

# The Story of Rainbow Warrior:

A case study of a successful crowdfunding campaign

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## Disposition

<b>1. Introduction</b>	3
1.1. Problematization	3
1.2. Aim	4
<b>2. Theoretical background</b>	5
2.1. Four types of crowdfunding	5
2.2. Success factors of crowdfunding campaigns	6
<b>3. Research question</b>	6
<b>4. Research methodology</b>	7
4.1. Philosophical position	7
4.2. Case study research	7
4.3. Triangulation	7
4.4. Methods of data gathering	8
4.4.1. <i>Semi-structured interviews</i>	8
4.4.2. <i>Using films from the campaign website</i>	9
4.5. Methods of data analysis	9
4.5.1. <i>Qualitative content analysis</i>	9
<b>5. Findings and analysis</b>	10
5.1. A successful crowdfunding campaign	11
5.2. Motivate donors through content	11
5.3. Getting donors to the website	13
5.4. Time and money	13
5.5. Analysis	14
<b>6. Discussion</b>	15
<b>7. Conclusion</b>	16
<b>References</b>	18
<b>Appendix A: Content analysis, Coding Scheme</b>	21
<b>Appendix B: Interview with the Greenpeace Campaign Manager</b>	23
<b>Appendix C: Interview with Marketing Specialist</b>	28
<b>Appendix D: Transcription of short films on campaign website</b>	31

## **1. Introduction**

Since 2008 financial crisis, traditional funding has become increasingly difficult to come across for both profit and non-profit organisations. As a result, alternative funding has increased rapidly. Crowdfunding accounted for such an alternative route and has been accepted by scholars as a new financial model (Belleflamme et al., 2010, 2013), defined as tapping into the crowd for financial support by launching a crowdfunding campaign, usually via online crowdfunding platforms, defined by scholars as indirect crowdfunding (Belleflamme et al., 2013; Carvajal et al., 2012). Crowdfunding campaigns have been acknowledged as the effort to raise fixed amounts of money in order to launch one-time projects, such as festivals, or to start an entrepreneurial venture (Belleflamme et al., 2013; Carvajal et al., 2012; Gatautis and Vitkauskaitė, 2014; Mollick, 2014; Ordanini et al., 2011). The goal of a crowdfunding campaign is to raise a set amount of money estimated to launch the project or venture (Aitamurto, 2011). Thus, a crowdfunding campaign raising at least the amount of money set to raise or more is defined successful (Mollick, 2014; Mollick and Kuppusvamy, 2014).

There is an increasing number of research exploring aspects of non-profit crowdfunding campaigns. A non-profit crowdfunding campaign is defined as a campaign with societally important goals such as public healthcare, media, public and research projects (Hemer, 2011). Research in crowdfunding of journalism, for example, has described crowdfunding as a way to preserve public interest journalism by involving the crowd in the production process as investors (Aitamurto, 2011; Carvajal et al., 2012). This view has been shared by research in crowdfunding of science, describing crowdfunding as engaging an audience at the earliest stages of a research project in terms of providing funding (Wheat et al., 2013). In similarity with entrepreneurial crowdfunding, scholars have defined a non-profit crowdfunding campaign successful when the amount set to raise has been reached (Weigmann, 2013).

### **1.1. Problematicization**

Scholars have defined a successful crowdfunding campaign, profit and non-profit, as one that reaches its monetary goal (Mollick, 2014; Mollick and Kuppusvamy, 2014; Weigmann, 2013). Research has shown that most crowdfunding campaigns fail and tend to do so with a large margin, while the amount of crowdfunding campaigns being successful is small (Mollick, 2014). However, little is known about which characteristics are associated with successful crowdfunding (Belleflamme, 2014; Mollick, 2014; Ordanini et al., 2011). The purpose of this pilot study is to contribute to academic research in crowdfunding by exploring the phenomenon of successful

crowdfunding from a producer's perspective, which extends the understanding of crowdfunding as a financial model into the area of management. Moreover, this pilot project broadens the understanding of successful crowdfunding by adding knowledge on success factors of non-profit crowdfunding campaigns launched on the founders' own website, a strategy called direct crowdfunding. Although scholars have explored non-profit crowdfunding, it is still largely unexplored in comparison to research on crowdfunding of entrepreneurial ventures. Furthermore, research in crowdfunding seems to have altogether overlooked direct crowdfunding, just focusing on the use of intermediary crowdfunding platforms (Belleflamme et al., 2013).

