

# **Finnish Refugee Council**

## **Final Deliverables**

13th May, 2020



**180Degrees**  
CONSULTING  
— HELSINKI —

---

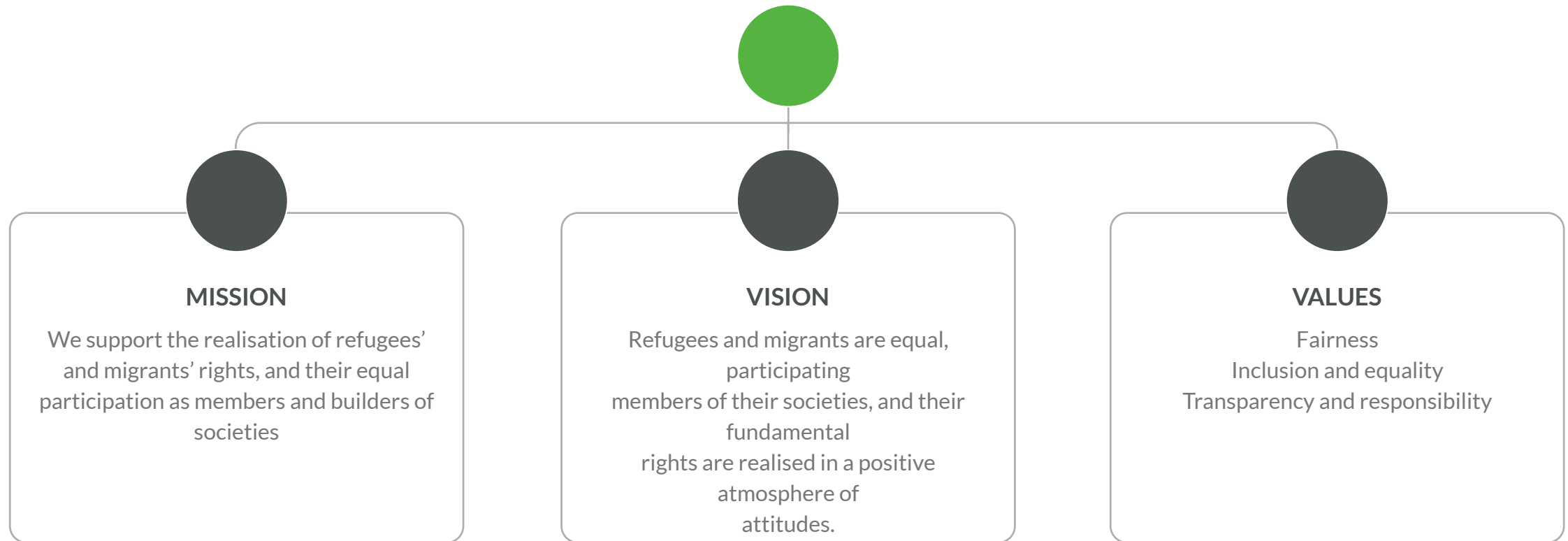
# PRESENTATION **AGENDA**

- ABOUT FRC
- PROJECT SCOPE & ISSUE TREE
- OVERVIEW OF SURVEY & KEY RESULTS
- PERSONAS DESCRIBING KEY STUDENT SEGMENTS
- KEY RECOMMENDATIONS FOR FRC
- MONITORING & EVALUATION

---

# ABOUT FINNISH REFUGEE COUNCIL

The Finnish Refugee Council is Finland's largest expert organisation specialising in the issues of displacement and migration.



# PROJECT SCOPE

**Pako<sup>Suomen</sup>aisapu**

**180Degrees**  
CONSULTING  
— HELSINKI —



CLIENT

GOAL

DATA

SOLUTION

FINNISH  
REFUGEE  
COUNCIL

STUDENT  
DONORS

SURVEY

MARKET  
SEGMENTATION

About 50% of FRCs monthly donor base are under the age of 35.

How can FRC grow its base of student donors?

What kind of donors are students?

Five personas based on survey data

# KEY DRIVERS

to increase student donors

How to  
increase # of  
new student  
donors?

Increase # of  
students who want  
to donate

Increase incentives  
to donate to FRC

Personal  
connection

Social pressure  
(fitting in)

Warm-glow feeling

Tangible reward

Improve  
favorability of FRC

Increase  
awareness of FRC

Services/programs  
that students like

Media coverage

Advertising

External factors

Improve students'  
abilities to donate

Increase  
opportunities /  
channels

F2F

Online

Events

Solicitors

Donation boxes

Partner Orgs

FRC website

Third-party website

---

# SURVEY GOALS

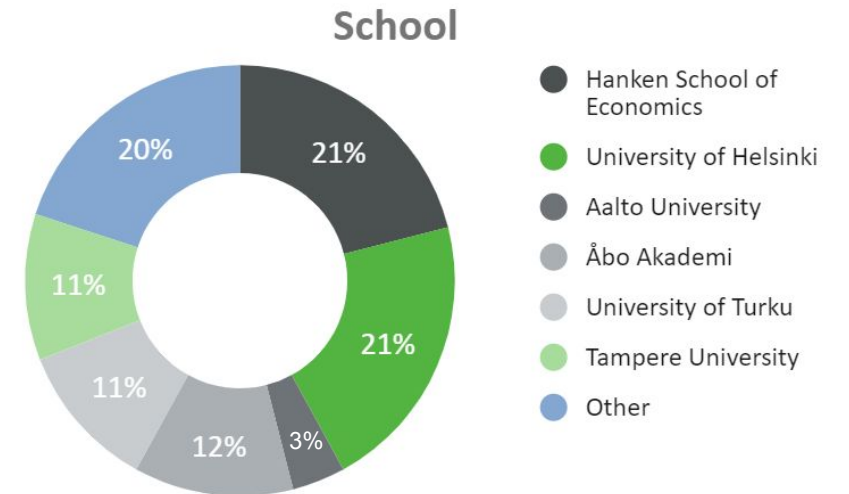
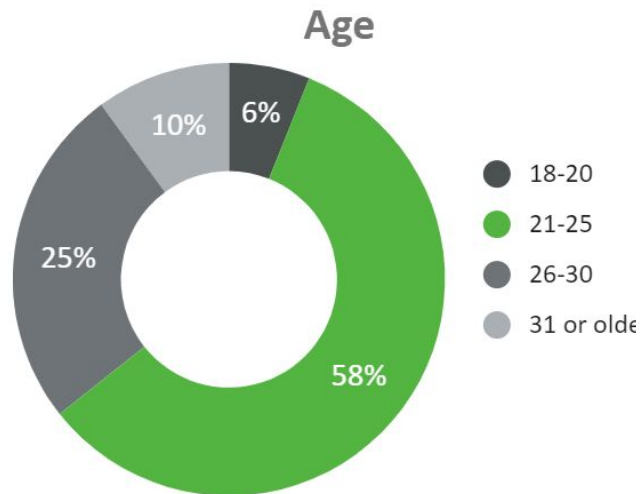
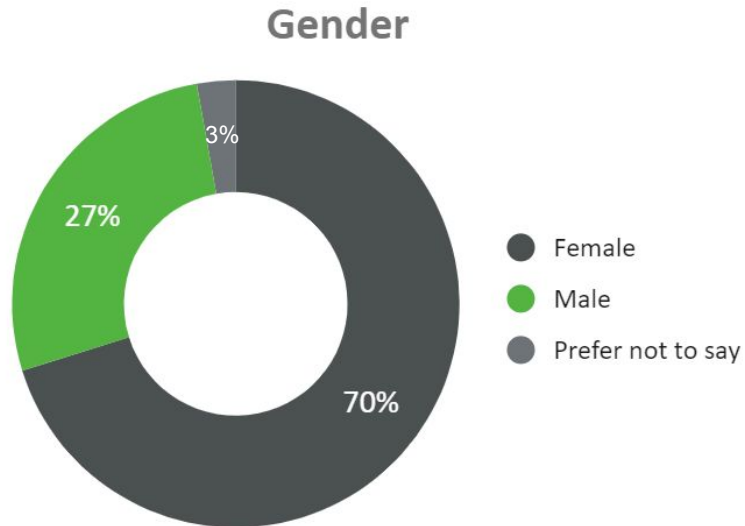
## Why conduct a survey?

