisation and has more money to spend on these aspects.

4. Do you only focus on people with money?

Yes and no.

2 stages: Acquisition and Loyalty

Acquisition: send copies to households to neighbourhoods, which are sure to give. Analysis showed that even if they send the copy to less rich commune, people gave anyway.

Crowdfunding from the private sector

50% revenue is from the General public

50% is from super rich people

Pity vs positivity

Direct marketing (for elderly): showing emotional and sensitive pictures

Positivity (for youth): show what can be done with the money

5. How do you impact your audience without forgetting the humanitarian principles? What's the line between acceptable and unacceptable advertisement?

At Terre de Hommes they created a language for each image. Different people, different opinion. A picture is very subjective. A guideline has been created to explain how to choose a picture, what can be done and what cannot. Protect the privacy of the person photographed ensured by 10 ethical rules (avoid retaliation, etc.). Consent of the parent for minor photographed.

Show the positive aspect of the situation. Little girls working in Burkina Faso (working long hours, in dust, usage of chemical products, etc.) and showing she is smiling. Terre des Hommes ensure that the legal age to work is applied, only a certain hour in the field mandatory breaks, etc. and ensure the integrity of the child and his rights isn't abused of. But then then the picture will be less emotional for potential donors.

"It's a cursor and you need to find the right balance" Terre des Hommes (48:08min)
To respect the integrity of the child and to show the current situation as it is.

6. Do you do special ads to target millennial in order to make them loyal and donate in the future? What are your tools/methods to reach millennials?

Focusing more on digital and online communication.

Peer to peer fundraising, create a page and choose the cause you're fighting for. Send the URL to your network.

Millennials don't want to only donate but also be actor.

7. What are the age range of your donors?

60 years old and more

8. Why people donate (they have money, can be deductible for tax, etc)?

Mainly as a **generous act**. In France, donations can be tax deducted, where as in Switzerland people need to give a lot of money to deduct it (for super rich).

9. What are the current challenges that humanitarian organisations face today (regarding marketing)? were they the same 10 – 50 years ago?

For crowdfunding: there is a transition period from the elderly (who has trust in the organisation) and the new generations (giving to several ONGs, they give smaller amount of money and give less frequently to the same ONGs).

People who wants to replace ONGs. The case of Jérôme Jarre gathered billions of money but didn't know what to do with it. Running a humanitarian organisation isn't easy, there are rules to follow.

Too many ONGs and the donation market is saturated.

10. Experience with TWINT

October 2018, Zewo campaign using QR code on all the billboards. In Switzerland around 200 billboards were made and posted in the street/ train stations. The campaign

lasts for 2 weeks regarding the billboards and 1 month with stickers. 100 donations were made, and 1'400 CHF were collected. **Difficulties of TWINT are:**

1. Small donation "micro donations" (1CHF, 2 CHF, 5CHF) only 3 donations were more than 80 CHF.
→ TWINT won't revolutionise the fund raising
2. No personal information (age, email addresses, etc.) So, cannot focus on loyalty (data base) and on follow-up.

Advantage of TWINT is:

1. Branding, first mover advantage
2. The NGO is modern, it understands its potential donors

Appendix 5: Mailing to households



Croix-Rouge suisse



Aux
habitanes et habitants
de la Suisse

Prêts à intervenir pour soulager la détresse

Berne, le 22 mars 2019

Madame, Monsieur,

Catastrophes, crises, guerres... Des centaines de milliers de personnes dans le monde luttent pour survivre. En ce moment même, des collaborateurs de la Croix-Rouge suisse (CRS) se mobilisent aux quatre coins de la planète pour soulager la détresse.

Ils distribuent des vivres et de l'eau potable, fournissent protection et abri et prodiguent une aide médicale d'urgence. Nous agissons là où les besoins sont les plus criants. Grâce à votre soutien.

