

NPO FUNDRAISING THROUGH TOURISM

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Abstract

Purpose – Civil society associations, the most common form of non-profit organizations in Croatia, have a wide range of possibilities for operating in the tourism system and integrating their own activities and goals with the tourism goals of the area in which they operate. Associations engaged in tourism have a broad spectrum of opportunities to raise funds for their activities which, ultimately, helps to enhance their financial stability by increasing the share of their own earned income (self-funding) and reducing the share of public grants, which currently make up the largest share in the income structure of associations in Croatia. The objective and purpose of this paper is to determine to what extent associations (that have an effect on tourism) have recognized the possibilities of raising funds, available to them through tourism system. **Methodology:** For this purpose, an online survey was conducted among the members of associations in four of the most developed tourism destinations in Croatia according to the tourist traffic data for the last 10 years (Dubrovnik, Rovinj, Poreč, Medulin). The research was conducted on the sample of 205 associations, which, according to their scope of activity, have a direct or indirect impact on tourism. **Findings** – Based on the conducted research, it is evident that associations operating in tourism fail to use, to any significant extent, certain potentially very effective methods of fundraising and they do not perceive tourists as potential donors and a source of funding. One of the underlying reasons is certainly insufficient knowledge about the possibilities of fundraising in general, and especially about the possibilities of fundraising for associations operating in tourism destinations.

Contribution – The contribution of this paper is that it regards associations as part of the tourism system and provides an overview of fundraising opportunities for associations whose activities affect tourism.

Keywords fundraising methods, civil associations, non-profit organizations, tourism, self-funding

INTRODUCTION

Non-profit organizations represent the foundation of every democratic society. They have a key role in modernizing welfare states and building trust, civic virtues and social capital, and by cooperating with a local community, they create additional capacities for problem solving and improving quality of life. However, a whole range of management problems is inherent in the operation of non-profit organizations. The problems most commonly singled out are the lack of financial resources and the unsustainability of development, unprofessionalism in business activities, the non-transparency of organizations and their unfoundedness in wider membership, the lack of leadership, poor networking and low levels of cooperation among organizations, poor media cooperation and undeveloped advocating role (Bežovan, 2005). Recently, the lack of financial resources, a major issue, has been emerging more and more because non-profit organizations are extremely dependent on public budget funds (grants), and an increasing

number of registered non-profit organizations compete for a decreasing amount of public funds available (Bežovan, 2005; Eikenberry and Kluver, 2004; Froelich, 1999). Consequently, the long-term sustainability of non-profit organizations comes into question.

Non-profit organizations in Croatia are no exception when it comes to the problems of financing their own activities and to their immense dependence on public grants. Thus, in 2018 public grants accounted for as much as 45% of the total income of non-profit organizations in the Republic of Croatia (Ministry of Finance, 2018).

Such a situation is the consequence of very underdeveloped fundraising activities. Why is that so? Research by the Croatian non-profit sector (National Foundation for Civil Society Development, 2011) shows that non-profit organizations are in doubts about what fundraising actually is and what fundraising activities should and could include (Pavičić, Alfirević, Ivelja, 2006). The term “fundraising” has many different meanings but it most commonly refers to the idea of gathering resources from different donors. In its broadest sense, fundraising is a process which enables access to necessary funds in order to secure the flow of income that will ultimately enable the maintenance of non-profit organizations’ activities (Lewinsky, Muharemović, 2011). Defined like that, fundraising refers to all activities carried out in a non-profit organization to provide resources necessary for its sustainability and the implementation of its mission.

This paper explores non-profit organizations and their relation to tourism as a possible source for financing their activities. Dadić and Maškarin Ribarić (2017) have identified opportunities for reducing the dependence of associations on grants by connecting the associations’ activities with tourism and in doing so have detected the potential influences of associations on the tourism development of a destination. They point out that associations that perform their activities in tourism have numerous opportunities to finance their own activities, and these possibilities particularly refer to associations whose activities bring them closer to tourists, such as cultural and sports associations, sustainable development associations, etc.