## 1.2. Aim

The aim of this pilot study is to identify and describe characteristics of a non-profit direct crowdfunding campaign defined as successful, and thereby developing a descriptive typology of characteristics that contributed to its success. The findings of this pilot study are based on a case study of the non-profit crowdfunding campaign Rainbow Warrior by the non-governmental organization Greenpeace. The case of the crowdfunding campaign Rainbow Warrior is chosen for two reasons: first, the campaign succeeded in reaching its goal, thus fulfilling the definition of a successful crowdfunding campaign. Hence, identified success factors should apply to all similar cases (Flyvbjerg, 2006). Secondly, the crowdfunding campaign Rainbow Warrior is an atypical case being a direct and non-profit crowdfunding campaign. Instead of using an online platform, Greenpeace sought direct contact with the crowd by using its own website with the goal to initiate a non-profit venture. By exploring an atypical case, this pilot study contributes with a new variable to the understanding of the dynamics of successful crowdfunding (Seawright and Gerring, 2008).

Greenpeace is a global non-governmental organisation campaigning on environmental issues such as nuclear testing and commercial whaling, and uses direct action and lobbying to achieve its goals. Rainbow Warrior is a ship in Greenpeace's fleet of ships that are used for campaigning, and has existed in three versions. The first Rainbow Warrior was acquired in 1978, but was bombed in 1985 and replaced by Rainbow Warrior II (Greenpeace, 2011). In 2010, Greenpeace launched a crowdfunding campaign with the goal to raise enough money to build a new, enhanced ship - Rainbow Warrior III, to replace Rainbow Warrior II (Greenpeace, 2010). The crowdfunding campaign was published on a purpose-built website, [anewwarrior.ddbparis.net](http://anewwarrior.ddbparis.net). With 100,000 donations, Greenpeace succeeded in reaching the monetary goal, and in 2011, the new ship was built and put into service (Greenpeace, 2011).

The pilot study is organised as follows: first, the theoretical background of this pilot study is presented, followed by an introduction of the research question. Second, methodology, and methods of data gathering and analysis are presented. Third, research findings are presented and analysed, followed by a discussion and ends with a conclusion.

## **2. Theoretical background**

Crowdfunding originated from the concept of crowdsourcing (Belleflamme et al., 2010), and has been recognized as the distribution of innovation and problem solving to the crowd, usually via online crowdsourcing platforms, in order to obtain ideas, feedback and solutions to develop corporate activities (Boudreau and Lakhani, 2013). Crowdsourcing has been further described as co-creation of value, engaging the consumer as an active participant in the production process (Gatautis and Vitkauskaite, 2014; Kornberger, 2013). Researchers have divided crowdsourcing into different categories, such as collaborative communities (tapping into pools of creative talents to obtain new ideas and solutions), cloud labour (distribution of work tasks to a virtual labour pool), and crowdfunding (Boudreau and Lakhani, 2013; Gatautis and Vitkauskaite, 2014). Crowdfunding has been distinguished from the other categories of crowdsourcing by the objective of raising funds by tapping into a general public, or a crowd (Belleflamme et al., 2010; Gatautis and Vitkauskaite, 2014).

### **2.1. Four types of crowdfunding**

Scholars have identified four models of crowdfunding, differentiated from one another by context and funding effort: donation-based, lending- or debt based, equity- and reward-based. Donation-based crowdfunding has often been placed in the context of arts or humanitarian projects, and the funder is seen as a philanthropist, participating without existential reward (Mollick, 2014). Lending- or debt based crowdfunding has been linked to microcredit loans, where the entrepreneur (the loan taker) must repay the loan plus interest (Mollick, 2014). Equity-based crowdfunding has described the crowdfunder as an investor, promised equity stakes in return for financial contribution (Belleflamme et al., 2013; Mollick, 2014). Reward-based crowdfunding has been described as the most common form of crowdfunding, where the crowdfunder receives a reward in return for support (Belleflamme et al., 2010; Mollick, 2014).