Les équipes d'urgence de la CRS interviennent jusqu'à dix fois par an. Comme lors du tsunami en Indonésie ou des séismes meurtriers au Népal. Mais elles agissent aussi quand les éléments se déchaînent dans notre pays, comme lors de la catastrophe de Bondo. Nos spécialistes sont alors rapidement sur place pour sauver des vies.

En cas de tremblement de terre, d'inondation ou d'ouragan, chaque minute compte. Le déploiement rapide sur le terrain d'une aide efficace exige des biens de secours spécifiques, des équipes formées et prêtes à intervenir ainsi qu'une logistique parfaitement rodée. Pour cela, il faut de l'expérience, des compétences étendues, un réseau de partenaires international – et le soutien de personnes comme vous. Pouvons-nous compter sur votre contribution?



Merci de tout cœur de vous engager à nos côtés pour les personnes en détresse.

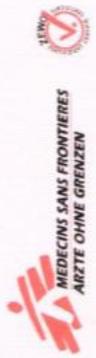
Markus Mader
Directeur de la Croix-Rouge suisse

P.-S.: Préparation aux situations d'urgence, intervention et assistance en cas de catastrophe. La Croix-Rouge se tient prête. Nous aiderez-vous?



 **ABANDONNÉS À LEUR SORT, DÉSESPÉRÉS, ILS ONT BESOIN DE NOTRE AIDE!**

Photos: © PICR, Christopher Black / Reuters / PAU / Keystone, Denis Laroux / HEBU / PICR, Ibrahim Malla / CRS, Photo M. Mader: © Roland Bluetner

 <p>Empfangsschein / Récépissé / Ricevuta Einzahlung für / Versement pour / Versamento per</p>  <p>Médecins Sans Frontières Suisse Rue de Lausanne 78 1202 Genève Konto / Compte / Conto CHF 17-544484-2</p> <p>Die Annahmestelle L'office de dépôt L'ufficio d'accettazione</p>	<p>MERCI DE VOTRE GÉNÉROSITÉ! Exemples d'utilisation de vos dons :</p> <ul style="list-style-type: none"> 30 CHF 1 semaine d'aliments thérapeutiques pour 8 enfants en état de malnutrition 50 CHF 1 vaccin contre le choléra pour 13 enfants 150 CHF 1 intervention chirurgicale en contexte de crise <p>© Mera Soszynska/MSF</p> <p>Einzahlung Giro  Versement Virement  Versamento Girata </p>	 <p>Médecins Sans Frontières ARZTE OHNE GRENZEN</p>
<p>Votre don sauve des vies</p>		
<p>419210</p>	<p>MSF 04.19</p>	<p>441.02</p>
<p>Einzahlung für / Versement pour / Versamento per Médecins Sans Frontières Suisse Rue de Lausanne 78 1202 Genève Konto / Compte / Conto CHF 17-544484-2</p> <p>202</p>	<p>Merci d'écrire en lettres majuscules Embezahlit von / Versat per / Versato da</p> <p> <input type="checkbox"/> Madame <input type="checkbox"/> Monsieur <input type="checkbox"/> Monsieur et Madame <input type="checkbox"/> Famille </p> <p>Nom _____ Prénom _____ Rue / No _____ NPA / Lieu _____</p>	<p>175444842> 175444842></p>

Appendix 6: Emailing/Mailing for donors

8199100



MEDECINS SANS FRONTIERES
ÄRZTE OHNE GRENZEN

Médecins Sans Frontières Suisse
Rue de Lausanne 78 - Case postale 1016
CH-1211 Genève 1
Tél. 0848 88 80 80
donateurs@geneva.msf.org
CCP 12-100-2
www.msf.ch

P.P. 1200 Genève Post CH AG
1085875/219200390

Monsieur
[REDACTED]
[REDACTED]
1207 Genève



C'est avec plaisir que je vous fais suivre le message de ma collègue Corinne Peter, actuellement en mission en Grèce. Elle a tenu à vous écrire pour vous faire découvrir son quotidien. Corinne sera ravie de répondre à vos questions, n'hésitez pas à nous contacter par email ou par courrier postal. Je lui transmettrai avec plaisir vos messages. Bonne lecture!

