

FUNDRAISING STRATEGY FOR ORGANIZATION OF INTERNATIONAL SCIENTIFIC AND EDUCATIONAL EVENTS: DEVELOPMENT AND IMPLEMENTATION

Alona Sokolova¹, Olena Yarish², Oksana Tymoshenko³

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Abstract

The essence of the category "fundraising" is considered. The phases of developing a fundraising strategy and the conditions for its implementation for organizing international scientific and educational events as a process aimed not only at mobilizing additional resources but also at increasing the weight and quality of scientific research and expanding international cooperation in the context of European integration and globalization are proposed. The article presents general strategies for implementing fundraising activities and recommendations for their development and transformation as a management tool that will ensure a positive result in the implementation of projects and stable operation of an educational institution or research organization in the future.

Keywords: *fundraising; donor; project; strategy.*

JEL classification: *L31, D64, I22*

Introduction

In countries with stable democracies, educational institutions and research organizations have accumulated considerable experience in attracting and using additional resources for conducting international scientific events that can be adapted and effectively applied to the realities of the Ukrainian educational and scientific space. With resources available, educational or research institutions have an opportunity to exist, develop, carry out their research activities, form their image, and establish communications. Many

¹ Higher Educational Establishment of Ukoopspilka «Poltava University of Economics and Trade», Ph.D. (Economics)/Associate Professor, alenaniksokolova@gmail.com, ORCID: 0000-0001-5025-1252

² Higher Educational Establishment of Ukoopspilka «Poltava University of Economics and Trade», Ph.D. (Economics)/Associate Professor, yarishhelen2@gmail.com, ORCID: 0000-0002-5693-4852

³ Higher Educational Establishment of Ukoopspilka «Poltava University of Economics and Trade», Ph.D. (Economics), ovt.timoshenko@gmail.com, ORCID: 0000-0002-1829-8744

universities in Ukraine exist at their own expense, received from paid services and not from the state budget, thus, in the course of activities, mainly due to macro-factors, there is a lack of resources for further effective development, including for conducting and implementing scientific activities and projects at the international level. This requires seeking supplementary sources in addition to those already traditionally used to function. In this situation, it is expedient to implement a tool for mobilizing resources of various kinds - fundraising, which is newfound for Ukraine but widely used by international institutions. In this context, the development, selection, and implementation of a fundraising strategy are some of the main levers for the stable evolvement of educational institutions and research organizations.

Therefore, the purpose of the manuscript is to develop a fundraising strategy and conditions for its implementation for the organization of international scientific and educational activities as a process aimed not only at mobilizing additional resources but increasing the authority and quality of scientific research and expanding international cooperation under globalization.

Literature overview

The works of many leading domestic and foreign scholars and fundraisers are devoted to the issues of the essence, development of fundraising, and exploration of fundraising activity stages for different subjects. The importance of fundraising for the United States, one of the most developed countries in the world, is noted by Jablonski (2011), namely, that fundraising is a vital part of many associations across the United States. Yi (2010), Dale (2017), and Norton and Culshaw (2000) also point to the need for fundraising and the various benefits of using it.

According to Shnyrkov and Mingazutdinov (2000), Babiya (2017), fundraising is a complex system of measures to ensure seeking financial and material resources needed to implement non-profit projects. These definitions, though, do not fully disclose the fundraising workflow and fundraising strategy. Given these shortcomings, the essence of fundraising is more fully covered by Chernyavska and Sokolova (2015).

The subjects of fundraising activities are non-profit organizations (NGOs), which are engaged in seeking sources of funding and other necessary resources for project implementation (Reissová et al., 2019; Chernyavska and Sokolova, 2015; Jablonski, 2011). The researchers widely recommend the use of fundraising for NGOs, including libraries (Bashun, 1999), and local government officials (Kobzarev, 2015), but only a small number of papers are devoted to the use of fundraising for international scientific and educational events carried out by educational institutions and research organizations. Also, most of the available research progress is aimed at implementing a fundraising strategy for NGOs (Yu-

yuan and Lien-Chih, 2010; Jablonski, 2011; Love, 2018; Reissováetal., 2019). Hence, given the dynamic global trends of globalization and digitalization, which require the transformation of traditional and the production of new research and knowledge in various spheres of public life, the study of the fundraising strategy for the organization of international scientific and educational events is a crucial issue today.