Scholars have identified three different actors in the models above: the founders of projects, the donors supporting projects financially, and the online crowdfunding platform acting as an

intermediary between founders and donors (Ordanini et al., 2011). Scholars have described the strategy of using intermediary crowdfunding platforms as indirect crowdfunding, in opposition to direct crowdfunding where the founders seek direct contact with the crowd through their own websites (Belleflamme et al., 2013). Although direct crowdfunding has been recognised, research has focused on indirect crowdfunding.

## 2.2. Success factors of crowdfunding campaigns

Scholars have defined a successful crowdfunding campaign, profit and non-profit, as one that reaches its monetary goal (Mollick, 2014; Mollick and Kuppusvamy, 2014; Weigmann, 2013). Research on what contributes to the success of a crowdfunding campaign is on the other hand limited, mainly focusing on indirect crowdfunding. Quantitative research on entrepreneurial reward-based crowdfunding campaigns on the online crowdfunding platform Kickstarter.com suggests that crowdfunders base their decisions on rational judgement of the chance of a project succeeding (Mollick, 2014). The size of the founder's social network has also been predicted as a success factor of crowdfunding efforts (ibid).

Research in indirect non-profit crowdfunding of journalism has identified user involvement, transparency and financial control as the defining factor of a successful crowdfunding campaign (Carvajal et al., 2012). Thus, in order to motivate people into crowdfunding journalism, they must be able to control what their money will be used for and to decide which stories will be reported (Aitamurto, 2011; Carvajal et al., 2012). Research in crowdfunding of science has, on the other hand, identified website content, especially having a video, as crucial factors for the success of a crowdfunding campaign (Weigmann, 2013; Wheat et al., 2013). To inspire potential donors to donate, the website content had to be created with the audience in mind and had to express passion and enthusiasm (ibid). It is also argued that many successful crowdfunding campaigns are built on existing social networks which channel potential donors to the website and thereby making the campaign more likely to succeed (Weigmann, 2013).

## 3. Research question

From the review and discussion of the academic literature above, the following question arises:

What are the characteristics of a successful non-profit and direct crowdfunding campaign?

## **4. Research methodology**

### **4.1. Philosophical position**

This pilot study takes the philosophical stance of post-positivism. Post-positivism envelops interpretive and critical methodologies, trying to understand why something operates in a certain manner (McGregor and Murnane, 2010). It acknowledges the researcher and the participants as key actors to the research process, and assumes that research is value-laden and contextually bound (Clark, 1998; McGregor and Murnane, 2010). Consequently, the research findings are only generalizable to similar cases holding elsewhere (Clark, 1998). In other words, the findings of this pilot study could be applied to other crowdfunding campaigns similar to the crowdfunding campaign Rainbow Warrior, but not to all crowdfunding campaigns in all situations. Also, our methodology is described in details to make it possible for other researchers to replicate and verify the findings of this pilot study.

### **4.2. Case study research**

This pilot study uses case study research to explore a successful crowdfunding campaign. Case study research is defined as a research strategy focusing on understanding the dynamics within a single setting (Eisenhardt, 1989; Seawright and Gerring, 2008). The research strategy describes real world phenomena rather than developing normative decision models (Perry, 1998), which enables deep understanding of the sequences of an event, yet sacrificing statistical generalization. Thus, case study research allows retrospective gathering of considerable detailed data. Case study research typically combines methods of data gathering through triangulation, with the purpose of gaining a deep and contextual understanding of the phenomenon (Eisenhardt, 1989; Perry, 2001) as well as to enhance credibility in the findings (Denzin, 1970).

### **4.3. Triangulation**

To better understand the key characteristics of successful crowdfunding, different levels of information need to be collected. Triangulation allows the use of several sources of information about a phenomenon, recognizing that knowledge can be reached through different forms of methods and sources of information (Clark, 1998; Perry, 2001). In this way, the use of triangulation produces thick and rich data, enabling a holistic view of a successful crowdfunding campaign (Bekhet and Zauszniewski, 2012; Casey and Murphy, 2009). In this pilot study, data are generated from three sources: a semi-structured interview with the project manager of the crowdfunding campaign and another semi-structured interview with a marketer specialized in crowdfunding, and films on the campaign website. As triangulation is enhancing academic credibility, it is important to

ensure that the different sources contribute with different knowledge and perspectives (Denzin, 1970), something that was carefully evaluated when choosing sources.