Yodith Chambron-Habtemicael, Service de la Relation Donateurs

De: Corinne Peter
Envoyé le: lundi 15 avril 2019 à 10:23
A: donateurs@geneva.msf.org
Objet: A l'attention des donateurs de MSF Suisse



© Sophia Apostolou, 2019 / MSF

A Samos, mars 2019

Chers donateurs et donatrices,

Je m'appelle Corinne Peter et je suis infirmière de formation. Originaire du sud-ouest de la France, j'habite à Nyon avec ma famille depuis trente ans. J'ai découvert ma vocation pour l'humanitaire en 1998. Mon mari étant médecin, nous avons accepté une mission de 2 ans au Laos avec nos enfants. J'ai été complètement «happée» et à notre retour, j'ai eu envie de repartir. Je me suis engagée dans les camps du Darfour et j'ai poursuivi avec d'autres missions d'urgence au Niger, en République démocratique du Congo et en Haïti.

Je me sens si chanceuse de vivre dans un pays comme la Suisse que je ressens le besoin de m'engager pour les populations les plus démunies qui ont moins de chance que moi. Je ne cache pas que ça peut être très dur par moments, mais je me dis parfois que c'est comme un accouchement: à la fin, on oublie la douleur pour ne retenir que le positif! Depuis 15 ans que je travaille avec MSF Suisse, c'est la première fois que je me suis engagée pour un contrat de «longue durée», 8 mois en Grèce.

Nous avons un projet fixe près d'un camp sur l'île de Chios où nous dispensons une aide médicale et humanitaire aux migrants et aux réfugiés. Nous y avons développé un centre médical assez particulier. Dans un grand garage, nous avons trois camping-cars: le premier nous permet d'offrir des



© Corinne Peter / MSF

Clinique MSF (camping-cars) à Chios

consultations psychologiques; le second des consultations gynécologiques. Notre médecin généraliste travaille dans le troisième. Nous faisons avec les moyens du bord mais c'est déjà un vrai luxe pour nos patients. Ils se montrent toujours reconnaissants et nous remercient pour notre écoute et notre attention.

En tant que Référente médicale du projet, je gère tout ce qui a trait aux activités médicales et au management du personnel. Je veille aussi aux différents besoins en matériel et logistique. Et je surveille la situation de manière à pouvoir réagir vite et détacher une équipe d'intervention en cas d'urgence.



© Caitlin Ryan, 2019 / MSF

Camp de Samos

Ainsi, en décembre 2018, j'ai participé à une mission exploratoire pour évaluer les besoins sanitaires et l'accès aux soins dans un camp situé sur l'île de Samos. Construit pour une capacité de 600 places, il accueille aujourd'hui jusqu'à 4500 personnes qui vivent dans des conditions d'hygiène déplorables, avec un accès très limité à l'eau et aux latrines qui sont insuffisantes. Sur place, ça a été un choc: j'ai été émue aux larmes de voir autant d'adultes et d'enfants «entassés», n'ayant que des tentes de fortune pour abris alors qu'il faisait tellement froid.

Dans ce camp comme dans les autres, le risque d'épidémie est très élevé à cause de la promiscuité et de l'insalubrité. C'est pourquoi, nous avons vacciné 1200 enfants pour les protéger des maladies les plus contagieuses.



© AnnaPantelias, 2019 / MSF

Campagne de vaccination à Samos

C'est la reconnaissance de nos patients qui me motive et m'aide à dépasser les difficultés. Au début de l'année par exemple, faute de ressources suffisantes, nous avons pris la décision difficile d'arrêter les consultations en santé de la femme à Chios (suivi de grossesse, planning familial etc.). Pour moi, c'était comme me couper un bras... Mais j'ai dû me résoudre à accepter cette situation puisque mon rôle est aussi de participer à la gestion financière du projet.