Methodology

The article is based on general scientific and special research methods, in particular: the dialectical method - in the process of determining the essence of the fundraising strategy for the organization of international scientific and educational events; structural approach based on the principle of functional decomposition, in which the structure of fundraising strategy for the organization of international scientific and educational activities is described in terms of the hierarchy of its functions and the transfer of information between individual functional elements; informational and logical analysis - to identify the strategic purpose of fundraising for the international scientific and educational events which is to expand the scope of activities through the full use of the existing capacity of the organization; hierarchy analysis method, which involves structuring the problem of choosing a development strategy for the educational institution or research organization towards organizing international scientific and educational events.

Results and discussion

The term «fundraising» comes from the composition of two English words fund and raise, meaning collecting resources, and funds.

The definition of fundraising in the literature is provided in various approaches. Fundraising is seen as the voluntary mobilization of internal and external resources for the non-profit implementation of socially important activities (Snigulska, 2009). Boukal (2013) points out that fundraising is sometimes understood as collecting public resources or money, which is not entirely accurate because a non-profit organization can obtain financial (as well as non-financial) means and contributions from private sources. Babiy (2017) notes that fundraising is a broad field of activities that includes attracting various sources of funds: donors, members, and charities. We consider that most accurately fundraising is defined as a professional activity to mobilize financial and other resources from various sources for the implementation of socially significant and non-profit research projects, which requires special knowledge and skills of the fundraiser to influence a positive donor decision (Chernyavska, Sokolova, 2015).

The main purpose of any research institution is to create a stable foundation that will provide a continuous process of science development by research aimed at obtaining and

using new knowledge. One of the tools to achieve this result is to conduct scientific and educational events, in particular at the international level. Goals and needs for that require a significant amount of financial support, which must be executed through clear and thorough strategies for development and resource mobilization.

We believe that strategy is a reasonable alternative direction of effective development, based on a systematic analysis of scenarios about various opportunities, threats, and the impact of the internal and external environment, and is an effective means of achieving long-term goals.

A fundraising strategy is an action plan for generating creative solutions aimed at project implementation; it is an algorithm for the process of mobilization of additional resources from various sources for carrying out socially significant and non-profit research projects.

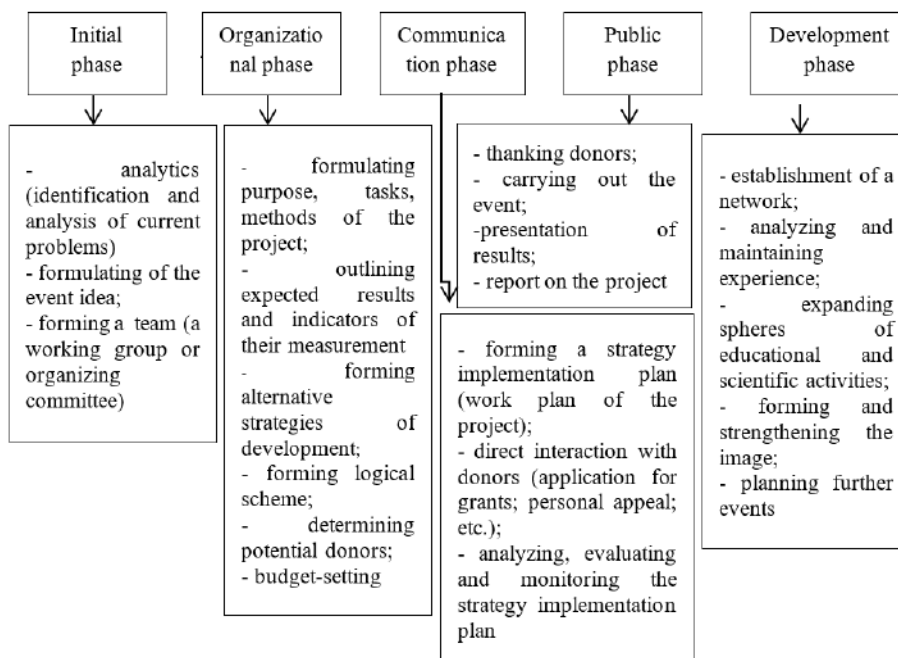
The fundraising strategy is based on the main stages of fundraising activities. Bashun (1999) notes that «effectiveness of fundraising depends on careful planning, detailed development of the fundraising concept, advertising campaign, identification of future donors; (...) development of the plan begins with defining of the purpose, leaders, carrying out marketing research, developing organizational strategy, defining donors and volunteers, setting work schedule, forming staff and budget».

