

From Consumer Behavior to Donor Behavior: Adapting Marketing Concepts

Fábio Moraes da Costa

*FUCAPE – Capixaba Foundation for Research in Accounting,
Economy and Finance*

Patrícia Regina Caldeira Daré

University of São Paulo

Andres Rodriguez Veloso

Federal University of Rio Grande do Sul

ABSTRACT: This paper was prepared to identify the variables involved in the decision process of an individual who donates financial resources to nonprofit organizations. To this end a research was developed and applied to donors and non-donors, so that it would be possible to identify the factors involved in the process and from that prepare a model of the donor's behavior, besides identifying the possible factors responsible for non-donation. In order to reach this objective the following stages were followed: in-depth interviews, preparation of questionnaires, pretest with student samples, factorial analysis to refine the questionnaire and application of the questionnaire with a sample of ex-alumni of the Economy, Business Administration and Accounting Colleges of the University of São Paulo. The results, besides indicating a few marketing planning opportunities for nonprofit organizations, allowed the outlining of the donor's decision process, which encompasses the beginning of the idea do donate, going through the search for information up to the post donation evaluation.

Key words: marketing, consumer behavior, donor behavior.

I. INTRODUCTION

The nonprofit organizations (charity institutions, public schools, libraries, foundations and others (Kotler, 1979)) have been outstanding due to the important growth shown over the last two decades and to the importance they assume in helping to promote education, health and social welfare for thousands of persons (Liao, Foreman & Sargeant, 2001). This growth rate has increased the competition for raising funds and for donations (Cheney & Dolli, 2001; Abdy & Barclay, 2001), which are sources of extreme importance so that these institutions may fulfill their mission of helping people (Guy & Patton, 1989; Lovelock & Weinberg, 1984). According to Hankinson (2002), due to the increase in the importance of donations for the maintenance of nonprofit organizations, the Professional role of fund raising has taken over the central position in this type of organization, a statement that is shared by Hager, Rooney and Pollak (2002).

Donations for all these organizations may be made in the following manners: time, money, clothing, food and medication, amongst others. These may be obtained from large companies, foundations, the government and individuals, and the latter is the most important in terms of amounts donated (Lovelock & Weinberg, 1984).

Individuals also represent an important portion of the sources of funds, since they allow nonprofit organizations to diversify their donors and avoid financial dependency to the government or to another specific foundation (Lovelock & Weinberg, 1984).

Donations in cash would be one of the most important collection sources (Guy & Patton, 1989; Lovelock & Weinberg, 1984). The reason for this is that these financial resources give the management liberty, which does not occur when the donations are made in food and medication.

Hibbert & Horn (1996) affirm that researches focused on the donor's behavior are too concentrated on motivation, while the due attention has not been given to the donations' situation and context. This concern influenced the development of the objective of our research, defined as the search for the factors involved in the decision process of donors in order to define the donor's behavior model and to understand the main reasons why some people do not make donations.

This article is organized as follows: first the theoretical basis is presented covering the consumer's behavior and the donors' behavior; then the methodology used in the research is presented; in the third part the results and considerations are presented; and lastly the final considerations and suggestions for future researches, as well as the limitations of this study.

II. CONSUMER AND DONOR'S BEHAVIOR MODELS

Guy & Patton (1989) developed a theoretical model of how a donation decision process is structured. According to these authors, the process is composed of five stages: 1- Perception of another person in a needy situation; 2- Interpretation of the situation; 3- Awareness of personal responsibility; 4- Perception of the ability or competence to help; and 5- Implementation of the assistance action.

In this model the process would begin when an individual realizes that another person is in a needy situation. For this, it would only be necessary, for example, to hear a person crying, see a news report on television about some disaster, amongst other varied possibilities. Then the individual would have to interpret the intensity and urgency of the other person's need, noting if the cause (or person in need) is worthy of his help or not. In addition, the person would evaluate the behavior of other individuals regarding the situation (social responsibility).

Once the need and worthiness of the help is evaluated, the individual must acknowledge that he is capable of helping and that his effort will make a difference. Even so, for the donation to be made, other environmental factors such as available time, climate and physical barriers may make it difficult or even inhibit the donation.

According to the consumer behavior model proposed by Engel, Blackwell & Miniard (1990), the decision model may be divided into two separate processes due to the different levels of involvement of the individual with the social question. Low involvement would lead an individual to a limited behavior to solve the problem. On the other hand, in the case of high involvement, the individual would have a complex behavior with regards to the situation.

The differences between the high and low involvement decision processes would consist of the time spent in search of the product, the loyalty to the trademark, the level of change of trademarks and the strictness in the evaluation of alternatives. In general lines, both types of behavior are based on the following stages: 1 – Recognition of motivation and need - is the phase where the perception of a difference between the present situation and the desired situation occurs in a level that is sufficient to awaken and activate the decision process; 2 – Search for information - is the phase in which relevant information for decision making is collected; 3 – Evaluation of alternatives – consists of evaluating the options in terms of expected benefits and narrowing down of the choice of the preferred action.; 4 – Purchase – the acquisition of the preferred alternative or the acceptable substitute; and 5 – Results – the final stage of the decision process that may also influence the next decision processes, and the results may be the consumption, post purchase evaluation and/or the discarding of what was left of the product or service.