1. Determine if students in general are a likely donor group.
  2. Identify types of students who may be likely to donate to FRC.
  3. Understand what FRC activities (events, channels) are most likely to reach students and get them to donate.
- Targeted sample size: 150-200
  - Channels of distribution:
    - University newsletters
    - Personal connections
    - 180 Degrees Consulting
  - Weaknesses
    - Biases
      - non-random
      - more motivated
    - Responses ≠ behaviors

# SURVEY RESULTS

## Demographics of Respondents

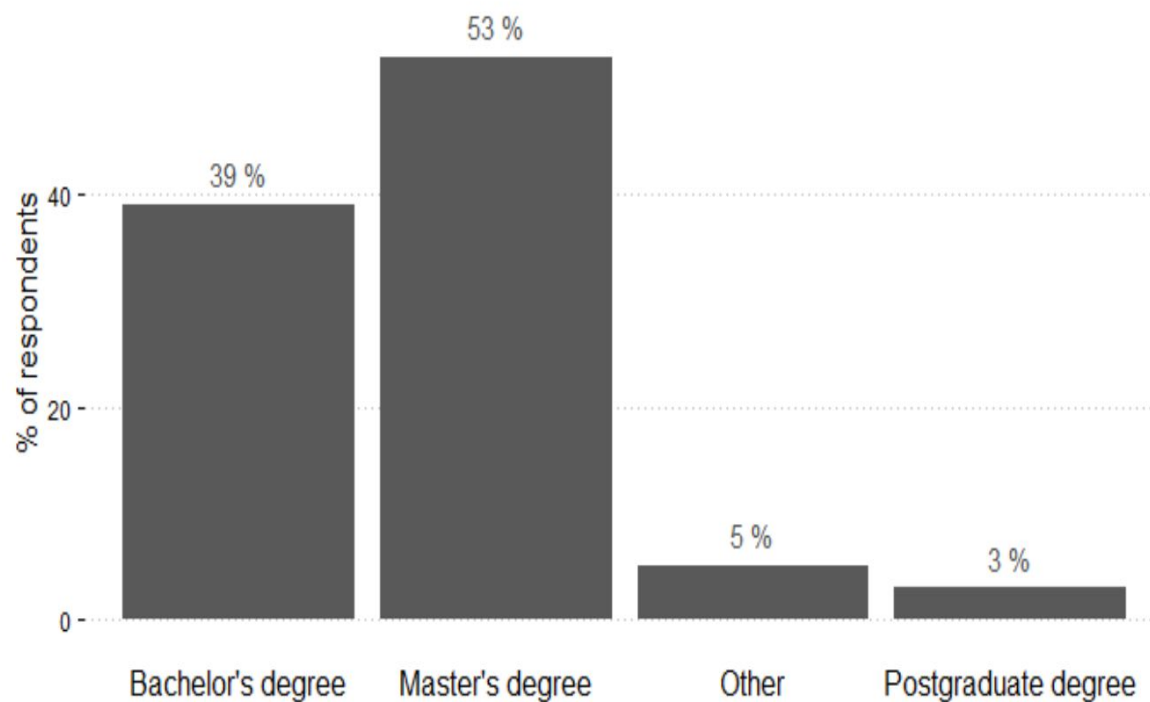
n = 233



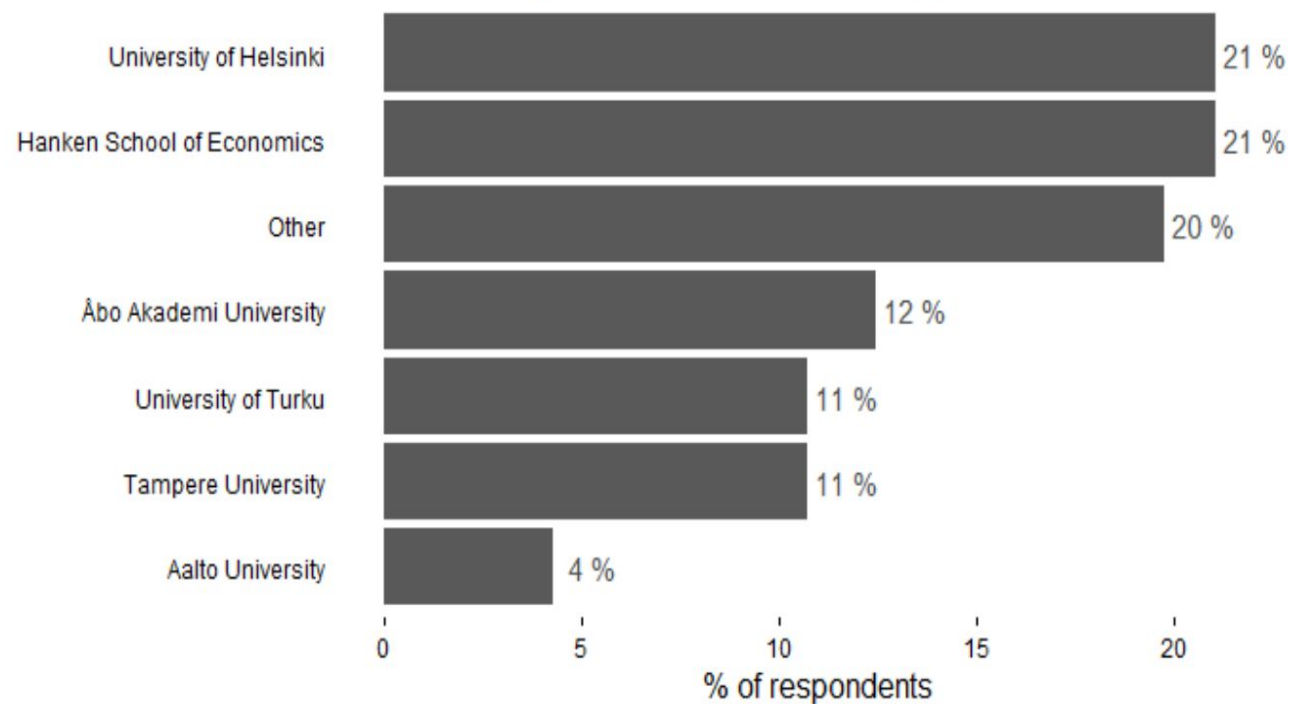
# SURVEY RESULTS

## Degree Program and Field of Study

### Degree Program



### University or institute of higher education

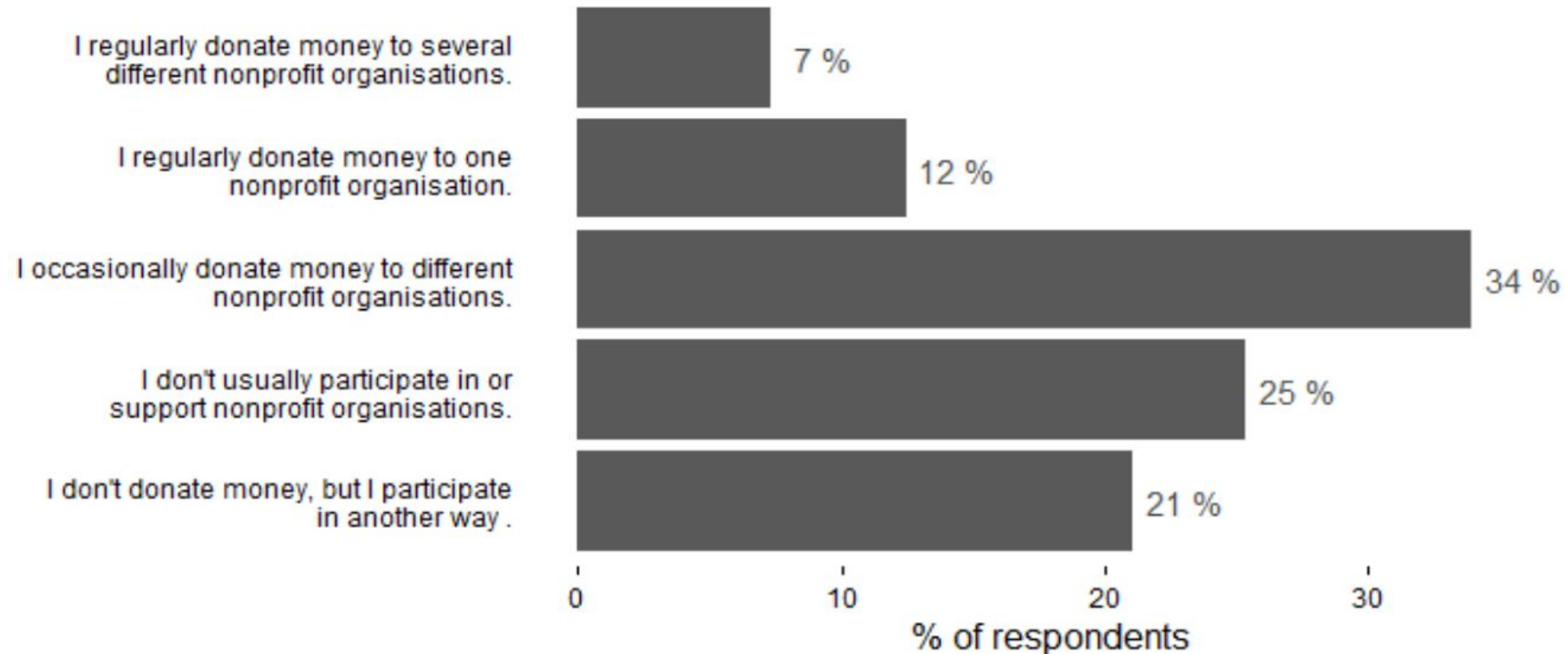




# SURVEY RESULTS

## Attitude towards donating

**Which of the following best describes your attitude towards donating?**

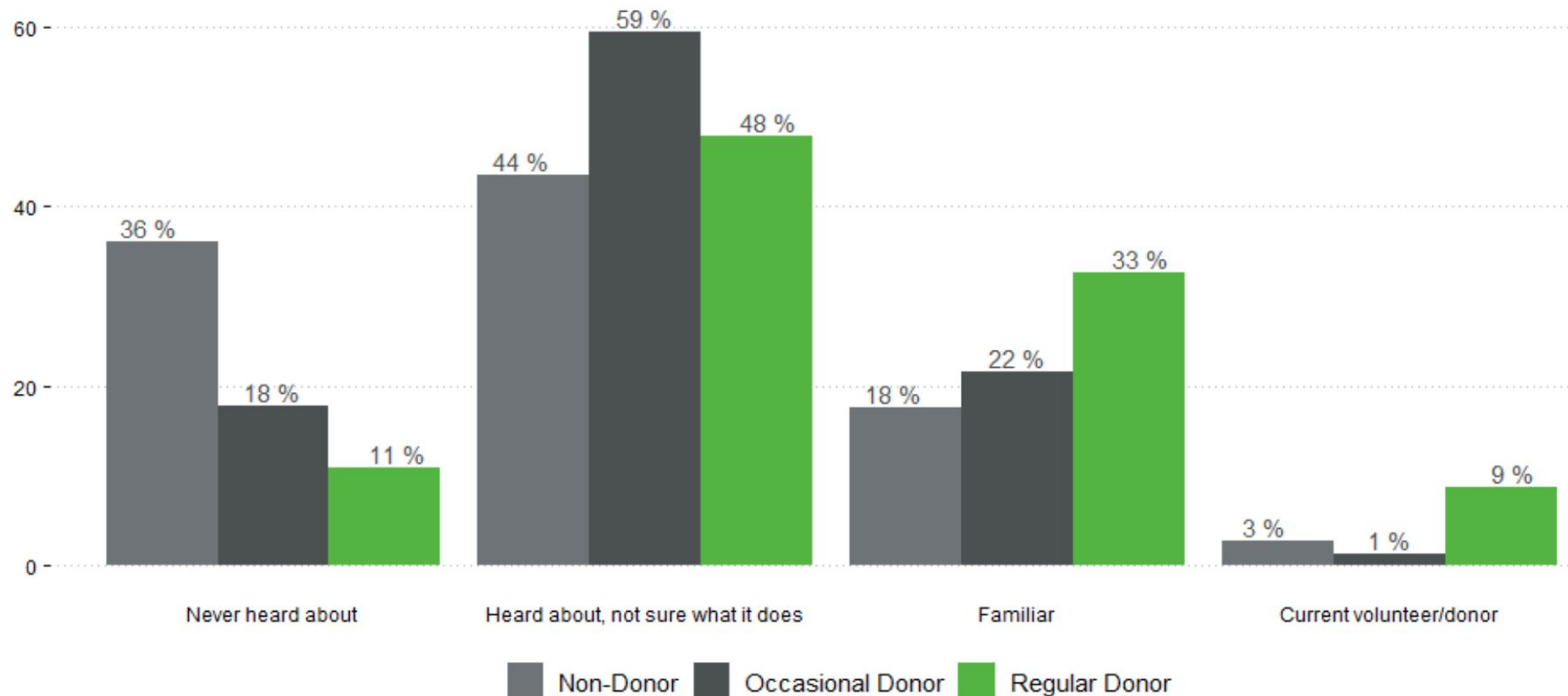


# SURVEY RESULTS

## Familiarity

### How familiar are students with the Finnish Refugee Council?

% of each donor group rating their familiarity with FRC