© Sophia Apostolika, 2019 / MSF

Avec un petit garçon du camp de Samos

C'est aussi pour ça que je vous écris. Même si mon engagement en Grèce s'achève à la fin du mois, je suis soucieuse du futur de nos patients et de mes collègues. Je sais que vous soutenez déjà fidèlement MSF Suisse mais je me permets de faire encore appel à votre générosité. Je vous garantis que votre don sera utilisé de la meilleure manière possible.

Je vous remercie sincèrement de tout cœur pour votre générosité qui nous permet de soigner des milliers de personnes en Grèce et dans les 23 autres pays où MSF Suisse intervient.

Avec mes chaleureuses salutations.

Corinne Peter

P.-S.: je serai ravie de vous lire à mon retour en attendant ma prochaine mission. Le service de la Relation Donateurs me transmettra vos messages. A bientôt j'espère!

Appendix 7: Billboard for Terre des Hommes



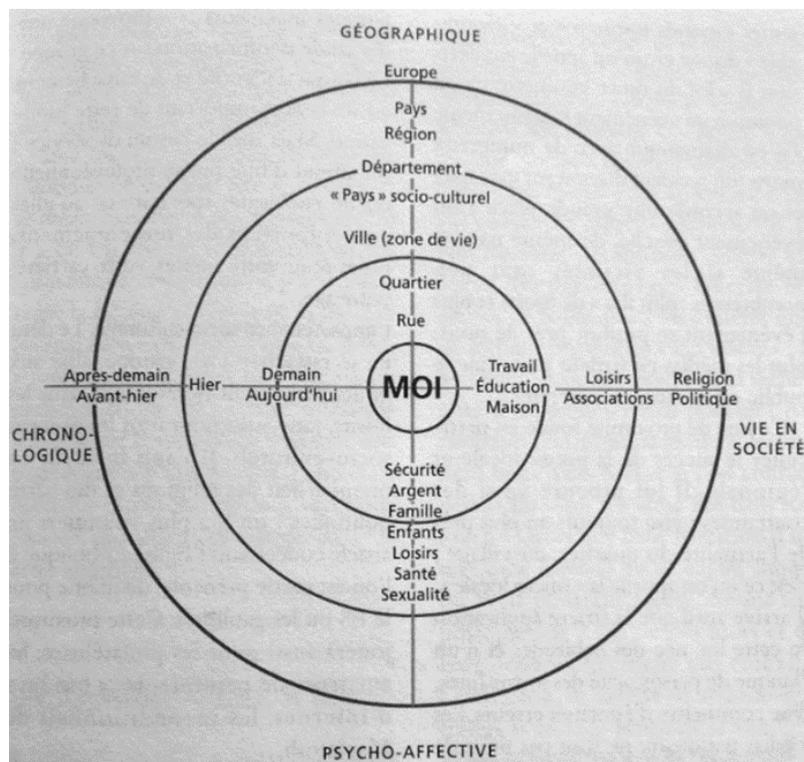
Appendix 8: Images of the video "The only gift Santa can't deliver"