Accordingly, the aim of this paper is to determine whether and to what extent the associations whose activities influence tourism have recognized the opportunities for fundraising in tourism. Furthermore, the paper analyses the extent of the use of particular fundraising methods by associations operating in tourism destinations, and determines whether there are differences related to the area of associations’ activities, or the type of influence that particular associations have on tourism.

1. ASSOCIATIONS’ RELATIONS TO TOURISM

Successful tourism development based on sustainability implies the inclusion of all stakeholders involved in the tourism management process (Byrd, 2007; Tomljenović, Boranić Živoder, Marušić, 2013; Towner, 2018). Including different stakeholder groups in tourism development processes can lead to resolving various cultural, social, environmental, economic and political issues affecting the sustainable development of tourism. In order to maximize the positive effects of tourism and minimize negative ones,

it is crucial to systematically plan the development of tourism based on sustainability, and this is possible only with the involvement of all stakeholders. Civil society associations should be seen as one of the stakeholders in tourism because, through their action and through the activities and projects they implement, they have an impact on tourism of the area in which they operate.

In surveys conducted up to the 1990s, local residents, tour operators, tourists and countries were mostly seen as key stakeholders of tourism development (Pinel, 1968; Neto, 1990; Gunn, 1987; Ahmed, Krohn, 1990). In addition to these four groups, Gunn (1987) also identified hotel owners as important stakeholders in the development of tourism, while Ahmed and Krohn (1990) added employees in tourism and the local community. Since the late 1990s, research has focused increasingly on associations, i.e. non-profit organizations, as one of the stakeholders in the successful development of tourism (Hassan, 2000; Swarbrooke, 2001; Araujo, Bramwell, 1999; Jamal, Stronza, 2009; Ellis, Sheridan, 2014.)

According to Farmaki (2015) and Liburd (2004), the widening of associations' activities is a milestone in tourism because associations have the ability to reduce the gap between different social classes by including different approaches and sustainable tourism practices. Given that, it can be assumed that associations have the creative potential and flexibility needed for initiatives in sustainable tourism development. Birto and Buckley (2016) acknowledge the importance and role of associations in tourism and state that associations have become more relevant as an alternative and legitimate source of tourism development and that tourism-oriented associations are becoming increasingly involved in sustainable activities, particularly in creating value for tourists and residents. Iorgulescu and Ravar (2015) indicate the importance of the constant involvement of non-profit organizations in tourism-related projects in order to ensure permanent benefits for the local community and sustainable tourism initiatives. In a destination, associations can influence local authorities with the aim of creating a tourism policy, the goal of which would be to preserve and develop ecological, historical and social characteristics (Günes, 2010). In that respect, the UN's Global Partnership for Sustainable Tourism (2012) points out that non-profit organizations, due to their expertise and despite limited financial and other resources, contribute significantly to the promotion of sustainable practices in tourism via educating tourists on behavioural patterns in a destination that are in accordance with nature and supported by the local community, and by attracting funds for project implementation, monitoring tourism development, etc.

Given the wide range of possibilities for associations to operate in tourism, it is of particular importance to detect possible impacts of associations' activities on tourism. In that context, Dadić and Maškarin Ribarić (2017) have detected direct and indirect impacts of associations on tourism. *Direct* impacts of associations on tourism refers to all the associations' activities that can be directly related to tourism and are most commonly carried out by the associations in the field of culture and art, hobby activities and sports associations. Such associations directly influence tourism with their activities by enriching a destination's tourism offering and by increasing tourist traffic and tourist consumption in a destination and, ultimately, tourism revenue. On the other hand, *indirect* impacts of associations on tourism refer to the creation of conditions and infrastructure that affect the quality of staying in a destination or the performance quality

of a certain type of activity. This category includes associations that deal with environmental and nature protection, sustainable development and health care, as well as sports associations that indirectly influence tourism in their activities by revitalizing neglected areas; promoting local heritage, culture and tradition outside the borders of a country; taking care of the countryside, beaches, submarine areas, pedestrian and cycling paths, etc.