The Ukraine-USA Foundation (2003) provides a model for planning fundraising, which includes 4 stages: needs, search, appeal, and results.

Komarovsky (2007) provides the following scheme of a fundraising campaign process, which is based on the concept of marketing. Chachia (2016) also highlights a close connection between fundraising and marketing.

Summarizing the results of various studies (Yaneva, 2020, a; b), we have formed the following structure for developing a fundraising strategy for the organization of international scientific and educational events (Figure 1).

Figure no. 1 Structure of fundraising strategy development for organization of international scientific and educational events



Source: developed by authors

In the initial phase of developing a fundraising strategy for the organization of international scientific and educational events, the first step is to define a strategic goal, which is to expand the scope of activities through the full use of the existing potential of the organization. One of the most important tasks of a fundraising strategy is to identify the problems and needs of the project (research topics of the event), as projects, developed about the existing problem in society, can encourage the creation of non-profit organizations and funds. To obtain positive results of the research (in terms of their completeness and reliability), when studying the needs, one has to go through the stages of preparation, information collection and analysis, and generalization of conclusions. The results will help to make a clear description of the situation that requires changes and solutions in carrying out a project and focus on a topic that is in demand and relevant. Hence, identification and analysis of current problems are very important. After the problem analysis and formulation of the event idea, a working group or organizing committee should be created.

Having clearly defined the directions of research work of the event following the problem that prompted the creation of the project, we move on to the next phase - the

organizational phase. At this stage, it is necessary to form the purpose, tasks, methods of the project and to outline the expected results and indicators of their measurement.

The purpose should be understood as the establishment of the research issue of the event in the form of a general statement about the desired result of the research. Determining methods of fulfilling the purpose and tasks of the event, it is necessary to study this problem by methods already used in its implementation by other organizations, scholars, or international institutions, the results of which have been achieved, thereby justifying their choice. It is important to follow a logical chain: the research problem - goal - task - method, i.e. consistency and certainty between each component

During the formation of alternative strategies, it is reasonable to develop scenarios of different courses of events. For fundraising, special attention is paid to the «Saati method», which recommends using Non-structured Decision-Making. techniques during the development of scenarios. A common method of scenario forecasting is the «Bayesian Method», which is used for alternative development options and allows experts to focus on their most realistic assessment. Also at this stage, the development of the «Goal Tree» is effective.

Determining the expected results and indicators of their measurement means a description of the expected changes that will occur as a result of the project execution (new knowledge formed to the requirements of time; the degree of impact of the study on the traditional conscious vision of the phenomenon or process, etc.) and their evaluation.

The logical scheme of the project is formed in the table which allows to definition clear concept of the project, criteria, and methods of its components estimation, to reveal the external factors influencing its implementation. The logical scheme should provide interdependence and consistency of format and definition of the main characteristics of the project among themselves.

Potential donors for the organization of international scientific and educational events should be sought in various areas, forming several sources of funding: domestic and foreign governmental and interstate organizations and authorities; commercial sphere; non-profit sphere (domestic, foreign, and international funds); private individuals. Having decided on donors, it is necessary to concentrate on the most promising ones and focus all efforts on them.