Appendix 9: MSF Ad on tram



Appendix 10: Death-kilometer concept_fr



Appendix 11: Public opinion_fr

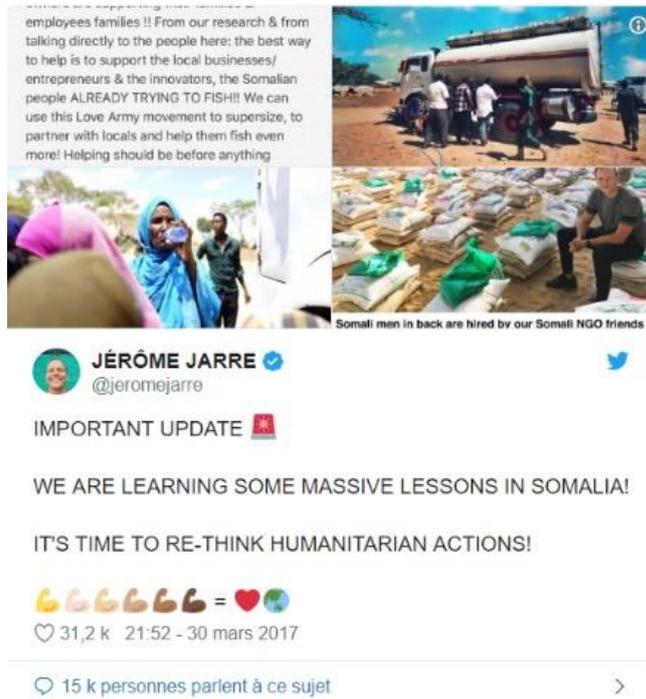


Appendix 12: Information hierarchy_fr



De la hiérarchie de l'information

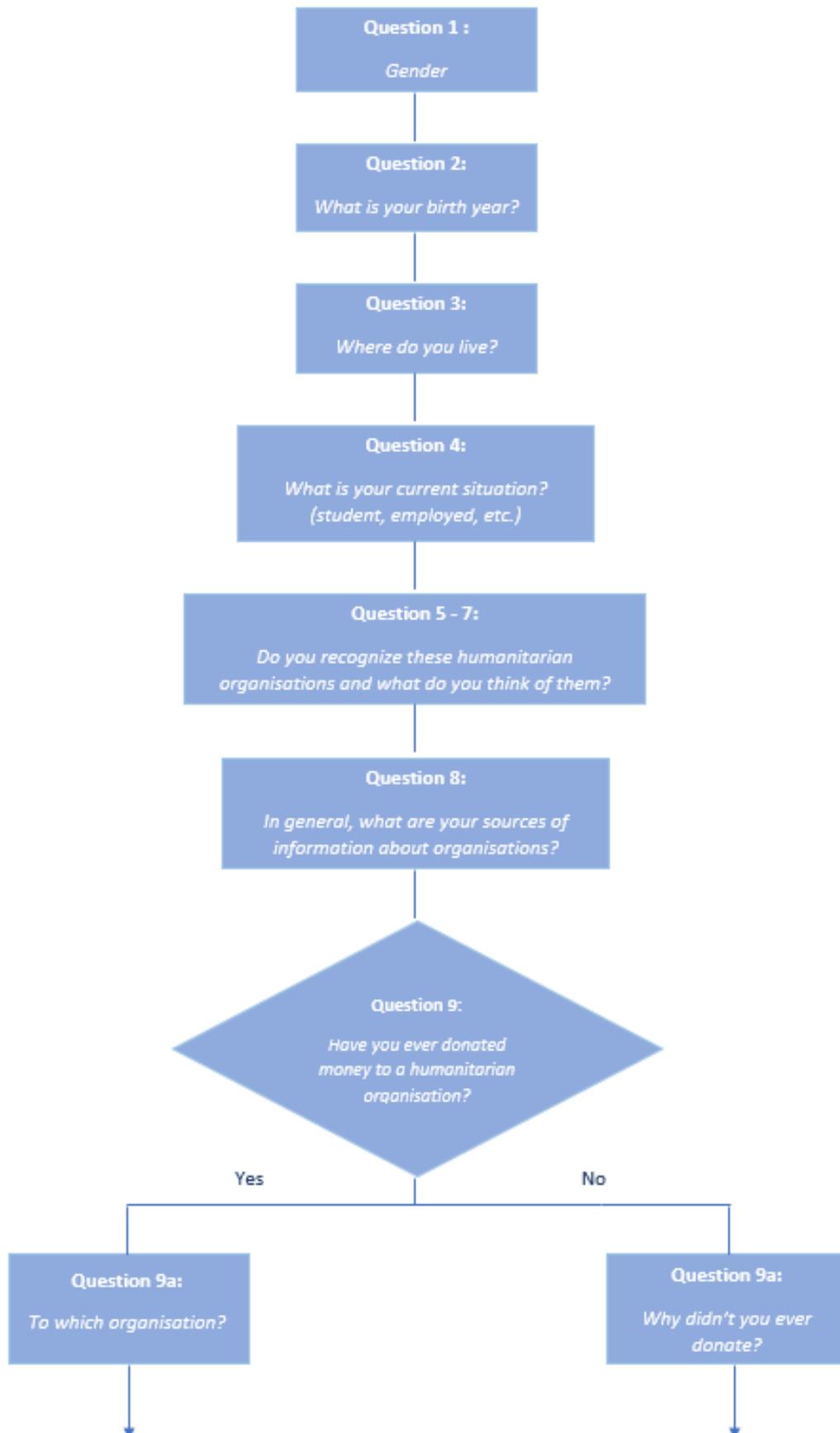
Appendix 13: Follow up Jérôme Jarre

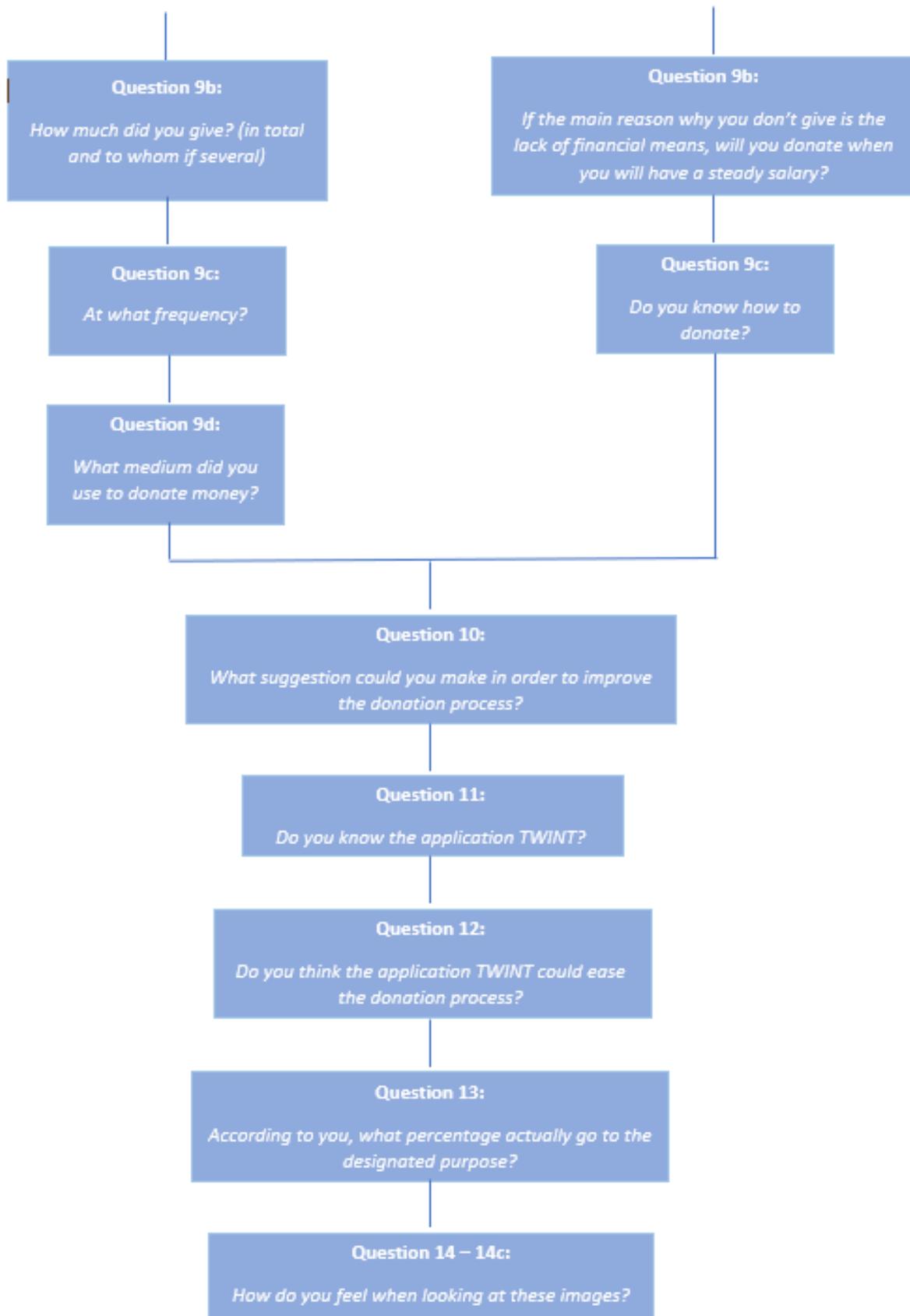


Appendix 14: New payment slip

Section paiement QR-facture		Compte CH44 3199 9123 0008 8901 2
Soutient Virement		Bénéficiaire Robert Schneider AG Via Casa Postale 1268/2/22 CH-2501 Biel
		Bénéficiaire final Robert Schneider Services Switzerland AG Via Casa Postale 1268/3/1 CH-2501 Biel/Bienne
		Numéro de référence 210 0000 0000 3139 4714 3000 9018
		Débiteur Pia-Maria Rutschmann-Schnyder Grosse Marktgasse 28/5 CH-9400 Rorschach
		À payer jusqu'au 30.10.2019
Monnaie CHF	Montant 199.99	

Appendix 15: Organisational chart of the survey





Appendix 16: Question of the survey

Perception des organisations humanitaires

Bonjour à tous et à toutes, :)