Schiffman & Kanuk (1997) present a model for consumers' decision making composed of entries, processing and outputs. The entries are originated from external influences, among which the most important would be the marketing efforts of organizations that try to communicate the benefits of their products and services to potential consumers and the socio-cultural influences that, when internalized, affect the consumer's purchasing decisions. Processing covers the recognition of need, i.e. the moment when the consumer is faced with a "problem", passing through the search for the products or services that may solve his problem, and the information on which he may base his choice and ends with the evaluation of the alternatives with information about trademarks from which to choose and the criteria to be used in the evaluation of alternatives. The outputs in their turn are composed by the purchasing behavior and this may be of repeated or experimental purchases or of long term commitment purchases, and the post purchase evaluation in which the consumer evaluates the product or service's performance according to his own expectations. These three states are influenced by personal experience and by psychological aspects such as: motivation, perception, learning, personality and attitudes.

When comparing the Guy & Patton (1989) model, with other traditional models of consumer behavior, an innovation may be noted when it specifically approaches the donation process and the question of competence and ability to help; however, it falls short in its lack of attention to the post purchase evaluation stage. However, there is a relevant limitation in not contemplating the evaluation of the consumer's satisfaction with the donation and the results of this donation, mainly in terms of information regarding the use of the resources donated to the organization.

Therefore, an ample model about the donor's behavior should consider how he evaluates the "product" that he "purchased". In the case of donations, the result of the donation could be interpreted as the satisfaction with regard to the management of the resources made by the organization that received such resources. Besides, it would be

interesting to develop a model that focused on the decision making process in order to help nonprofit organization to develop messages to their potential donors, based on the donation process' stages. Based on these considerations, a research instrument was developed that would be able to identify the stages mentioned above.

III. METHODOLOGY AND RESULTS

In this topic the research method chosen in order to reach the proposed objectives and the results will be presented.

3.1 Preparation of the Questionnaire

Starting with the revision of the literature, a research instrument was prepared that would be able to identify the variables involved in the donation process.

3.1.1 In-depth interviews

Due to the scarce literature covering the consumer's behavior applied to the question of nonprofit organizations and the donation process, it was decided that the first step of this investigation should be the in-depth interviews with donors in order to obtain insights that might help in preparing a research instrument, identifying the variables involved, the underlying motivations and the attitudes regarding the theme, according to the suggestion of Malhotra & Tatham (1999). The hypothesis of forming focus groups was analyzed and rejected due to the possibility of the occurrence of the social obliquity phenomenon, i.e. the incapacity of the respondents to be truthful about their perception and attitudes due to the presence of other people in the research's environment.

The persons interviewed were selected among student of the Economy, Administration and Accounting Colleges of the University of São Paulo. An e-mail was sent to the college's discussion lists in order to identify persons who had regularly made donations over the last years. Four interviews with an average duration of 40 to 60 minutes were held. Due to the similar reply standards, this number was considered satisfactory. These interviews were transcribed in order to allow a better analysis of the results.

3.1.2 Questionnaire's preparation procedure

Based on the database resulting from the transcription of the in-depth interviews and the literature on marketing applied to nonprofit organization, specially Zaichkowsky (1985), Lovelock & Weinberg (1984), Sargeant & Lee (2002) and Hankinson, (2002), the preparation of the questionnaire was initiated. The scales included in the papers previously mentioned were adapted based on the in-depth interviews. The following scales were developed: (1) reasons for not donating, (2) ideas that started the donation process, (3) reasons for making the donation, (4) characteristics of the nonprofit organizations, (5) information required to effect the donation, (6) information sources, (7) participants in the decision and their influence, (8) satisfaction, (9) evaluation of the donation results and (10) reasons for non-donation. All the scales were measured with a five point likert scale (varying from I agree very much to I disagree very much). Questions regarding the search for information, repetition of behavior and characterization of the sample were also included.

The introduction of a block of questions regarding the non-donation question has the objective of identifying the factors related to the non-donation behavior. To this end a filtering question was introduced at the beginning of the questionnaire, according to the individual's characteristics (donor or non-donor), and directing him to one of two different questionnaires.

Before the questionnaires were sent, they were submitted to the analysis of specialists in the area: master and doctor degree students in marketing, workers of nonprofit organization and teachers with doctor's degree in marketing. After the suggestions made by the above mentioned specialists, the questionnaire was submitted to a pretest with students of the Economy, Business Administration and Accounting Colleges of the São Paulo University.

3.2 Pretest: Application of the questionnaire and results obtained

An e-mail was sent to the students explaining the research's purpose and giving an Internet address where the research was made available for a 10-day period. This e-mail was sent to approximately 600 students (graduates and postgraduates). The reply rate was of 17.3% (116 questionnaires received, of which 104 were usable). The use of the Internet to make this research is justified by the possibility of reducing time and expenses, besides reaching participants that in other circumstances would not be able to participate in the research (Sheth, Mittal & Newman, 1999; Malhotra & Tatham, 1999). The sample profile (university students) is adequate for the use of the Internet as a research tool, as indicated by Saxton (2001).