Associations operating in tourism can gather funds for financing their activities in various ways. It is of paramount importance that they use fundraising methods through which tourists, i.e. potential future donors, will be introduced to their activities. Fundraising through selling their own products (autochthonous food products, locally grown agricultural products, non-food products) and providing services (organization of courses and workshops, guiding tours, etc.) enables the associations to obtain financial resources in direct interaction with tourists. With this in mind, it is important for associations to keep abreast of tourist trends and tourist needs, and to develop such activities (products and services) that are in accordance with the mission of the associations' activities and meet the wants and needs of contemporary tourists. Selling products and providing services is a fundraising method that requires a large degree of engagement and a high level of expertise from associations. In modern conditions, the development of information technology has imposed the use of the Internet in all forms of business, from market analysis and marketing to the purchase of products or services. Consequently, modern tourists often buy or seek information about services and products to be consumed at a destination via the Internet. Importantly, to keep up with the times and to interest potential users (possible future donors) in their activities, associations need to present their activities and projects via the Internet and social networks, thereby strengthening their mission and enabling greater visibility of the organization outside the borders of the area, i.e. the destination in which they operate. International tenders (EU funds) and tourist board tenders that finance activities contributing to the development of tourism are also an important fundraising method for associations.

It is to be assumed that the intensity of the use of a particular fundraising method differs in relation to the area of the associations' activities, i.e. those associations whose activities bring them closer to tourists will use certain methods more often than those associations whose activities influence tourism indirectly.

2. RESEARCH METHODOLOGY AND RESULTS

Based on the above presented fundraising methods of associations and considering the specificity of tourism and the tourism-related activities of the associations, the following hypothesis has been set: There is a statistically significant difference in the frequency of using fundraising methods by the associations operating in tourism, with regard to the area of the associations' activities.

With the aim of testing the set hypothesis, a primary survey was conducted via a structured questionnaire. The basic research group was made up of all associations registered in one of the areas of activity (culture and art, sports, hobby activities, environmental and nature protection, health care, sustainable development) which have

been identified as having a direct or indirect impact on tourism and are registered in the area of one of the four most developed tourism destinations in Croatia with regard to tourist traffic in the last ten years, namely, Dubrovnik, Rovinj, Poreč and Medulin. In other words, the target research group comprises the assembly members of associations operating in one of the mentioned areas of activity and in one of the four mentioned destinations.

For the purposes of the research, a randomly stratified sample was used, from which a random simple sample was chosen consisting of 40% of the basic group, or 205 associations. The research was conducted in May 2018, in an online form, i.e. by sending e-mails with a link to an online survey. By the end of May 2018, a total of 153 properly filled questionnaires were returned, making a 75% return rate. The distribution of questionnaires is presented in the table below.

Table 1: **Distribution of questionnaires**

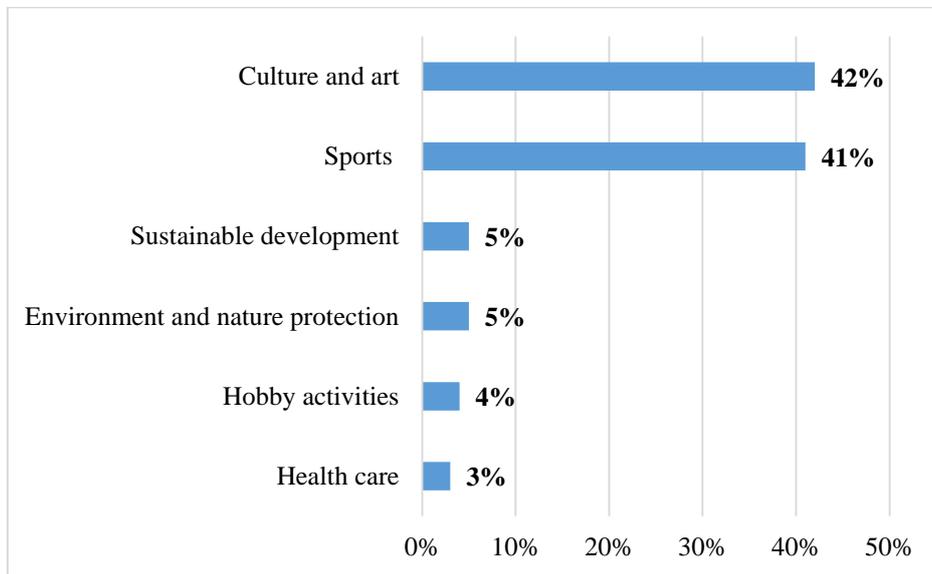
Destination	Sample (40% of the basic group)	Number of properly filled questionnaires	Return rate (%)
Dubrovnik	100	75	75 %
Rovinj	30	22	73 %
Poreč	33	25	76 %
Medulin	42	31	74 %
TOTAL	205	153	75 %