Je fais mon travail de bachelor sur la perception que le public suisse a des organisations humanitaires et l'impact des campagnes publicitaires. Le questionnaire prend environ 5 minutes. S'il vous plaît répondez le plus honnêtement possible, il n'y a ni mauvaise réponse ni jugement. Par ailleurs, les réponses sont bien entendu confidentielles et ne seront utilisées qu'à des fins académiques.

Attention, certaines images peuvent heurter la sensibilité des plus jeunes et des personnes non averties.

Merci infiniment pour votre aide et n'hésitez pas à l'envoyer autour de vous. :)

***Obligatoire**

1. 1. Vous êtes .. *

Une seule réponse possible.

- Un homme
- Une femme

2. 2. Quelle est votre année de naissance ? *

3. 3. Où habitez-vous ? *

Une seule réponse possible.

- Genève
- Valais
- Neuchâtel
- Vaud
- Jura
- Autre

4. 4. Vous êtes .. *

Une seule réponse possible.

- Étudiant(e)
- Étudiant(e) et employé(e)
- Employé(e)
- Momentanément sans emploi

5. 5. Reconnaissez-vous cette organisation? Que pensez-vous d'elle ? (Plusieurs réponses possibles.) *



Plusieurs réponses possibles.

- Digne de confiance
- A un impact sur la société dans le pays dans laquelle elle opère
- Nécessaire pour les plus démunis
- Je ne vois pas le changement qu'elle apporte
- Je reconnais le nom/logo mais je ne sais pas ce qu'elle fait
- Je ne connais pas cette organisation
- Autre : _____

6. 6. Reconnaissez-vous cette organisation? Que pensez-vous d'elle ? (Plusieurs réponses possibles.) *



CICR

Plusieurs réponses possibles.

- Digne de confiance
- A un impact sur la société dans le pays dans laquelle elle opère
- Nécessaire pour les plus démunis
- Je ne vois pas le changement qu'elle apporte
- Je reconnais le nom/logo mais je ne sais pas ce qu'elle fait
- Je ne connais pas cette organisation
- Autre : _____

7. 7. Reconnaissez-vous cette organisation? Que pensez-vous d'elle ? (Plusieurs réponses possibles.) *



Plusieurs réponses possibles.

- Digne de confiance
- A un impact sur la société dans le pays dans laquelle elle opère
- Nécessaire pour les plus démunis
- Je ne vois pas le changement qu'elle apporte
- Je reconnais le nom/logo mais je ne sais pas ce qu'elle fait
- Je ne connais pas cette organisation
- Autre : _____

8. 8. En général, quelles sont vos sources d'information sur ces organisations ? (Plusieurs réponses possibles.) *

Plusieurs réponses possibles.