#### 4.4. Methods of data gathering

##### 4.4.1. *Semi-structured interviews*

Two semi-structured interviews are carried out, one with the campaign manager of the Greenpeace's crowdfunding campaign Rainbow Warrior, and another with a marketer specialized on crowdfunding. They were informed about the research before participating, and the interviews were presented as a joined exploration of the topic of research. Pseudonyms are used to ensure the interviewees confidentiality and protect their comfortability and integrity (Aull Davies, 2009). The campaign manager of the Greenpeace's crowdfunding campaign Rainbow Warrior is referred to as the campaign manager, and the marketer specialized on crowdfunding as the crowdfunding specialist. Interviewing the campaign manager enables subjective knowledge and a process oriented perspective, while an interview with the crowdfunding specialist adds experience-based knowledge of successful crowdfunding.

Semi-structured interviews are a blend of structured interviews and unstructured interviews (Aull Davies, 1999). Unstructured interviews normally occur spontaneously during ethnographic fieldwork, without imposing structure, while structured interviews are planned and usually a one-of occurrence, with a series of predetermined questions. Semi-structured interviews take place on a special occasion, but permits open-ended questions that can be altered or omitted, allowing the participants to go off and introduce their own concerns (Aull Davies, 1999; Hsieh and Shannon, 2005). Thus, to secure validity and reliability of the data, the interviews are adjusted during the ongoing interview to obtain accurate and complete data while maintaining sufficient standardization (Moser & Kalton, 1986). It is also important that the researchers have enough knowledge about the examined issue, as significant data may be missed otherwise (Treece and Treece, 1986). However, leading questions are avoided, as it may lead the interviewees to give answers they believe are expected from them (Moser & Kalton, 1986).

The interviews are conducted as follows. Due to geographic distances, the semi-structured interview, lasting approximately 30 minutes, with the campaign manager takes place on the Internet by using the software application Skype. The interview is recorded and transcribed for analysis. The semi-structured interview with the crowdfunding specialist is carried out as an E-mail conversation in Swedish, and parts being relevant to answer the research question are translated. Since this pilot



study acknowledges participants and researchers as key actors to the research process (Clark, 1998; McGregor and Murnane, 2010), it is important to understand that the researchers' personal and professional perspectives will influence translations and transcriptions of the interviews (Aull Davies, 2009).

#### *4.4.2. Using films from the campaign website*

Films are produced with a purpose and an audience in mind (Aull Davies, 1999), and portray social values and relations between producer and audience (Marshall and Rossman, 2006). Hence, data gathered from films prevalent on the website could reveal what Greenpeace intended to communicate to its audience, adding another level of knowledge to the study.

Six short films, between one to three minutes long were available on the website. The first short film was an introduction to the website, presenting the ship Rainbow Warrior and why Greenpeace needed to build a new one. The other five films, published on a subpage called About, presented five different stories about environmental campaigning involving Rainbow Warrior narrated by Greenpeace staff. As this study tends to investigate different levels of engagement based on storytelling, and the textual material on the campaign website was limited, the spoken script of the films were transcribed and analysed. Hence, in this study visual images and symbolism have not been analysed.

### **4.5. Methods of data analysis**

The analysis focuses on generating categories of characteristics, which are pivotal for the success of the crowdfunding campaign Rainbow Warrior. This is done by using qualitative content analysis.

#### *4.5.1. Qualitative content analysis*

Qualitative content analysis is a method for describing and interpreting social artefacts (Marshall and Rossman, 2006). The method examines language for the purpose of classifying large amounts of text into an efficient number of categories that represent similar meanings (Hsieh and Shannon, 2005). For the specific purpose of this pilot study, conventional content analysis is used. The aim of conventional content analysis is to describe a phenomenon (Hsieh and Shannon, 2005), in this case a successful crowdfunding campaign. The method is especially appropriate when research on the phenomenon is limited since categories are developed from the data, also called inductive category development, instead of using predetermined categories, (Hsieh and Shannon, 2005).

The coding process is carried out as follows: first, the semi-interviews and the short films are

transcribed, and then those parts of the interviews and films that are relevant for answering the research question are selected. Second, by searching for statements of success factors of the crowdfunding campaign Rainbow Warrior, open codes are generated. Third, by relating to and comparing the open codes with one another, axial codes are derived, generating selective codes (Hsieh and Shannon, 2005; Nordin, 2006). Finally, the last step of analysis involves developing general categories of findings based on the selective codes. Three categories of findings are identified: 1. *Motivate donors through content*, 2. *Getting donors to the website*, and 3. *Time and money*.