Source: the authors

The questionnaire was designed based on a review of the relevant literature, i.e. on the basis of previously conducted research by national and foreign authors, and it consists of three parts. The first part of the questionnaire refers to general information on the associations' activities (7 variables), the second part measures the attitudes of the associations towards tourism (1 question, 18 items), while the last part refers to data on the associations' funding (9 variables).

The share of the surveyed associations with respect to the registered area of activity of the associations taken from the Association Register (Ministry of Administration) is shown in the figure below.

Figure 1: The share of the surveyed associations with respect to the area of activity

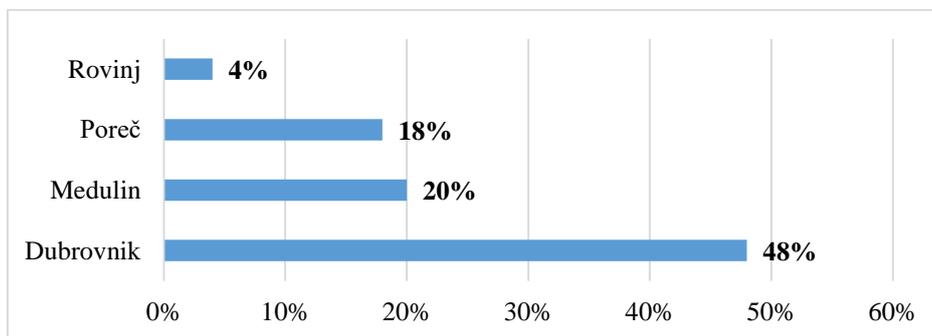


Source: the authors

Most of the surveyed assembly members belong to associations operating in the field of culture (64) and sports (63). Associations in these areas of activity are the most numerous in all four destinations and account for 40% to 60% of the total number of registered associations. The smallest number of surveyed assembly members belongs to associations active in the field of health care, only 3%. These associations are the least represented in the total number of associations impacting on tourism (only 2% - 6%) in all four destinations.

The following figure shows the share of surveyed associations with respect to their headquarters.