The database resulting from this first pretest was composed by 59.3 % of persons of male sex (66% donors and 34% non-donors) and 40.7% of persons of female sex (55% donors and 45% non-donors). In general, the number of donors and non-donors was divided as follows: 70,6% donors and 29.40% non-donors. Regarding the educational level of the sample, this is characterized by: 74.5% of graduates and 35.5% of postgraduates. Regarding their profession, the sample is divided into: 14.5% work with scholarships, 25.5% are trainees, 43.7% work for private or public companies, 3.6% work for nonprofit organization and 9.1% do not work. The family income groups are divided as follows: 49% between R\$ 500,00 and R\$ 3.000,00; 20% between R\$ 3.000,00 and R\$ 5.000,00; 24% between R\$ 5.000,00 and R\$ 10.000,00; and 7% over R\$ 10.000,00.

The database resulting from the pretest was submitted to an exploratory factorial analysis using the *SPSS software for Windows-Release 10.0™*, in order to determine the validity of scales and make the questionnaire more succinct. In this manner, the most representative questions in each scale were identified, eliminating or grouping the questions according to their importance, according to the results obtained and presented below in Table1.

TABLE 1
Pretest Results

Scales*	KMO	Bartlett	MAS	Alpha	Question Reduction
Reason not to donate	0.676	0.000	0.803 – 0.942	0.7536	From 16 to 9 questions
Idea of donating	0.846	0.000	0.729 – 0.958	0.9421	No Reductions
Reasons for donating	0.857	0.000	0.763 – 0.943	0.9935	From 17 to 13 questions
Donating method	0.761	0.000	0.700 – 0.820	0.7743	From 7 to 6 questions
Satisfaction	0.773	0.000	0.720 – 0.848	0.7660	No Reductions
Evaluation of donation results	0.674	0.000	0.586 – 0.760	0.7432	No Reductions

Source: Research Data

*According to the low results shown the “Organization’s Characteristics”, “Information required to make a donation” and “Participants in the decision” scales were restructured by means of a revision of the results, analysis of the in-depth interviews and additional bibliographic revision.

3.3 Application of the questionnaire’s final version and its results

The same procedure adopted in the pretest was used in the questionnaire’s final version. An e-mail was sent to the 1,844 members of ADIFEA – Association of Ex-Students of the FEA-USP. During the first week 102 questionnaires were filled out. Another e-mail was then sent thanking those who had filled out the questionnaire and reaffirming its importance, as well as extending the time limit previously mentioned.

At the end of the time limit given, 172 questionnaires were obtained, of which 42 were eliminated due to partial completion and 130 questionnaires were used in the present paper’s analysis.

3.3.1 Characterizations of Donors sample

The 130 questionnaires received are dividend between donors (108) and non-donors (22). Regarding the donors, 70.4% are of male sex and 29.6% of female sex. Regarding schooling, the respondents can be divided as follows: 1% - High School, 3% - Incomplete University Level, 55% - Complete University Level and 41% - Postgraduates. The annual family income of the respondents is distributed as follows: 2% - Inferior to R\$500,00, 4% - Between R\$500,00 and 1.500,00, 8% - Between R\$1.500,00 and 3.000,00, 20% - Between R\$3.000,00 and 5.000,00, 26% - Between R\$5.000,00 and 7.000,00, 19% - Between R\$7.000,00 and 10.000,00 and 21% over R\$ 10.000,00. The Professional occupation of the sample is divided as follows: 3% - Grant holders, 2% - Trainees, 69% - Private/public company employees, 4% - Member/employees of nonprofit organizations, 15% - Autonomous workers, 4% - Do not work and 3% - Others.

With regards to age, the sample is divided as follows: 50% between 22 and 30 years of age, 36.1% between 30 and 50 years of age and 13.9% above 50 years of age. The average age was of 34.5 years.

3.3.2 Factors responsible for activation the donation process

The first step in the donor’s decision process corresponds to the idea or intention of making a donation of funds to a nonprofit organization. There are various influences that generate the necessity of making such a donation. On analyzing the data contained in Table 2, there is the indication of three factors that are most representative at the moment of donation.

TABLE 2
Items that generated the Idea to donate

KMO	Bartlett's Sphericity Test	Alpha	No. of Factors	Explained Var. %
0.8256	0.000	0.8601	3	62.87

Factor 1-Media Tools			
Explained Var. % = 40.48%		MSA	Factor's Weight
1. Articles in newspapers and magazines		0.8730	0.7358
2. Site banners		0.8757	0.7308
3. Advertising campaigns of nonprofit institutions		0.8467	0.8143
6. Personality I admire (ex: actor, politician, athlete)		0.9206	0.5995
8. Direct mail from nonprofit institutions		0.8871	0.6902
11. Television programs (ex.: Teleton, Criança Esperança)		0.8941	0.6061
12. Government campaigns (ex.: Fome Zero)		0.8515	0.6480