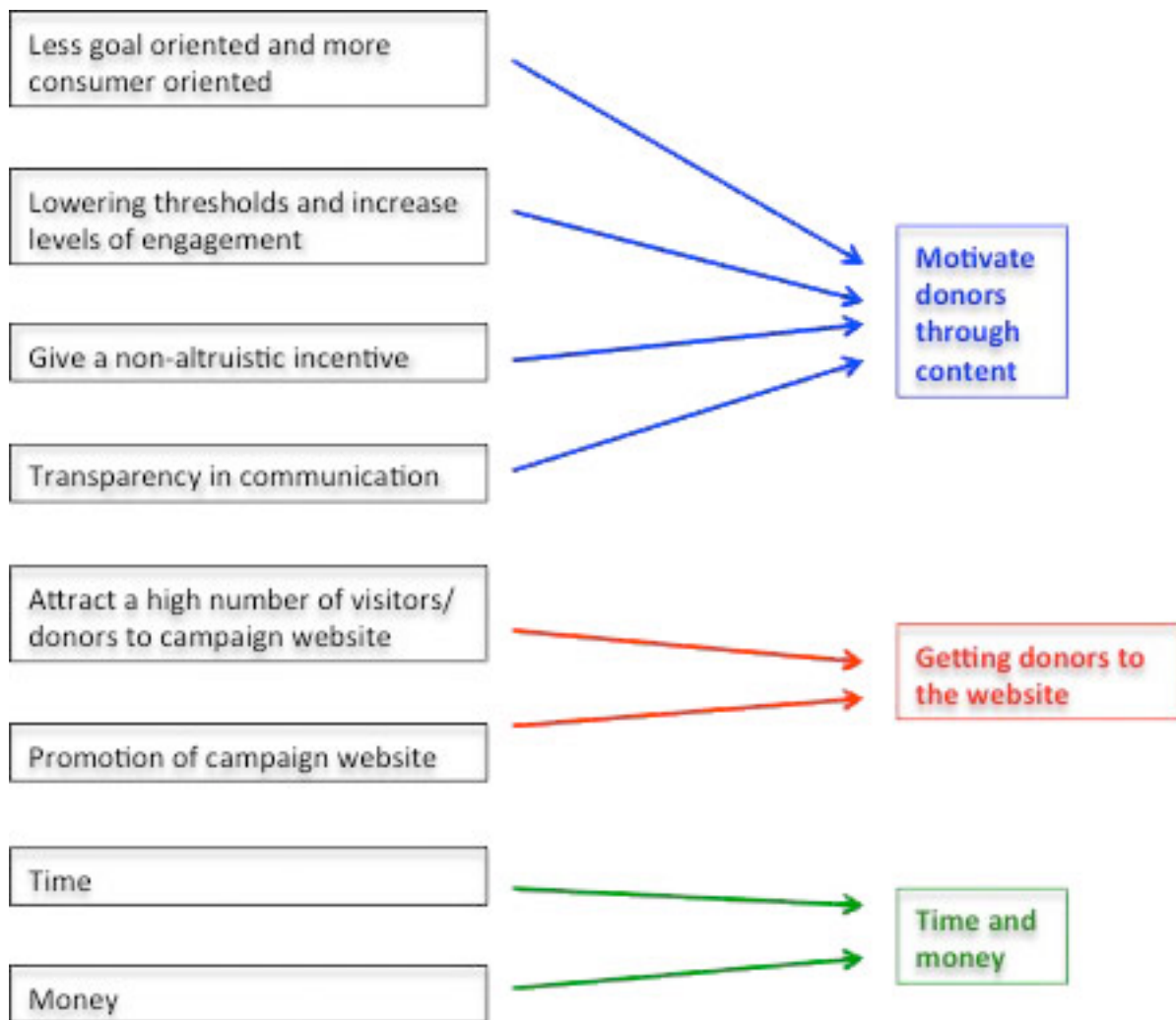


Figure 1: The step of coding in the content analysis derives from the three categories of characteristics of a successful crowdfunding campaign. For further detailed analysis, see appendix A.