Figure 2: The share of surveyed associations with respect to their headquarters

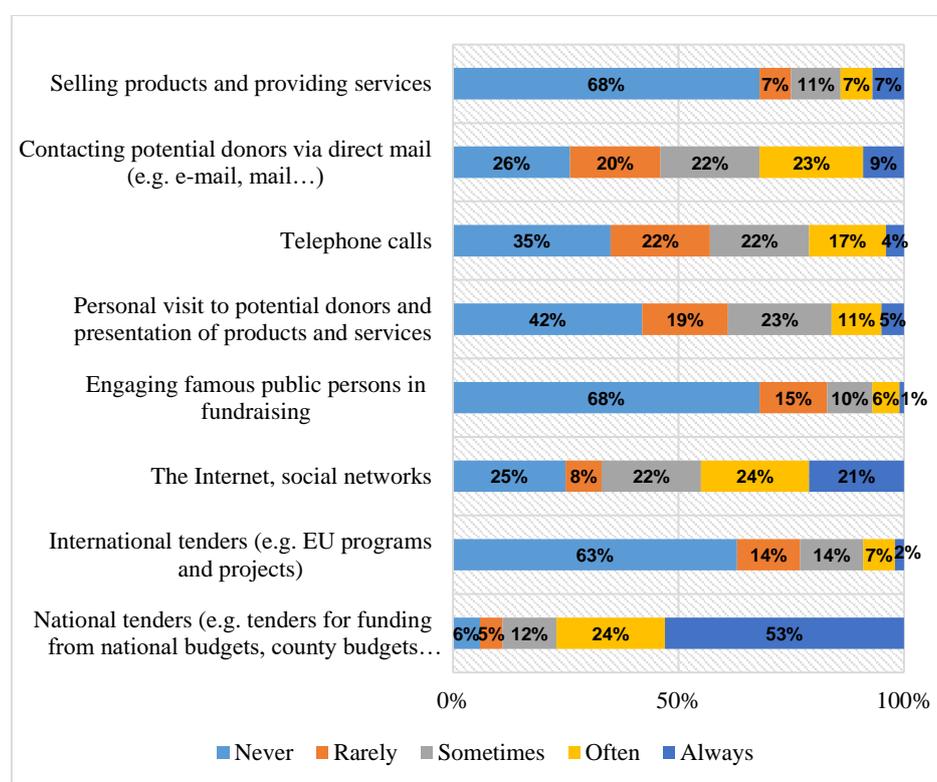


Source: the authors

With respect to the headquarters of an association, the majority of surveyed assembly members belonged to associations with headquarters in the territory of the city of Dubrovnik (73) because compared with the other observed destinations Dubrovnik has *three times* more registered associations that have an impact on tourism. Furthermore, 22 surveyed associations are registered in the territory of Rovinj, 27 in the territory of Poreč, and 22 in the territory of Medulin Municipality.

The below figure shows the level of use by associations of particular fundraising methods.

Figure 3: **Fundraising methods used**



Source: the authors

When observing particular fundraising methods, it can be seen that 53% of the associations always use national tenders, i.e. public funds, which are also the predominant and most accessible source of funding for associations. International tenders, such as calls for projects funded by the EU, are not widely recognized as a source of funding for associations. As many as 63% of associations never use international tenders for fundraising. The reason could be found in the lack of knowledge on the opportunities offered by EU projects, as well as in insufficient practice in writing and implementing such projects. Despite their widespread use, the Internet and online social networks also have not been used to any sufficient extent as a means for fundraising.

Namely, 25% of the associations never use the Internet and online social networks for fundraising. Fully 68% of the associations never use famous public figures for fundraising, while 42% never visit donors and do not present their own products for fundraising purposes. Telephone calls and contacting potential donors by mail are also poorly represented fundraising methods. Only 4% of the associations always contact potential donors via telephone, 17% sometimes, and 35% never. The situation is somewhat better in terms of contacting potential donors by mail: 9% of the associations always use this means of communication, 23% sometimes, and 26% associations never use this fundraising method. Selling products and providing services is not used as a fundraising method by as many as 68% of surveyed associations operating in tourism, while only 14% of the associations use this method often or always.

In order to determine whether there are statistically significant differences in the frequency of the use of a particular fundraising method with respect to the area of the associations' activities, a parametric ANOVA test was conducted. ANOVA test results are shown in the table below.

Table 2: ANOVA test results

ANOVA			
Fundraising methods	Levene's test Sig.	F	Sig.
Contacting potential donors via direct mail (e.g. e-mail, mail...)	0.299	3.383	.006*
Telephone calls	0.029	0.588	.709
Personal visit to potential donors and presentation of products and services	0.533	0.965	.441
Engaging famous public persons in fundraising	0.152	0.782	.564
The Internet, social networks	0.526	3.401	.006*
International tenders (e.g. EU programs and projects)	0.320	4.034	.002*
National tenders (e.g. tenders for funding from national budgets, county budgets and local self-government budgets, tourist boards, etc.)	0.155	3.990	.002*
Selling products and providing services	0.210	3.337	.006*

*Significance at 99% level of reliability
 Source: the authors

The results of the ANOVA test indicate that there are statistically significant differences in the frequency of the use of a particular fundraising method with respect to the area of the associations' activity. Statistically significant differences at a 99% significance level are present in methods related to contacting potential donors by direct mail ($F=3.383$, $p=.006$), using the Internet ($F=3.401$, $p=.006$), international tenders ($F=4.034$, $p=.002$), national tenders ($F=3.990$, $p=.002$) and selling their own products and providing services

($F=3.337$, $p=.006$). For fundraising methods relating to telephone calls, personal visits to potential donors and the engagement of famous persons, a statistically significant difference with regard to the area of the associations' activities has not been confirmed.