Factor 2-Influences of personal relationships			
Explained Var. % = 13.90%		MSA	Factor's Weight
4. Friends and acquaintances		0.6739	0.8906
5. Relatives, Wife, Husband, Sweetheart		0.7547	0.8474
7. Influence from the company in which the person works		0.8554	0.5507
10. Work colleagues		0.7643	0.7801

Factor 3-Social concern			
Explained Var. % = 8.5%		MSA	Factor's Weight
13. Due to Brazil's present situation (poverty, violence)		0.6389	0.9396

Source: Research Data

The first and most important corresponds to the influence of the media. Items such as advertising campaigns and articles in newspapers and magazines are the most representative. These data indicate the necessity of nonprofit organizations to invest in campaigns in the same way as the profit seeking enterprises. The presence of newspapers and magazines as influencing items indicate the requirement for the organizations to have a Public Relations department, in order to communicate their results, activities and the organization's requirements through these means of communication.

The second identified factor is connected to the influence of people who relate to the interviewees. Here there is the possibility of "mouth-to-mouth propaganda". Actions may be taken to motivate the current donors to disclose the organization's requirements to people within their social and family circles.

The last factor found is the social concern of those interviewed regarding the country's economic situation. This is a signal for communication themes that may be used, increasing the chances of activating the donation process.

3.3.3 Reasons for people to make donations

Under this topic the reasons that take people to donate were analyzed. These are personal motivations and characteristics that are impacted by the factors mentioned in Table 2. In the factorial analysis made, four factors were identified that answer for the underlying reasons for donation. Table 3 includes the results found.

TABLE 3
Reason for people to make donations

KMO	Bartlett's Sphericity Test	Alpha	No. of Factors	Explained Var. %
0.7185	0.000	0.7951	4	59.470

Factor 1- People who donate due to social concern		
Explained Var. % = 28.48%	MSA	Factor's Weight
1. I made the donation because certain causes need support now so that they do not become critical in the future (Ex.: shortage of water, pollution).	0.7468	0.5603
4. I donated because one of the greatest satisfactions in life is to do good deeds for others.	0.7462	0.6469
5. I donated because I want to create a better and safer world in which to live.	0.7307	0.7521
7. I donated because there are causes (people, fauna, flora etc.) that need my help.	0.7203	0.6223
8. I donated because I feel uncomfortable for having a privileged social condition and see that there are needy people in the world.	0.7980	0.6062
9. I donated because I believe that society should help when needy people / causes exist.	0.8134	0.7437

Factor 2-People that make donations due to the proximity to the organization		
Explained Var. %=12.35%	MSA	Factor's Weight
3. I donated because I live or work close to the institution in question.	0.6927	0.6466
6. I donated because I have family members who need special attention.	0.7307	0.6610
11. I donated because I am familiar with the work the nonprofit institution makes.	0.7235	0.6382

Factor 3-People who donate due to the satisfaction it provides		
Explained Var. %=10.16%	MSA	Factor's Weight
10. I donated because it is a pleasure to donate money to nonprofit organizations.	0.6232	0.8435
14. I donated because it gives me personal satisfaction to donate money.	0.6028	0.8848

Factor 4-People who donate for the impact it has on their personal image		
Explained Var. %=8.46%	MSA	Factor's Weight
2. I donated because people I live with also make donations	0.6884	0.6467
12. I donated because I like to be appreciated by my colleagues	0.6809	0.6402
13. I donated because I feel great satisfaction in seeing the impact my help has on the cause	0.7353	0.7038

Source: Research Data

The first identified factor is related to the interviewees concern with the world's present situation. Items such as environmental concern, discomfort with the Brazilian social situation and the perception that people must help those who are needy.

The second identified factor is related the closeness and knowledge about the organization to which the donating is being made. Closeness to the organization makes the donor more confident in the results of his donation, makes it easier to verify the use of the funds donated and the results obtained, which is a channel to evaluate the post donation situation.

The third factor is related to personal satisfaction in donating money. These people make donations to feel well with themselves.

The fourth and last identified factor is that composed by people who make donations because of the image they want to transmit. The donation is made with the expectation of what other people will think or to win the acceptance of a group of people which also makes donations.

3.3.4 Search of information to make a donation

Once the necessity of making a donation is identified, the person starts to search for information about the potential institutions to receive the donation. According to what can be seen in Figure 1, 62% of those persons interviewed search for more information. The other 38% of persons interviewed do not invest time in the search for information. The search for information may be an item that identifies the level of involvement with the donation. It is hoped that there is a positive relation between the time invested in the search for information and the degree of involvement with the donation of funds.

Through an analysis of the data it was noted that the time spent in the search for information by the majority of those interviewed (64%) is less than 4 hours. Only 25% spend more than 7 hours in this search.

Data obtained through in-depth interviews indicated that people invest time in the search for information by speaking to relatives, friends, browsing on the Internet, reading magazines and newspapers, before making the final decision to donate. This could be due to the existing concern with the use to be given to the money donated, since there is an indication that the individual tries to be certain that the money will be well used. If this does not occur, it will be very difficult for the donation to be made.