# SURVEY RESULTS

## Key Findings

### DONOR BEHAVIOR

Some 75% of respondents  
donate in some way

### REASONS FOR DONATING

79% to help people in need  
75% because they believe in the cause

### REASONS NOT TO DONATE

63% because their financial  
situation doesn't allow it



### FAMILIARITY WITH FRC

50% of all respondents are not sure what FRC does  
23% have never heard of FRC

### GENDER DIFFERENCES

Compared to male respondents, women  
are more likely to be occasional donors  
but equally likely to be regular donors

### FAVORABILITY OF FRC

Over 40% of students find all programs  
very favorable

---

# RECOMMENDED POSITIONING STRATEGY

What makes FRC special for students?



## EDUCATION

- Respondents highly favorable of adult education programs
- Shared traits: students in Finland help refugees learn



## FINNISH

- Finnish organization = Finnish values\*
- No difference between domestic and international programs



## VOLUNTEERS

- Do something practical in order to help
- Expand personal/professional network



## EXPERTISE

- 55% of all respondents, 69% of regular donors interested in lecture series



## OPPORTUNITY

- Students might work for FRC or one of its partners in the future



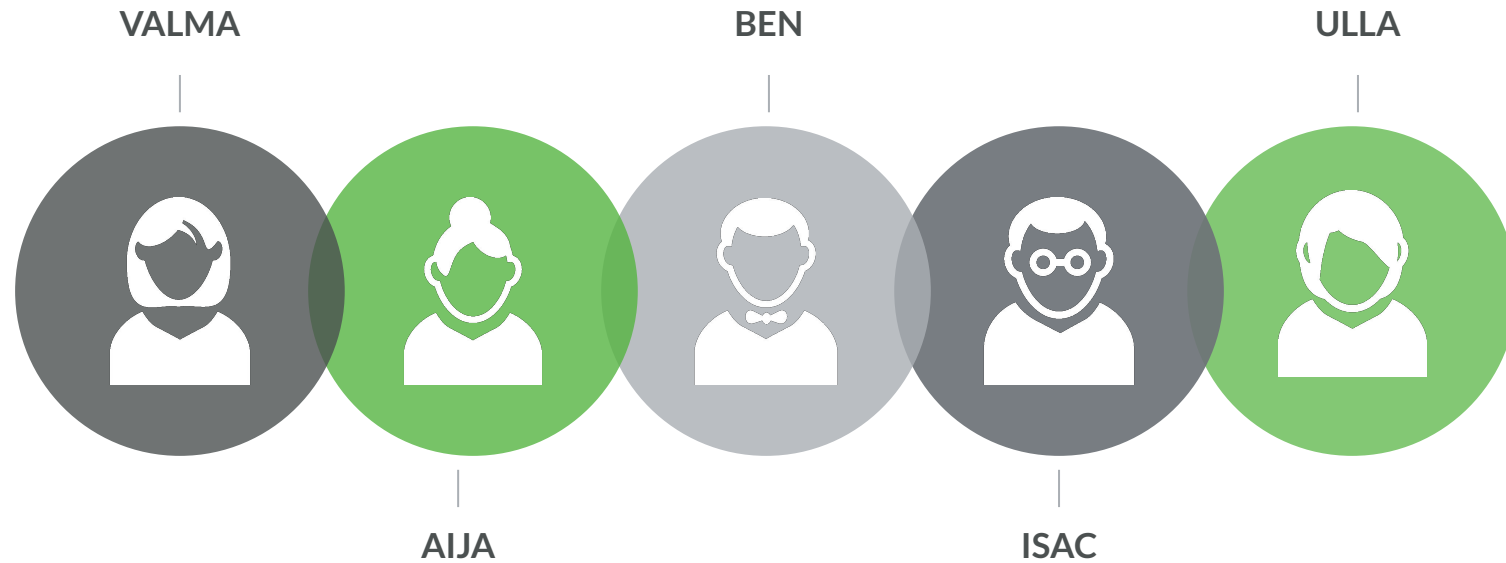
## FUN?

- FRC can become the organization that students identify with fun, charitable events and new social contacts

---

# STUDENT PERSONAS

## Market Segmentation



Represent volunteers, regular donors, occasional donors, participants, and the uninterested

# VALMA THE VOLUNTEER

Never donates money, often donates time

## DONOR BEHAVIOR

- Represents ~21% of respondents
- Volunteering is a substitute for donating
- Very little disposable income
- Might become a donor in the future, if financial situation improves

## FRC ACTIVITIES

- Promoting empathy and positive attitudes towards refugees
- Adult literacy, local language and everyday coping skills for refugees

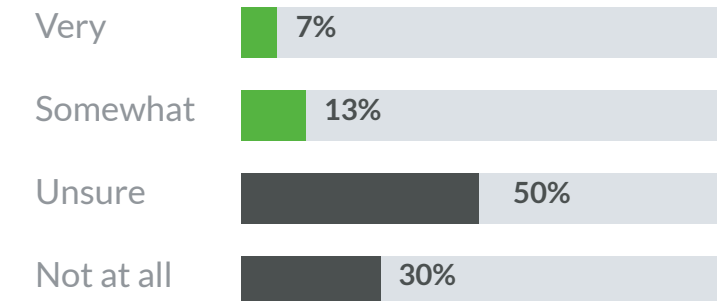
## PSYCHOGRAPHIC CHARACTERISTICS

- Studies Business at e.g. Tampere University
- Big user of social media and has a very active social life
- Hobbies: leads student union activities and attends parties, culture events on campus