Next, the *post hoc* Tukey HSD test was used to determine in which areas of the associations' activity there are statistically significant differences. The sign of the mean difference shows which type of associations, according to their area of their activity, use certain fundraising methods more often than others (positive sign) or less often than others (negative sign). The results of the *post hoc* Tukey HSD test, only for those fundraising methods and areas of the associations' activities with significant differences determined by the test, are shown in the table below.

Table 3: *Post hoc* Tukey HSD test results

Post hoc Tukey HSD test				
Fundraising methods	Associations' activity area (1)	Associations' activity area (2)	Mean difference (1-2)	Sig.
Contacting potential donors via direct mail (e.g. e-mail, mail...)	<i>Culture and art</i>			
		Sports	-1,589	,009*
		Environment and nature protection	0,494	,025**
		Sustainable development	2,000	,000*
	<i>Sport</i>			
		Hobby activities	1,708	,000*
The Internet, social networks		Health care	-1,750	,010*
		Hobby activities	-1,661	,009*
	<i>Hobby activities</i>			
		Sustainable development	-0,701	,000*
		Environment and nature protection	2,000	,001*
	International tenders (e.g. EU programs and projects)	<i>Culture and art</i>		
		Environment and nature protection	-1,250	,003*
		Sustainable development	-1,420	,001*
		Sports	-1,100	,005*
<i>Environment and nature protection</i>				
		Sustainable development	1,322	,020**
	Hobby activities	-0,500	,021**	

Post hoc Tukey HSD test				
Fundraising methods	Associations' activity area (1)	Associations' activity area (2)	Mean difference (1-2)	Sig.
National tenders (e.g. tenders for funding from national budgets, county budgets and local self-government budgets, tourist boards, etc.)	<i>Sports</i>			
		Environment and nature protection	-1,225	,012**
		Sustainable development	-1,317	,001*
	<i>Culture and art</i>			
		Sports	1,257	,002*
		Hobby activities	-1,110	,000*
Selling products and providing services	<i>Culture and art</i>			
		Sustainable development	-1,051	,009*
		Sports	-1,079	,007*
		Health care	-1,286	,017**
	<i>Sustainable development</i>			
		Sports	-1,444	,007*
		Hobby activities	1,052	,000*
	<i>Sports</i>			
	Hobby activities	1,266	,019**	

*Significance at 99% level of reliability

**Significance at 95% level of reliability

Source: the authors

The *post hoc* Tukey HSD test results indicate that there is a statistically significant difference in the frequency of the use of fundraising method related to *contacting potential donors by direct mail*. Namely, the associations active in the area of sports contact potential donors by mail (-1.589) in raising funds for their activities to a lesser extent when compared with the associations in the field of culture and art. On the other hand, the associations active in the field of environmental and nature protection (0.494) and sustainable development (2.000) use this fundraising method more often than the associations in the field of culture and art. Furthermore, hobby activities associations contact potential donors by direct mail more frequently than sports associations do (1.708), while health care associations (-2.375) use this method less frequently than sports associations. *The Internet or social networks* as a fundraising tool are used less intensively by health care associations (-1.750) and hobby activities associations (-1.661) than by associations working in the field of culture and art. Also, associations in the field of sustainable development (-0.701) use the above method less than associations operating in the field of hobby activities, while associations working in the field of environmental and nature protection (2.000) use this method more often than hobby activities associations do. With regard to *international tenders*, i.e. to submitting applications for various forms of support financed by EU funds and other international organizations, such a form of fundraising is used by environmental and nature protection associations (-1.250), sustainable development associations (-1.420) and sports associations (-1.100) to a lesser extent in comparison with associations in the field of culture and art. On the other hand, associations in the field of sustainable development