On analyzing Table 4 presented below, it is noted that the time spent in search of information is destined mainly to relatives close to the donor, friends and acquaintances. After these are the information sources from the organizations themselves and last the media sources in general.

TABLE 4
The importance of the items in the search for information

Items	Not Important	Of little Importance	Indifferent	Important	Very Important
1. Media (Articles in newspapers and magazines, television programs etc).	18%	13%	21%	39%	8%
2. Friends and acquaintances.	5%	5%	8%	50%	33%
3. Relatives, Wife, Husband or Sweetheart.	7%	6%	12%	39%	36%
4. Sources of information from institutions (pamphlets, website, talks with the persons responsible for the institution, etc).	7%	6%	13%	47%	27%

Source: Research Data

These results show two performance focus points: first, the organization should carry out activities with the donors and volunteers so that they may disclose their activities to friends and relatives, thus increasing the chances of a potential donor receiving good recommendations; second, the organizations should be prepared to speak to potential donors when these approach the organization asking for information.

3.3.4.1 Types of information potential donors are searching for

The identification of the means of communication in which potential donors seek information are not sufficient for making a decision, so the organization should be aware of which information is being requested.

TABLE 5
Importance of the Different Types of Information for the Decision of Donating

Items	Not Important	Of little Importance	Indifferent	Important	Very Important
1. Description of the organization (awards received, campaigns undertaken, public recognition, etc.)	5%	3%	7%	56%	29%
2. Performance area and focus.	2%	0%	2%	40%	56%
3. Who are the managers and responsible persons in the institution?	2%	3%	11%	40%	44%
4. Institution's cultural and (or) religious orientation.	14%	7%	36%	25%	18%
5. If the institution is known for the transparency of its actions and purposes.	2%	0%	1%	35%	63%
6. If the institution is trustworthy.	2%	0%	0%	21%	77%
7. If the institution uses techniques for raising funds that are appropriate and not invasive.	4%	3%	9%	39%	45%
8. If there is adequate control of the organization's activities.	3%	3%	7%	41%	46%

Source: Research Data

The data from Table 5 indicates that the greatest concerns of potential donors are related to the organization's level of reliability. As will be shown later in this paper, reliability is the matter with the most influence on the decision of making the donation or not, according to the results of this research.

Following the line of work adopted in this paper, a factorial analysis was made in order to identify the factors related with the importance of the items presented in Table 5. Only one factor was identified. The results of this analysis are shown in Table 6.

Considering the factorial weight of each statement in the total scale as an indicator of the importance of the theme, the most important item is transparency of actions and purposes, followed by a concern with the control of the organization's activities and by a concern with the way the organization makes its fund raising.

TABLE 6
Importance of the items at the moment of choosing an organization to make a donation

KMO	Bartlett's Sphericity Test	Alpha		
0.8597	0.000	0.8689		
Items			Scale Weight	MSA
5. There is transparency in the institution's actions and purposes.			0.8726	0.8595
8. Adequate control exists in the organization's activities.			0.8313	0.9329
7. The institution uses techniques for the raising of funds which are appropriate and not invasive.			0.8106	0.8827
6. It is a reliable Institution.			0.7993	0.8715
3. Who is responsible for and manages the institution.			0.7527	0.8368
2. Performance area and focus.			0.6950	0.8183
1. Entity's description (awards received, campaigns made, public recognition, etc.)			0.6477	0.8707
4. Institution's cultural and (or) religious orientation.			0.4890	0.8499

Source: Research Data

3.3.5 Main sources and forms of influence in the donation process

During the donation process there are a series of influences that may be exercised on the potential donor. Amongst the most important are friends (25.15%), followed by the wife or girlfriend (17.96%), and by parents (17.17%). This means that the main influence factors correspond to the person's family and friendship circle. The respondents indicated that sources such as the church and other relations have a relatively smaller influence in their decision process. Regarding the manner of influence, approximately 74% declared that it is centered on suggesting the entity/cause and having an opinion about the choice. It may therefore be noted that the decision process of making a donation is profoundly influenced by the family.

3.3.6 Forms of effecting a donation

Once a decision to donate is made, the donor effects the payment. Amongst the various possibilities, Table 7 highlights payment in cash. As seen previously, one of the main factors that make people donate is related to the proximity to the organization, and therefore, for smaller quantities this would be the most practical form of payment and the one that is better accepted by donors.

Table 7
Frequency in the use of forms of payment

Items	Never	Rarely	Sometimes	Frequently	Always
1. Through the Internet.	76%	7%	9%	4%	4%
2. Telephone (debit on telephone bill).	63%	20%	15%	2%	1%
3. Bank deposit.	55%	11%	17%	13%	4%
4. Debit in current account.	76%	7%	8%	3%	6%
5. Credit card.	79%	6%	7%	5%	4%
6. In cash (at the institution itself or in collection spots in commercial establishments).	22%	9%	19%	25%	24%

Source: Research Data

3.3.7 Forms of following-up the donation

After the donation has been made, there follows the accompanying of the donation's results. This phase will be later responsible for the information resulting from the donor's satisfaction with the donation. In Table 8, the main results regarding the follow-up of donations are shown. Two factors were identified, one corresponding to the passive search for information and another to the active search for information. The passive search is distinguished by the small effort made by the donor in the search for information regarding the progress of the activities of the organization to which he made the donation. The active search, on the other hand, is noted by the donor directly contacting the organization, by means of visits or phone calls.