## EXTRACURRICULARS

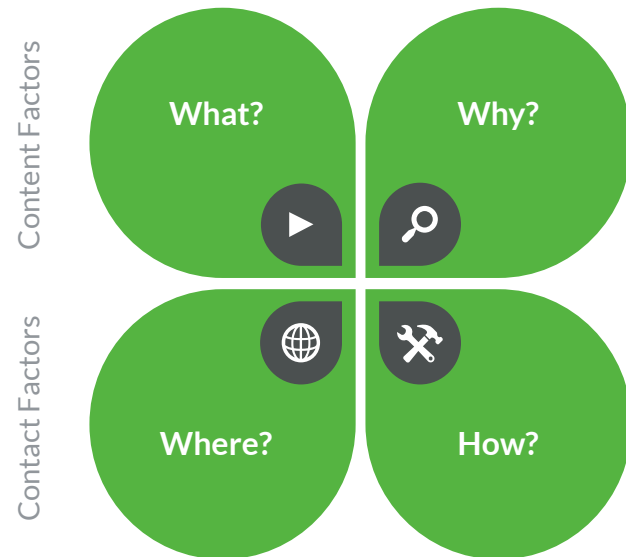
She likes to organize events rather than donate money. She enjoys it because it's fun, it's a good opportunity to network, and because she believes in the cause.

## HOW FAMILIAR WITH FRC



# DETAILED STRATEGY

## How to reach Valma the Volunteer



### WHAT should FRC do?

FRC student club - leadership role

Leadership chosen per semester or year

Club leaders :

- point of contact for FRC
- organize on-campus events: speakers, social events (movies, games)

### WHERE should FRC reach her?

- Social media targets:
  - FRC followers
  - Students
  - Key words around 'volunteering'
- Professor contacts at universities

### WHY would Valma donate to FRC?

- Letter of recommendation after organizing 5 events per semester
- Social benefit
- Networking opportunity

### HOW can the activity fundraise?

- Suggested donation per event
- Set fundraising goals per event

---

# CHALLENGES AND SOLUTIONS

## Perceived barriers and costs of proposal

### CHALLENGE

- ✗ Valma is mostly unfamiliar with FRC.
- ✗ Labor intensive: it takes effort for FRC to find students to establish a club and vet leadership.
- ✗ It costs money to run events.

### SOLUTION

- ✓ Targeted marketing to reach volunteering types
- ✓ Start at one school
  - Hanken (small, 10% regular donors)
  - Helsinki University (large, 35% regular donors)Club leadership could be involved in selecting future leadership
- ✓ Set budget
  - Restrict events to be casual and less expensive



# AIJA THE ACTIVIST

Regularly donates to one or more NGOs

## DONOR BEHAVIOR

- Represents ~14% of respondents
- She only donates for causes she believes in and to help people in need.
- Regular small donor
- Believes in many causes, wants to do “the right thing”

## FRC ACTIVITIES

- Gender equality
- Adult literacy, local language and everyday coping skills for refugees
- Political advocacy

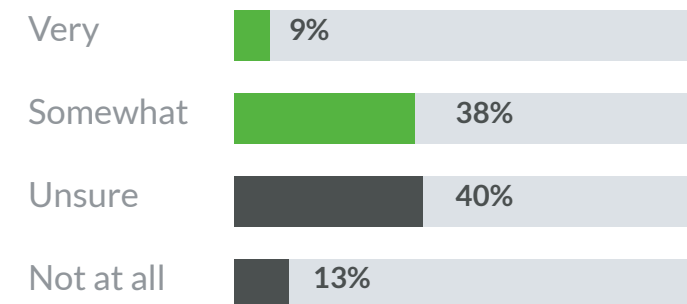
## PSYCHOGRAPHIC CHARACTERISTICS

- Studies PoliSci at e.g. the University of Helsinki
- Gets her news from social media, but also discusses current events with friends and teachers
- Passionate about politics but overbooked with school, work, & hobbies
- Hobbies: student union and sports

## EXTRACURRICULARS

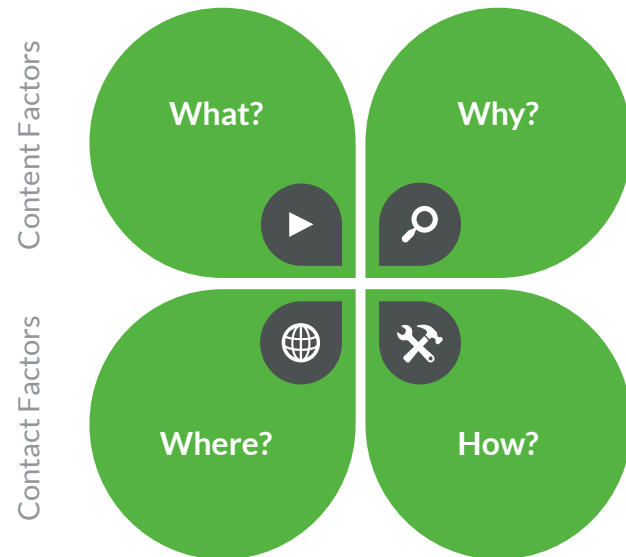
She attends school events, but doesn't have a lot of time to organize them. She might organize events if she feels passionate about it and it's not too much work

## HOW FAMILIAR WITH FRC



# DETAILED STRATEGY

## How to reach Aija the Activist



### WHAT should FRC do?

1. Lecture Series
  - coordinate with FRC club or student union
  - topic: Gender Equality
2. Targeted call for donations

### WHERE should FRC reach her?

- Student Union
- Professor contacts at universities
- University news channels
- Social media channels

### WHY would Aija donate to FRC?

- Wants to be part of a movement
- Desire to make up for own privileges
- Interested in personal stories of refugees
- Lecture series covers a topic she's interested in

### HOW can the activity fundraise?

- Suggested donation per event
- Sign up for newsletter to attend event
  - 25% signed up for FRC newsletter
  - 21% prefer email publicity

---

# CHALLENGES AND SOLUTIONS

Perceived barriers and costs of proposal

## CHALLENGE

- ✗ She already donates to NGOs. How is FRC different from other organizations for Aija?