(1.322) more frequently submitted applications to international tenders compared with environmental and nature protection associations, while associations in the field of hobby activities (-0.500) use international tenders as a means of fundraising to a lesser extent compared with associations in the field of environmental and nature protection. Applying to *national tenders (for funding from national budgets, county budgets and local self-government budgets, and tourist boards)*, as mentioned earlier, is the fundraising method most frequently used by associations. When comparing the areas of the associations' activities, it is evident that associations operating in the field of environmental and nature protection (-1.225) and sustainable development (-1.317) use national tenders to finance their activities to a lesser degree compared with sports associations. Furthermore, sports associations (1.257) use national tenders more often than associations in the field of culture and art, while associations in the field of hobby activities (-1.110) use this method less often than associations in the field of culture and art. Fundraising through *selling products and providing services* is used by sustainable development associations (-1.051), sports associations (-1.079) and health care associations (-1.286) to a lesser extent than by associations in the field of culture and art. Furthermore, sports associations (-1.444) use this method to a lesser degree compared with associations in the field of sustainable development, while associations active in the field of hobby activities (1.052) sell products and provide services to finance their activities more often than associations in the field of sustainable development. On the other hand, associations in the field of hobby activities (1.266) use the method of selling products and providing services more frequently than sports associations.

Based on the ANOVA results, at a significance level of 0.01, the *hypothesis can be confirmed: There is a statistically significant difference in the frequency of the use of fundraising methods of associations operating in tourism, with regard to the area of the associations' activities.*

From this, it can be concluded that, apart from national tenders, the use of other fundraising methods is mostly poorly present. One of the reasons is certainly insufficient knowledge and experience in fundraising.

CONCLUSION

Tourism is a dynamic activity that requires all stakeholders involved in its development process to continually adapt to new trends, as well as to the needs and wants of guests, while respecting the principles of economic, environmental and cultural sustainability. Accordingly, each destination needs to carefully design a vision of its future tourism development and consequently develop various strategic documents. Associations operating in areas of developed tourism can easily connect the goals of their activities with the goals of the destination. Hence, it is important for associations to keep pace with the development of tourism and to take advantage of its special features in order to raise funds to finance their activities.

Based on the conducted research, it is evident that tourism-based associations do not use certain, potentially very effective methods of fundraising to a sufficient extent, and they do not perceive tourists as potential donors and a source of funding. For example, the Internet and social networks, without which the development of tourism is unthinkable today, is not a very common fundraising method in as much as 25% of the associations, while 8% of them use it only rarely and 22%, sometimes. Given its very easy application and availability, the promotion of community and social networking activities should be frequent and continuous. Also, fundraising through selling products and providing services is never used by as many as 68% of the associations, and international tenders are never used by as many as 63% of the associations.

When observing the differences in the use of some fundraising methods with regard to the area of the associations' activities, it can be concluded that **cultural associations** are the most advanced in the use of most fundraising methods. For example, selling their own products and providing services is the method most commonly used by cultural associations, followed by associations in the field of sustainable development and hobby activities. On the other hand, the promotion of their own activities via the Internet and social networks is the most common fundraising method of cultural associations, followed by hobby activities associations and associations in the field of sustainable development. International tenders are also used foremost by cultural associations and associations in the field of environmental and nature protection and sustainable development, while, on the other hand, national tenders as a means of fundraising are used by sports associations and by associations in the field of culture and art. This research also confirms that non-profit organizations dominantly target public grants as the sources of their financing: as many as 53% of associations always use national tenders to raise funds for their activities. The use of other methods is still at a very low level. One of the underlying reasons is certainly the insufficient knowledge about the possibilities of fundraising in general, and especially about the possibilities of fundraising for associations operating in tourism destinations.

Institutional (national) support to the systematic education of non-profit organizations on fundraising could surely change the state of affairs and result in better financial support for non-profit organizations, which would provide an additional incentive to the development of non-profit organizations and the overall civil society.

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