It is interesting to note that variable 1 (requesting more information by e-mail) was allotted to factor 1, and this may be explained by the fact that the contact with the organization by e-mail is in a certain way impersonal, since it does not require direct contact of the donor with the organization.

Considering the different types of contacts that will be made by the donors, the organization may prepare itself to satisfactorily comply with the requests for information. This contact between the donor and the organization is an important opportunity to improve the bond between them. In this way the organization positively influences the donor to make further donations.

TABLE 8
Forms of following-up the activities of the organization to which donations were made

KMO	Bartlett's Sphericity Test	Alpha	No. of Factors	Explained Var. %
0.7186	0.000	0.684	2	0.62

Factor 1- Passive search of information about the organization's performance		
Explained Var. %=41.81%	MSA	Factor Weight
1. Request further information by e-mails.	0.7758	0.5254
2. Follow-up through publications (newspapers, pamphlets, etc).	0.6723	0.8382
4. Visit the institution's site.	0.7755	0.6816
5. Follow-up through articles in the media (radio, television, sites, etc.)	0.6388	0.8489

Factor 2- Active search for information about the organization's performance		
Explained Var. %=20,45%	MSA	Carga no Fator
3. Telephone calls to the institution.	0.7428	0.7206
6. Visits to the institution.	0.6388	0.8077

Source: Research Data

3.3.8 Satisfaction with the donation

After the donation has been made, there is a comparison between the expectations of its effects and the results actually obtained, i.e., satisfaction with the process. Table 9 summarizes the scale of values of the donors with regard to satisfaction.

TABLE 9
Items related to donors' satisfaction

Items	Totally Disagree	Disagree	Indifferent	Agree	Totally Agree
1. I was satisfied with the transparency in the institution's activities.	1%	7%	7%	37%	48%
2. I was satisfied with the institution's form of action.	1%	4%	5%	39%	51%
3. I was satisfied with the institution's relationship with donors.	5%	6%	24%	31%	35%
4. I was satisfied with the manner with which the institution requests contributions.	2%	9%	12%	40%	36%
5. I was satisfied by the manner with which the institution uses the donated funds.	1%	3%	7%	37%	51%
6. In a general manner I was satisfied with the institution.	1%	3%	6%	35%	56%

Source: Research Data

In a general manner it may be noted that the interviewed donors are satisfied with the donations they have made, which is confirmed by the research's data, indicating that 93.46%

would repeat the donations to the same organization. The analysis of Table 9 also allows the identification of the items related to the relationship with donors, the manner with which the organization requests funds, as well as those that show a lower level of satisfaction.

3.4 Results of non-donors

For a better analysis and building of a model of the donor's behavior, the reasons that justify non-donations were researched. Due to the small number of respondents it was not possible to effect a more profound analysis. Therefore, a descriptive analysis was chosen with an exploratory nature of the data, in order to try and identify the points to be studied and diagnosed in future researches.

TABLE 10
Reasons for non-donation

Items	Totally Disagree	Disagree	Indifferent	Agree	Totally Agree
1. The amount requested for donation was higher than my financial possibilities.	48%	5%	24%	19%	5%
2. I do not donate because I lack financial resources.	33%	14%	24%	24%	5%
3. I prefer to donate other resources that are not financial, as for example, food and clothing.	19%	0%	10%	48%	24%
4. I do not trust the nonprofit entities.	10%	24%	10%	48%	10%
5. I do not like the way the entities approach me asking for donations.	0%	10%	10%	38%	43%

TABLE 10 (continuation)

6. I have made donations previously and was not satisfied.	33%	0%	52%	5%	10%
7. The lack of consent among the members of my family prevented my donation.	38%	10%	43%	0%	10%
8. I suspect that part of the resources is kept by the third parties that are responsible for fund raising for the entity.	5%	14%	19%	38%	24%
9. I am not sure how the nonprofit entities will use the funds donated.	0%	0%	5%	48%	48%