## SOLUTION

- ✓ Positioning strategy
  - Values: FRC helps some of the most vulnerable, Aija strongly believes in helping those in need
  - Education: Students helping refugee students
  - Expertise: Aija wants to learn how SHE can make a difference

# BEN THE BUSINESS STUDENT

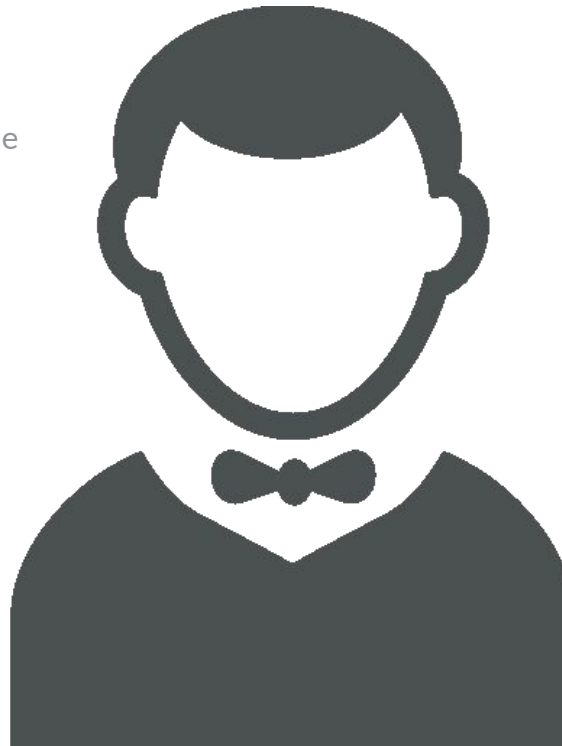
Occasionally donates to different NGOs

## DONOR BEHAVIOR

- Represents ~10% of respondents
- Says he only donates when he believes in the cause, but he donates more often when there are perks
- One-time, small donations
- Wants results and impact data
- Possible future regular donor if he has a long-time connection to the NGO

### FRC ACTIVITIES

- Best practices for successful integration of refugees and immigrants
- Gender equality



## PSYCHOGRAPHIC CHARACTERISTICS

Studies Business at Hanken School of Economics

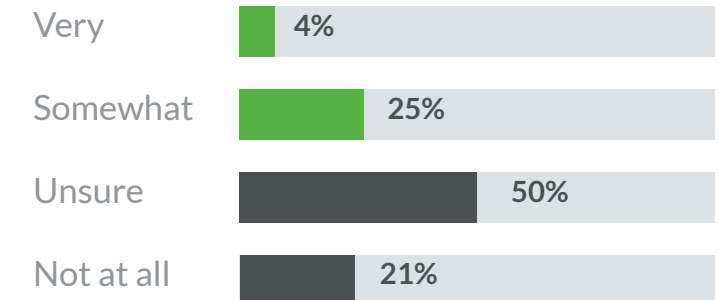
Very informed about what's going on in school - he reads the student newspapers, talks about events with friends, networks with professors.

Hobbies: sports and hanging out with friends on-campus

## EXTRACURRICULARS

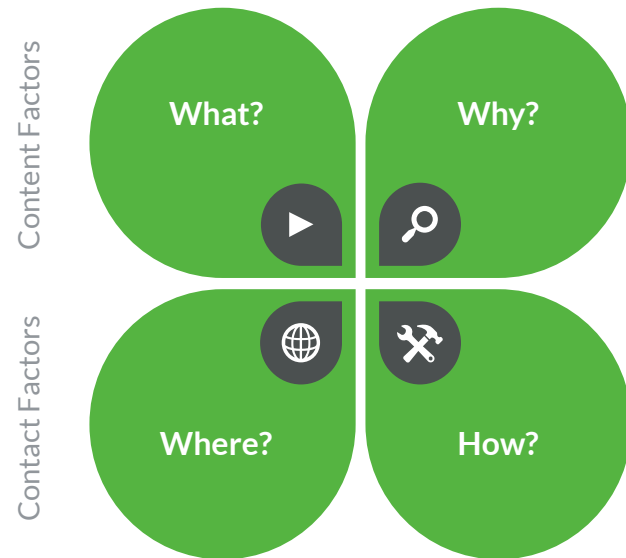
Attends and organizes many events, but nothing too time-consuming or serious

## HOW FAMILIAR WITH FRC



# DETAILED STRATEGY

## How to reach Ben the Business Student



### WHAT should FRC do?

1. Lottery
  - Prize should be student specific, high value
2. Influencers\*\*
  - Interview, guest blog, invite to event
3. Impact data

### WHERE should FRC reach him?

- Campus days, career fairs
- Professor contacts at universities (subject specific)
- University news channels
- Social media channels

### WHY would Ben donate to FRC?

1. Lottery = clear benefit for small donation
1. Approx. 38% would support FRC to meet an influential person
2. Ben only donates if he is sure the money goes to the right cause, therefore FRC should be open and transparent to Ben.

### HOW can the activity fundraise?

1. Ticket prices > costs
2. Free or low-cost collaboration with influencers

---

# CHALLENGES AND SOLUTIONS

## Perceived barriers and costs of proposal

### CHALLENGE

- ✗ He's very sceptical about whether or not NGOs get results
- ✗ Transactional donations means he loses interest fast
- ✗ Events and influencers are labor-intensive and possibly expensive

### SOLUTION

- ✓ Clear financials and transparency about how FRC spends funding. Impact evaluation reports
- ✓ It is risky to spend a lot of resources on him. Make sure that donating is quick and easy with clear benefit.
- ✓ Could be worth it if Ben forms an attachment to FRC and donates in the future. Aija and Valma are also interested.

# ISAC THE INTERNATIONAL

Never donates, sometimes participates

## DONOR BEHAVIOR

- Represents ~25% of respondents
- Isac is not donating due to his financial situation, but is interested in helping people in need.
- He might come from a region with refugees or knows someone else volunteering.

## FRC ACTIVITIES

- Adult literacy, local language and everyday coping skills for refugees.
- Individual guidance for refugees, asylum seekers and immigrants.

## PSYCHOGRAPHIC CHARACTERISTICS

School: Other

Degree: Business

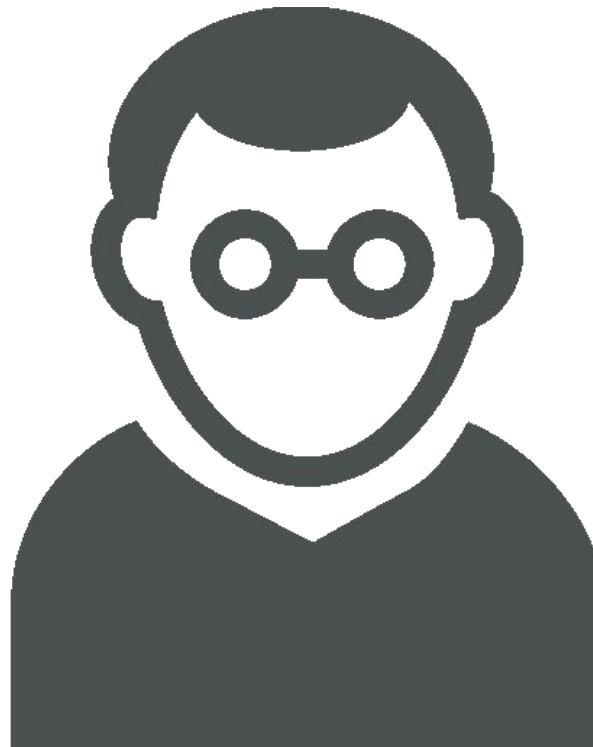
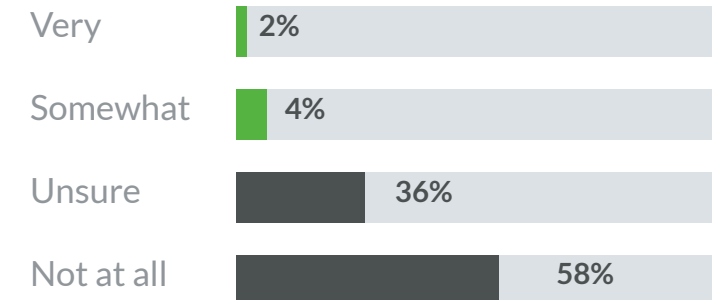
Sources of info: Social Media