## 5. Findings and analysis

This section shows the findings and analysis, beginning with a presentation of the campaign manager and crowdfunding specialist's definition of a successful crowdfunding campaign, followed

by a description of the three categories derived from content analysis, and ending with an analysis of the findings.

### 5.1. A successful crowdfunding campaign

The campaign manager and the crowdfunding specialist defined a successful crowdfunding campaign as one that reaches its monetary goal, which is similar to the definition in academic research (see Mollick, 2014; Weigmann, 2013). Thus, the campaign manager defined the crowdfunding campaign successful since it raised the money needed and even more to build the ship. However, the campaign manager also defined the crowdfunding campaign successful in terms of a high percentage of unique visitors, meaning that each individual visitor is counted as one visitor, no matter how many times the visitor returns to the website. In other words, the campaign manager defined the crowdfunding campaign as successful both in terms of reaching the amount of money set to raise and the high percentage of individuals visiting the website.

### 5.2. Motivate donors through content

Besides the objective of raising enough money to build a new Rainbow Warrior ship, Greenpeace's second objective of the crowdfunding campaign was to attract and acquire new donors. To reach the two goals Greenpeace created, along with the two design agencies DDB Paris and Les 84, a website with features aimed at encouraging visitors feelings of participation. As the campaign manager expressed it, "[we] really wanted people feeling ownership of the boat, that it belonged to everybody. It was not about Greenpeace, it was about everybody getting involved." The crowdfunding specialist shared this view, and argued that what many campaigns do wrong is putting too much strategic weight on the purpose of the campaign, believing that the potential donor is a rational decision maker. "There is no correlation," he explained, "between how 'good' a purpose is and how successful a [crowdfunding] campaign will become." Instead, he meant, "it is more relevant to identify thresholds and levels of engagement. Every human carries on a commitment and we are also willing to give it, but only if everything feels right and is presented in the right way." In other words, if a campaign is to succeed, it has to be oriented towards the donors, helping people to lower their thresholds and see the value in donating. This can be done, the crowdfunding specialist explained, by illustrating it for example in a film. The campaign manager concurred and stressed the importance of website content to get donors engaged in the campaign. She explained that they had "a lot of different kinds of videos, different kinds of stories, people talking about environmental campaigning."

The website included six short films between one to three minutes long. One of the short film introduced the visitor to the website and the cause, explaining that the ship “now served her time and we must retire.” The introductory film ended with asking for help “to build a new Rainbow Warrior to take on the enormous challenges we face to protect our planet.” Five more short films on the website followed a similar style by telling stories about the environmental campaigns that the ship had been used for. The stories of the films illustrated an enemy of “companies and governments that does not seem to listen” (Abi and Crizel, the Toxic Warrior), arguing for the importance of Rainbow Warrior since “nobody sees and knows what is happening out there” (Manuel Pinto and the ship that sailed herself). Thus, Rainbow Warrior enables Greenpeace “to [get] out there, bearing witness and taking action” (Karli Thomas and the tuna blockade), but also “inspire to mass action through reaching out and touching people’s hearts” (Mike Ficken and bringing the Rainbow to Kingsnorth).

Transparency, according to the crowdfunding specialist, is also an important factor to convince people to donate “since many compensate irrational actions with wanting to know exactly where their money goes.” Thus, the campaign must explain clearly why the website visitor should donate money to a cause that Greenpeace will take credit for. Indeed, the short films on the campaign website mainly expressed how a new ship would help Greenpeace take action against environmental crimes (see appendix D). People do not act on altruism, the crowdfunding specialist argued, but on the experience that they get something in return. It could be a feeling, a nice certificate, increased social status, power to influence, or simply the possibility to write on Facebook that today’s good deed has been done,” the crowdfunding specialist explained.

Greenpeace recognized the importance for people of being able to share their donation on Facebook, and had designed a social media interface on the website that would make it easy. The donor would also receive an e-certificate stating ownership of the ship virtually, and having their name engraved on a dedication wall on-board the real ship. The campaign manager explained that the purpose of this incentive was to “attract new donors. People who had not perhaps engaged with Greenpeace before but who knew the Rainbow Warrior, and who wanted to just give a sort of a one off gift and feel some kind of ownership, and then obviously from a fundraiser’s point of view being able to convert these people to longer terms supporters.”