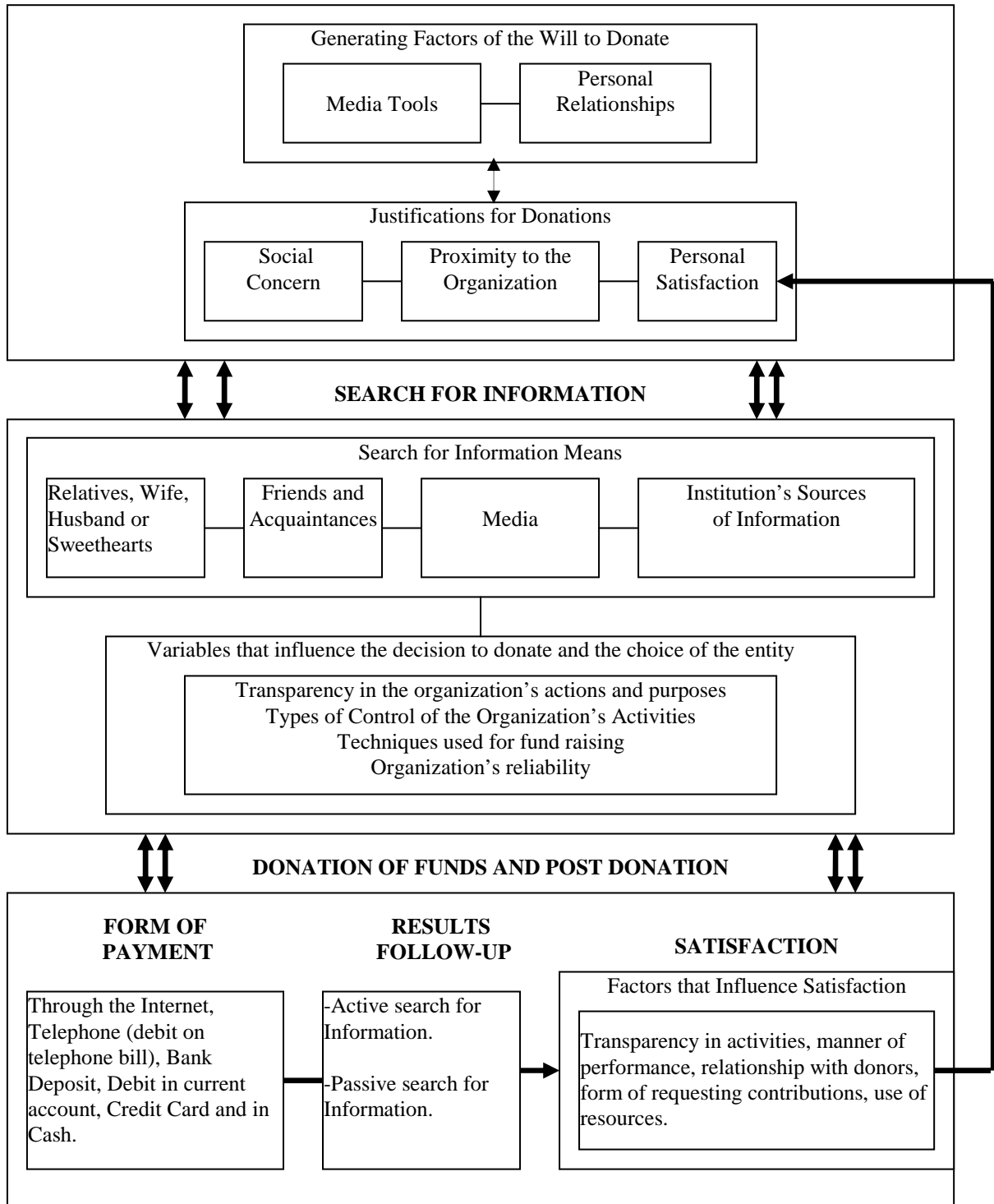
Source: Research Data

Analyzing the results obtained with non-donors, the uncertainty with regard to the destination of the donated funds and the organizations' form of approach to request donations were identified as critical points in their decision model. Such information comply with the data obtained in the pretest questionnaire, indicating that maybe these are the points where nonprofit organizations should act to improve the image they transmit to the public in general.

IV. MODEL OF THE DONOR'S DECISION

Based on the factor identified in the research a donor's decision model was made. This model is presented in Figure 1 below and later explained.

FIGURE 1
Decision Process
DECISION TO DONATE



Source: Prepared by the Authors

The model presented previously contains the main variables identified with regard to the analysis of the data obtained by the research. The donor's decision process, therefore, would be composed of three main stages: 1 – decision to donate; 2 – search for information; 3 – donation of funds and post donation.

The donation process begins through the influence of media tools and personal relationship circles (family and friends), that exercise an important role in promoting encouragement to the individual's perception that there are causes and entities which depend on his help to promote social actions. In this way, these factors, allied to aspects that are intrinsic to each human being, such as social concern and personal satisfaction, would end up by motivating him to evaluate the possibility of contributing to a specific cause or entity.

Next, the potential donor starts the search for information about the activities developed by the entity in question. Besides sources of information from the media and his personal relationship circle, those of the institution itself (pamphlets, websites, etc.) are presented as relevant in his decision process. In this way, the individual tries to evaluate the transparency of the organization's actions and purposes, by means of identifying the type of control of its activities and the fund raising techniques used. In summary, in this stage of the process, the reliability of the organization is evaluated.

Once the decision is taken to effect the donation, the donor uses a series of payment forms to do this. Among these the research points out payment in cash as the most used form of donation.

Once the donation is made, the individual evaluates the results of his action, trying to obtain two types of information on which to base his perceptions: active search, in which the donor contacts the entity to obtain more information about the performance obtained with the funds donated; or in the passive search, using the information contained in the media (newspapers, magazines, websites etc.).