Hobbies: Student union activities, sports and culture

## EXTRACURRICULARS

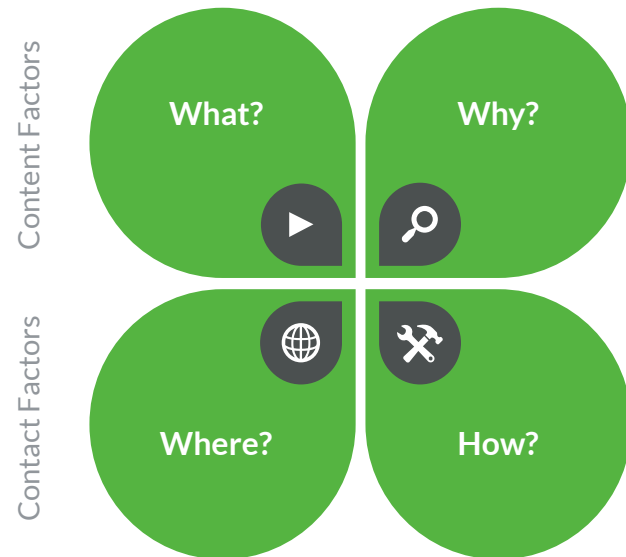
Isac joins events if it's easy and fun, and if it's a way to connect with new people and ways of life. He is involved in as much as possible on campus.

## HOW FAMILIAR WITH FRC



# DETAILED STRATEGY

## How to reach Isac the International



### WHAT should FRC do?

Introduce Isac to student based voluntary work or events

### WHY would Isac donate to FRC?

If Isac gets the opportunity to volunteer for the FRC, she might be in the future more involved and might be more convinced to donate to the FRC.

Would be interested in FRC expanding to his home country

### WHERE should FRC reach him?

- University event
- Student Union event

### HOW can the activity fundraise?

Small donations might be made by international students like Isac, however the main focus with this activity should not be to increase financial fundraising. Newsletter or volunteering sign ups will be more the case at this activity



---

# CHALLENGES AND SOLUTIONS

Perceived barriers and costs of proposal

## CHALLENGE

- ☒ Isac is mostly unfamiliar with FRC

## SOLUTION

- ☒ Events where the FRC is introduced can be organised at Universities

# ULLA THE UNINTERESTED

Not interested in FRC or donating

## DONOR BEHAVIOR

- Represents ~24% of respondents
- Why she does NOT donate:
  - 56% financial situation
  - 21% lack of trust for the NGO
  - 15% no interest

## FRC ACTIVITIES

- Gender equality
- Best practices for successful integration of refugees and immigrants
- Promoting empathy and positive attitudes towards refugees

## PSYCHOGRAPHIC CHARACTERISTICS

Studies Economics at e.g. Hanken School of Economics

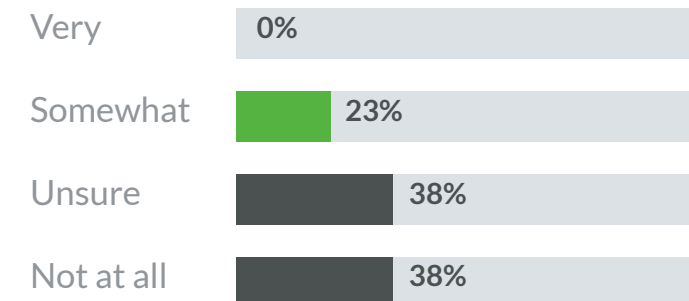
Relies more heavily on word of mouth to get information about current events and school activities

Sometimes attends events spontaneously, if it catches her attention

## EXTRACURRICULARS

She regularly plays sports and sometimes attends student union events, but only if she doesn't have to plan for it

## HOW FAMILIAR WITH FRC



---

# SOCIAL MEDIA CAMPAIGNS VS PERSONAS



**VALMA THE VOLUNTEER**

---

Campaign style: Introduce the main topics from FRC and awareness of the importance of the FRC's work

Campaign goals:

- Increase volunteer amount
- Increase people who want to create awareness



**AIYA THE ACTIVIST**

---

Campaign style: Try to appeal to her social side.

Campaign goals:

- Increase long-term donors
- Increase people who will be involved with FRC
- Newsletter sign-ups



**BEN THE BUSINESS STUDENT**

---

Campaign style: Very clear, Open about the details, Transparent

Campaign goals:

- Stand out from the other NGO's
- Reach one time donations



**ISAC THE INTERNATIONAL**

---

Campaign style: Focus on the international work that FRC does and Immigration

Campaign goals:

- More followers on FRC social media pages
- Reach more awareness
- Might be available for volunteering