### 5.3. Getting donors to the website

Developing and implementing a motivational experience for website visitors, through a correct mix of contents as described above, may convert potential donors into actual donors, but without website visitors, no campaign will ever succeed. “The big challenge is to get potential donors to the site. It is here 90 percentages of the resources should be placed. No traffic, no money” the crowdfunding specialist explained. The campaign manager concurred that with more resources, the promotion of the crowdfunding campaign Rainbow Warrior would have been more successful, “it's no point to have this fabulous tool and then you can't promote it.”

The campaign was promoted through pop ups on Greenpeace international website, “so when you came to the website as a new user, a unique visitor” the campaign manager explained, “an ad would pop, this pop up box which would talk about the boat and with the link where you could go and visit it.” The international office also invited major donors to sponsor the ship, who got whole parts of the boat named after them as a reward. Smaller donors were approached by four of the national Greenpeace offices - France, United Kingdom, Spain and Italy, which spread information about the campaign through direct marketing appeals, newsletters, local websites, videos and online advertising, in order to attract visitors to the campaign website.

Thus, the campaign manager made it clear that Greenpeace targeted a number of different groups during this campaign. The campaign manager also underlined the importance of social media to stimulate word-of-mouth from donors to potential donors. “When you made a gift, you could post the fact that you had bought a piece of the Rainbow Warrior ship and share that with your friends” she explained, emphasizing the importance of integrating the campaign website with different social media.

### 5.4. Time and money

The campaign manager repeatedly emphasized the importance of time and budget for the success of the campaign. Although the campaign continued to raise money even after the amount set was reached, she argued, “if we had more time, we would get more offices on board, we would have been able to do more, we would promote it more.” The campaign manager meant that by involving more than just four offices, the campaign would have had a much, bigger impact in terms of promotion, thus attracting more visitors to the website. “But there was just not enough time and that was the downfall,” she explained, stressing the importance of having time and money to the infrastructures required for a crowdfunding campaign such as Rainbow Warrior to succeed.

However, she meant they did neither had the time nor the budget. “It takes time too if you are gonna build this kind of infrastructure, it is a lot of work to build things like this, they are not simple jobs” she explained, “you have to have a great developer, and we were lucky to have a great developer, and you have to have a budget to promote it.” The crowdfunding specialist held a similar view, emphasizing how important a thoroughly considered budget is. If a campaign succeeds, he argued, it is crucial to find a balance between the monetary costs of the campaign and the amount of money set to raise. “The higher purpose, the more resources spent on the campaign, so here it is crucial to find the golden section” he explained.

## 5.5. Analysis

Findings from this pilot study describe the campaign manager adding a high number of unique visitors making donations as a second dimension to the definition of a successful crowdfunding campaign. This alternative definition of a successful crowdfunding campaign as one that reaches its monetary goal and has a high website conversion rate is consistent with Greenpeace’s objectives of the crowdfunding campaign Rainbow Warrior.

Greenpeace offices had already raised some money for the ship, but there was a shortfall, and the objective of the crowdfunding campaign was therefore to raise the last money, which was fulfilled. Even so, the campaign manager repeatedly argued, as described above, that if they had had more time and money, the campaign would have been more successful. This contradicts with the campaign being successful since it actually raised more than the initial amount of money set to raise. However, according to the campaign manager, Greenpeace had a second objective of using the campaign website as a tool for attracting new long-term donors. This objective aligns with her definition of a successful crowdfunding campaign as one that both reaches its monetary goal and has a high percentage of unique visitors, and thus explains the contradictory statement that the campaign could have been even more successful in terms of acquiring a high number of new long-term donors.

Thus, the second defining feature of a successful crowdfunding campaign, a high percentage of unique visitors, is connected to a specific objective of Greenpeace, which has not been described in earlier research on successful crowdfunding. This absence suggests that the definition of what is successful in a crowdfunding campaign can vary. In other words, different types of crowdfunding campaigns could have different objectives, besides raising a set amount of money by tapping into the crowd. This further suggests that when a crowdfunding campaign is successful can be defined

differently between different founders and areas of crowdfunding. If so, it should be taken into consideration for future research and a broader range of successful crowdfunding campaigns should be explored for a deeper understanding of the underlying dynamics of the phenomenon of successful crowdfunding.