The last stage refers to the evaluation of personal satisfaction, made through the comparison between the expectations prior to the donation and the results of his action. In this way, factors such as transparency of activities, form of performance and use of the resources, maintenance of a relationship with the entity and how the approach for the collection of contributions is made exercise a direct influence on his satisfaction.

Lastly, the cycle would have a feedback, with the satisfaction of previous experiences as one of the underlying factors that would stimulate new donations.

V. RESEARCH'S CONCLUSIONS AND SUGGESTIONS

This paper tried to identify the factors involved in the donor's decision process. With this in mind, a research with donors and non-donors was developed and applied, in order to enable the identification of the factors involved in the process and to draw a model of the donor's behavior. Due to the small number of respondents that informed they were not donors, the portion of this paper that focused on the reasons why some people do not make donations was not feasible, since it was impossible to make a factorial analysis to determine the factors that influence non-donation.

The development of the donor's behavior model consists of one step further in the process to adapt marketing concepts applied to the business sector for the nonprofit organizations, meeting the suggestions that date from the seventies, as for example Rothschild (1979) and Hibbert & Horn (1996) since it researches the situations and context that involves donations.

It is expected that the proposed model based on the results of the research will be a platform for future researches in the donor's behavior model, resulting in a fertile and

promising field. There are countless possibilities and challenges ahead. Future studies may focus on specific aspects of the process, such as: interaction of the marketing stimulation and the intrinsic motivating factors; the deepening of the factors responsible for the creation of satisfaction with the donation; a better understanding of how the search for information to effect donations occurs; a better understanding of how the search of information to effect the donation occurs, among other possibilities.

Another relevant factor to which this paper refers to and details is the management of the donor's satisfaction, emphasizing the points that may be the target of initiatives to make donors more satisfied. Through the understanding of how the process happens, the nonprofit organizations will have the possibility of influencing in a positive fashion the quality level perceived and delivered to the donor, with the possibility of surpassing his expectations and making him loyal so that donations become more constant.

Finally, it is expected that the results presented will contribute to the positioning and marketing planning of nonprofit institutions, which execute actions to diminish differences and promote social well-being.

REFERENCES

- Abdy, M., & Barclay, J. (2001). Marketing Collaborations in The Voluntary Sector. *International Journal of Nonprofit and Voluntary Sector Marketing*, 6 (2), 215-230.
- Channey, I., & Dolli, N. (2001). Cause Related Marketing in New Zealand. *International Journal of Nonprofit and Voluntary Sector Marketing*, 6 (2), 156-163.
- Engel, J. F., Blackwell, R. D., & Miniard, P. W. (1990). *Consumer Behavior* (8th ed.) United States: Dryden Press.
- Guy, B. S., & Patton, W. E. (1989). The marketing Of Altruistic Causes: Understanding Why People help. *The Journal of Consumer Marketing*, 6 (1), 19-30.
- Hager, M., Rooney, P., & Pollack, T. (2002). How fundraising is carried out in US nonprofit organizations. *International Journal of Nonprofit and Voluntary Sector Marketing*; 7 (4), 311-324.
- Hair, J. F., Anderson, R. E., Tatham, R. L., & Black, W. C. (1998). *Multivariate Data Analysis* (5th ed.) New Jersey: Prentice Hall.
- Hankinson, P. (2002). The Impact of Brand Orientation on Managerial Practice: A quantitative Study of the UK's top 200 Fundraising Managers. *International Journal of Nonprofit and Voluntary Sector Marketing*; 7 (1), 254-268.
- Hibbert, Sally & Horne, Suzanne. (1996). Giving to charity: Questioning the donor decision process. *The Journal of Consumer Marketing*, 13 (2), 4-15.
- Kotler, P. (1979). Strategies for Introducing Marketing in Nonprofit Organization. *Journal of Marketing*, 43 (1), 37-44.
- Liao, M., Foreman, S. & Sargeant, A. (2001). Market versus Societal Orientation in the Nonprofit Context. *International Journal of Nonprofit and Voluntary Sector Marketing*, 6 (3), 254-268.
- Lovelock, C., & Weinberg, C. B. (1984). *Marketing for Public and Nonprofit Managers*, United States: John Wiley & Sons.
- Malhotra, Naresh. (1999). *Marketing Research: An Applied Orientation* (3rd ed.) USA, Prentice Hall.

- Sargeant, Adran & Lee, Stephen. (2002). Improving public trust in the voluntary sector: An empirical analysis. *International Journal of Nonprofit and Voluntary Sector Marketing*, 7 (1), 68-83.
- Saxton, Joe. (2001). The Growth of the internet, digital television and mobile telephony and the implications for not-for-profit marketing. *International Journal of Nonprofit and Voluntary Sector Marketing*, 6 (4), 347-363.
- Schiffman, Leon G. & Kanuk, Leslie L. (1997). *Consumer Behavior: International Edition* NJ, USA: Prentice Hall.
- Sheth, Jagdish N. & Mittal, Banwari & Newman, Bruce I.. (1999). *Consumer Behavior and Beyond*. USA: The Dryden Press.