The most responsible part of the application is the project budget. Different funds have different budgeting requirements, in most cases, they determine the maximum grant amount that a participant can apply for. This is stated in the official announcement of the competition, which indicates the amount and way of obtaining funds, as well as a list of articles that will not be funded.

The result of fundraising planning should be a working (calendar) project plan that will reflect the time frame of the project. The work plan is presented in the form of a table of events of the project indicating the sequence, calendar dates of their implementation, and person responsible (on request). Each event separately and the whole set of activities carried out must meet the purpose, and contribute to the solution of the tasks identified by the project. A well-developed work plan helps to evenly distribute the workload and responsibilities of the project, realistically (by the established time limits) assess the execution of separate events, and control the timeline of the project. This makes it easier for the donor to monitor the implementation of the project tasks, their feasibility, and budget compliance.

In the communication phase, there is a direct appeal to donors - this is the most important stage. The donor's decision to provide support depends on effective appeal. One of the most common tools for appeal is writing a project application. It is worth noting that in terms of digitalization, many fundraising tools take digital form, which should be used via the Internet following modern requirements, such as stories or videos of live events via social networks and resources of Facebook, Instagram, YouTube, TikTok, and others, where during the video on-air, there is an automatic notification of donors, which activates their attention to the project; presentation of projects and their results with video and photo support on the website; opportunities for online meetings on various platforms; the use of artificial intelligence and machine learning - a tool for finding connections based on visual analysis of scenarios, etc. Crowdfunding and crowdsourcing are effective fundraising tools (Esmerova, 2018). If a donor agrees to support the event, then at this stage, it is necessary to analyze, evaluate and monitor the strategy implementation plan.

In the public phase, it is necessary to thank the donor; implement the project (conduct the planned event); report on the project and present the results (conference proceedings, publications, manuals, certificates, etc.).

Regardless of the amount of aid, all donors should be thanked.

For further support, it is important to recognize the donors which would promote the donors as an example for others and encourage them to provide even more support.

The development phase begins after the end of funding and implementation of the event. After analyzing the positive decisions of donors to provide grants, it can be stated that the funds mostly prefer those projects that will grow after the end of funding. One of the sections of the application is the «Sustainability of the project» or «Further financing of the project». This section contains a specific plan for financing the project in the future with the specified resources, at the expense of which the applicant hopes to maintain and expand the achievements of the project.

In this context, there is the concept of cyclical fundraising strategy (Figure 2), and its necessity for educational institutions or research organizations seeking development, promotion, and growth.

Kutz (2008) outlines five strategies for improving the self-sufficiency of a non-profit organization proposed by the well-known US fundraiser Mal Warwick: growth, engagement, name recognition, efficiency, and stability.

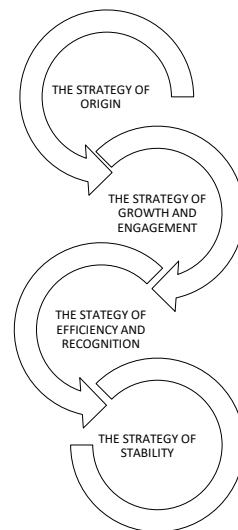
In the process of developing an evolvment strategy of an educational institution or research organization in the direction of organizing international scientific and educational events, we propose to use general development strategies (Figure 3) and provide their positioning in the matrix of fundraising strategy «Efficiency-Development» (Figure 4).