- Dans la rue (panneaux d'affichage, etc.)
- Dans mon école/université
- Sur internet/réseaux sociaux
- Je reçois des courriers à la maison
- Lorsqu'il y a une situation d'urgence
- Vous connaissez quelqu'un qui travaille dans ce domaine
- Je n'entends pas parler de ces organisations
- Autre : _____

9. 9. Avez-vous déjà donné de l'argent à une organisation humanitaire ? *

"Organisation humanitaire" se définit par des opérations d'assistance matérielle et humaine pour venir en aide à des personnes subissant les contrecoups de catastrophes naturelles et de guerres.

Une seule réponse possible.

- Oui *Passez à la question 10.*
- Non *Passez à la question 14.*

Si vous avez déjà fait un don

10. 9a. À quelle organisation ? *

11. 9b. Combien avez-vous donné ? (le montant total en CHF et à qui si plusieurs organisations) *

12. 9c. À quelle fréquence ? *

Une seule réponse possible.

Un don spontané (1 fois)

Régulièrement

Aléatoirement

Autre : _____

13. 9d. Comment avez-vous fait ce/ces don(s) ? (Plusieurs réponses possibles.) *

Plusieurs réponses possibles.

Bulletin de versement

Internet via le site de l'organisation

Appeler par téléphone

Application mobile

Autre : _____

Passez à la question 17.

Si vous n'avez jamais fait de don

14. 9a. Pourquoi ? (Plusieurs réponses possibles.) *

Plusieurs réponses possibles.

- Manque de moyens financier
- Manque de confiance dans l'organisation
- Votre contribution n'aura aucun impact sur la situation
- Le moyen de paiement est compliqué
- Vous préférez donner de votre temps (bénévolat)
- Pas concerné par les événements
- Autre : _____

15. 9b. Si la raison principale pour laquelle vous ne faites pas de don est le manque d'argent, pensez-vous devenir un(e) donateur/donatrice lorsque vous aurez un salaire stable? (pas forcément pour la même organisation)

Une seule réponse possible.

- Non
- Oui, 1 - 3 fois par année
- Oui, 4 - 6 fois par année
- Oui, chaque mois

16. 9c. Savez-vous comment faire un don pour une organisation ? *

Une seule réponse possible.

- Oui
- Non
- Autre : _____

Passez à la question 17.

Perception des organisations humanitaires partie 2

17. 10. Quelles suggestions auriez-vous pour faciliter le processus de don ? *

18. 11. Connaissez-vous l'application TWINT ? *

Une seule réponse possible.

- Oui
 Non

19. 12. Pensez-vous qu'utiliser l'application TWINT faciliterait le processus de don ? (Pouvoir virer de l'argent en quelques cliques) *

L'application TWINT est un porte-monnaie digital qui vous permet de payer facilement au supermarché, au restaurant et sur des boutiques en ligne en toute sécurité à l'aide qu'un QR code.

Une seule réponse possible.

- Oui
 Non
 Autre : _____

20. 13. Selon vous, quel pourcentage de votre don est effectivement destiné à la cause? *

21. 14. Que ressentez-vous en voyant cette image ? *



Une seule réponse possible.

1 2 3 4 5

Cela ne me touche pas Cela me touche beaucoup

22. 14a. Que ressentez-vous en voyant cette image ? *



Une seule réponse possible.

1 2 3 4 5

Cela ne me touche pas

Cela me touche beaucoup

23. 14b. Que ressentez-vous en voyant cette image ? *



Une seule réponse possible.

1 2 3 4 5

Cela ne me touche pas

Cela me touche beaucoup

24. 14c. Que ressentez-vous en voyant cette image ? *



Une seule réponse possible.

1 2 3 4 5

Cela ne me touche pas

Cela me touche beaucoup

Appendix 17: Images used for the question 14 (Compassion fatigue)

Picture 1



Picture 2



Picture 3



Picture 4