# FRC CLUB EVENTS & ACTIVITIES

Possible events hosted by a student association

## COOKING CLASS

Learn how to cook food from a region served by FRC

31% of regular and 26% of occasional donors

## MOVIE NIGHT

Screenings of films about asylum and migration

33% of regular and 32% of occasional donors

## SEWING CLASS

Learn crafts from FRC beneficiaries or volunteers

31% of regular and 26% of occasional donors

## DEBATING CLUB

Debate and discuss different topics

## PANEL DISCUSSION

Hear from current volunteers and beneficiaries about their experiences

## LUNCH & LEARN

Speakers or discussions during lunch

40% of regular and 27% of occasional donors

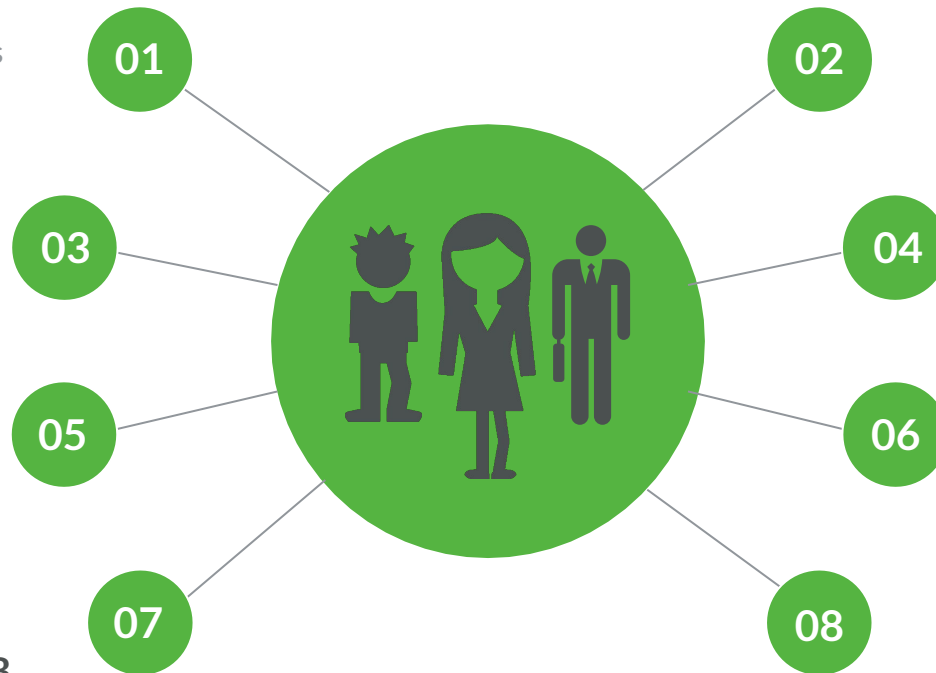
## GAME NIGHT

Play games or trivia on-campus

38% of regular and 29% of occasional donors

## EXCURSIONS

Visiting places of interest, e.g. FRC office or Migration Institute



---

# GENERAL RECOMMENDATIONS

Suggestions for targeting students (and others) in general

## DONATION BUTTON IN ENGLISH

The English website should include a link to donate.

01

## DONOR DATABASE

Creating a database would increase the knowledge of who the donors are.

03



02

## SURVEY NEW DONORS WHEN THEY SIGN UP

Short follow up questions regarding motivation and purpose of donation. How have new donors come to fund the FRC?

04

## INTERVIEW CURRENT DONORS

Get in touch with current donors to understand their motivation to donating.

---

# GENERAL RECOMMENDATIONS

Suggestions for targeting students (and others) in general

## STUDENT BASED VOLUNTARY WORK

FRC could set up a voluntary network specifically for students. This is to activate more students to be involved with the FRC

05

## MORE TARGETED SOCIAL MEDIA ADS

From the students who regularly donate money, 84% prefers to be contacted via social media

07



06

## CURRENT VOLUNTEERS

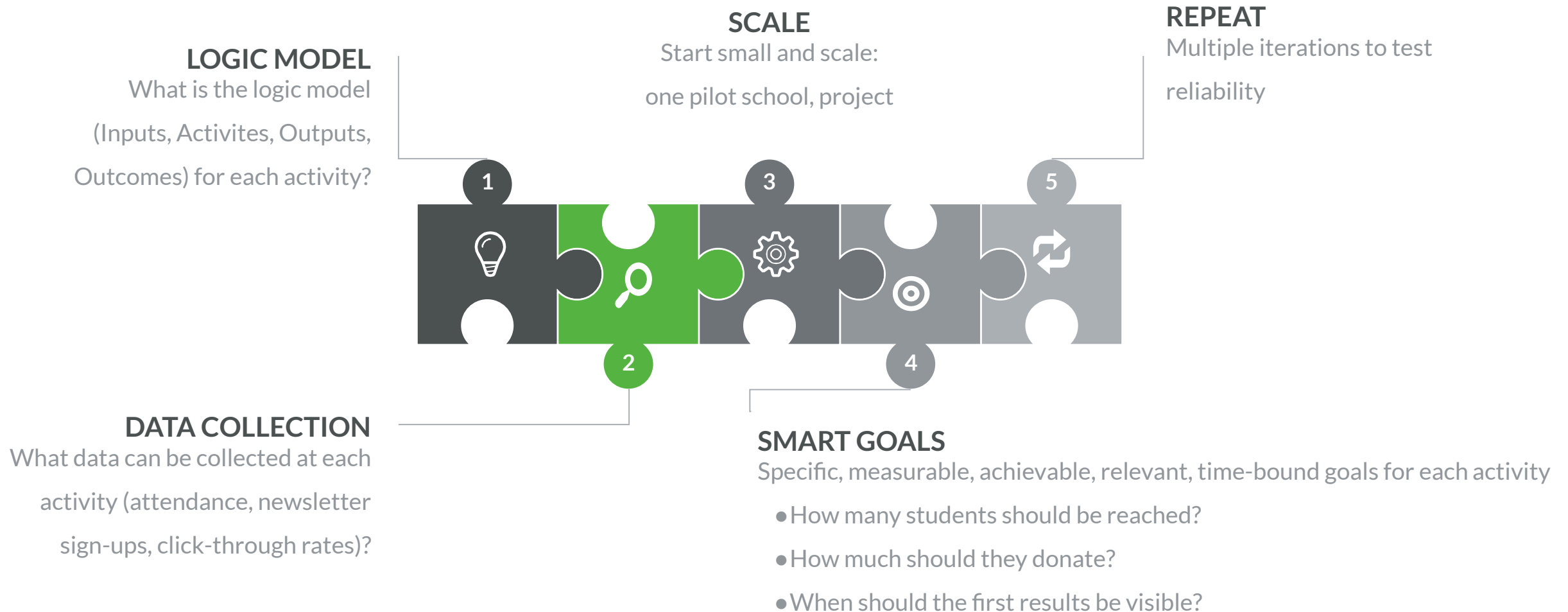
Where are there opportunities to collaborate with the current volunteer program on fundraising? Interviewing current and previous volunteers would increase the knowledge about working for FRC.

08

## CHARITY RUN

A lot of the students are interested in sport activities. FRC could organize a run where the participation fee goes to charity.

# MONITORING AND EVALUATION PROCESS



---

# THANK YOU

Finnish Refugee Council

Contact us:

 180 Degree Consulting, Helsinki

 +358 456 410 484

 [frc.team@180dc.org](mailto:frc.team@180dc.org)



---

# APPENDIX

- Sources
  - Persona avatars made by [Freepik](#) from [www.flaticon.com](http://www.flaticon.com)
- Notes
  - \*Finnish values regularly surveyed by [Elinkeinoelämän Valtuuskunta](#)
  - \*\*Influencers can be identified by other companies (like PING Helsinki or Promoty), should be relatively local, aligned with FRC, and interesting to the targeted donor group.
- Survey Results: see html file attached