Figure no. 2 The scheme of cyclical fundraising strategies



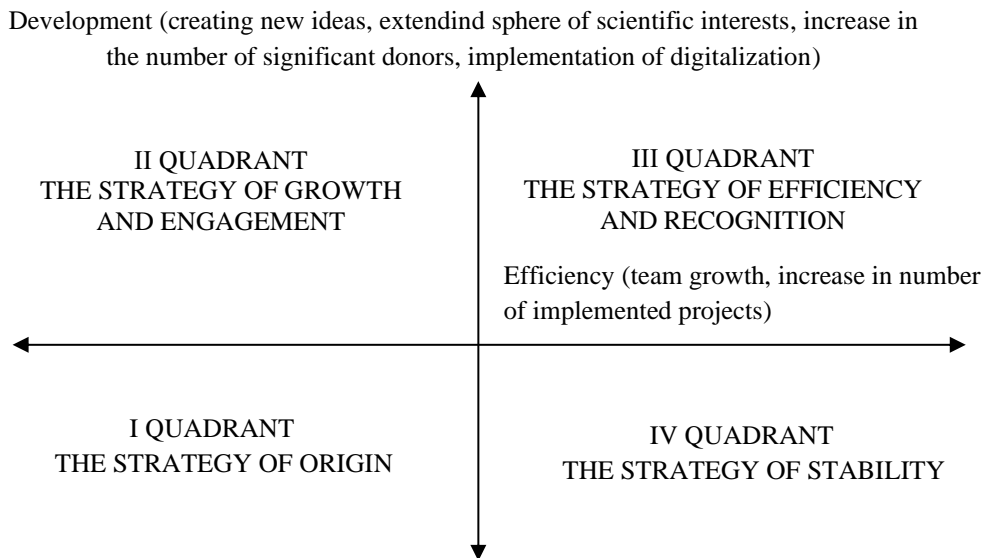
Source: developed by authors

Figure no. 3 General fundraising strategies of development



Source: developed by authors

Figure no. 4 Matrix of positioning general fundraising strategies for an educational institution or research organization «Efficiency-Development»



Source: developed by authors

The strategy of origin is used for organizations that are just getting acquainted with the fundraising experience, studying the basic principles of work (quadrant of the matrix «E-D» I). Here, it is recommended for beginners carefully study current issues for creating outstanding ideas to attract attention and gain support, especially from the media and other well-known organizations, to focus on communication strategy. It is worth developing a decent website with interesting content and actively work to spread information about their activities on social media. Within the framework of this strategy, it is necessary to create a «Base of ideas», «Base of opportunities», «Register of risks» (Kobzarev, 2015), as well as to take care of the formation of a promising team.

Next is the strategy of growth and engagement. It implies the implementation of at least mini-grants, as well as representation in the scientific community, organizing forums, and participation in joint international projects (quadrant of the matrix «E-D» II). It is recommended to share information about the achievements in the most active and visible ways. At this stage, the emphasis is on finding potential donors and working out effective schemes for interaction with them, therefore, creating and maintaining the «Donor Database» is on agenda.

The strategy of efficiency and recognition implies the presence of a significant number of implemented projects, and activities, including the international level, as well as

an increase in the number of donors and partners (quadrant of the matrix «E-D» III). The creation of own brand, image formation, and invitation to partners are on agenda. It is recommended to further gradually develop using new ideas, expansion of scientific interests, increase in the number of significant donors, implementation of digitalization, etc.

The strategy of stability has an ambiguous characteristic, as it provides a distorted vision of development (quadrant of the matrix «E-D» IV). Fundraising in the stability quadrant, on the one hand, implies the execution of projects with minimal costs and no need for additional resources, the so-called maturity. However, on the other hand, in the conditions of dynamic development of the world market, the organizations which will not use potential opportunities for the search of new ideas and expansion of the scientific sphere of their activities, in due course will become outsiders.

Conclusion and Recommendations

In the process of considering the basic theoretical and methodological foundations of the development strategy for an educational institution or research organization towards organizing international scientific and educational events, we found that the practical solution to problems related to the process of mobilizing additional resources from various sources to implement socially significant and non-profit research projects in the future depends on the degree of methodology acquisition and methods of the strategic approach.

Therefore, the development and implementation of a project, from the stage of its inception to the direct execution and achievement of the ultimate goal, must be accompanied by clearly planned, reasoned, and professional strategic management. The application of this management instrument provides a positive result for a project and the evolvement of an organization for the future. The formation of a fundraising strategy takes a long time invested in development and oriented on results.

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