## **6. Discussion**

Research on successful crowdfunding campaigns has explored campaigns published on intermediary online platforms suggesting that donors base their decisions on rational judgement, which therefore must be taken into account when designing the crowdfunding campaign. However, findings from this pilot study indicate the opposite, describing an irrational and selfish donor that must be given an incentive and clear reasons of why donating. The need of donor oriented website content and transparent communication complies however with research on crowdfunding of science and journalism, pinpointing the necessity of financial control while at the same time having a website including a video expressing passion and enthusiasm with the intent to inspire to donation. It has also concluded that a successful crowdfunding campaign has to be built upon existing social networks, hence channelling donors to the website. Findings from this pilot study describe the importance of social networks, but also the importance of internal networks within the organization. The campaign was initiated by Greenpeace France, and built by Greenpeace International for the national offices to use it as a promotional tool. Thus, to get a deeper understanding of the importance of building a crowdfunding campaign upon existing social and internal networks and hence marketing strategies of local offices, interviews should be extended to local project managers. This is a limitation of this pilot study that future research should take into consideration.

Findings from this pilot study indicate, as described above, a second defining characteristic of a successful crowdfunding campaign, hence proposing an alternative definition of a successful crowdfunding campaign - one that at least reaches its monetary goal and has a high percentage of unique website visitors. The goal of having a high number of individuals visiting the website suggest that a crowdfunding campaign may have both a financial goal expressed externally at the website, and an organizational goal set internally such as acquiring long-term donors. Although the success factors of these goals might be the same, like having a donor oriented website, the defining characteristics of when the goals have been fulfilled, which is then when a crowdfunding campaign have succeeded, may not necessarily match. Thus, a crowdfunding campaign can succeed in

reaching its financial goal but failing to reach its organizational goal, and vice versa. The issue of a crowdfunding campaign having two goals, one financial and one internal has not previously been explored. The reason could be that most research has focused on indirect crowdfunding and not as much on direct crowdfunding. Thus, the intermediary function and structure of crowdfunding platforms could perhaps prevent a crowdfunding campaign of having both a financial and an internal goal.

## **7. Conclusion**

This pilot study set out to explore the phenomenon of successful crowdfunding with the aim to identify and analyse the characteristics of a successful crowdfunding campaign. Hereby developing a typology of characteristics of a successful crowdfunding campaign, thus adding a management perspective to the academic research in crowdfunding. Research has defined a successful crowdfunding campaign as one that reaches its monetary goal, either via an online crowdfunding platform intermediating between founder and funder, a strategy called indirect crowdfunding, or via the organization's own website called direct crowdfunding, a research area largely unexplored. This pilot study explores the atypical case of a direct non-profit crowdfunding campaign called Rainbow Warrior by Greenpeace. A post-positivist philosophical stance was taken, enabling findings of case study research generalizable to similar cases. Data from semi-structured interviews and website content were collected and triangulated through content analysis, enabling a thick description and holistic view of the characteristics of a successful crowdfunding campaign.

Findings suggests that a successful crowdfunding campaign is always oriented towards its donor, viewed as irrational, acting on feelings rather than pragmatism. It is also suggested that a successful crowdfunding campaign has to be transparent, enabling donors to control where their money goes, which is necessary for an individual to post-rationalizing an irrational decision. These findings differ from quantitative research in successful crowdfunding, which have suggested that donors base their decisions on rational judgement of the chance of a project succeeding. In similarity with earlier research, however, this pilot study describes the importance of building a crowdfunding campaign on social networks in order to channel donors to the website, and suggests an additional finding of the necessity of time and money to build such an infrastructure.

This pilot study has only explored the characteristics of a successful non-profit and direct crowdfunding campaign. It has not explored how or why the identified characteristics contribute to the success of a crowdfunding campaign. It should further be noted that this pilot study has been



primarily concerned on the characteristics of a non-profit and direct crowdfunding campaign defined successful in terms of raising more than the initial monetary goal. Unlike the accepted definition of successful crowdfunding campaign as one that reaches its monetary goal, the findings of this pilot study suggests a second defining characteristic of a successful crowdfunding campaign - a high percentage of unique visitors, meaning that each individual visitor is counted as one visitor no-matter how many times the visitor returns. This finding indicate that a crowdfunding campaign can have at least two goals, which may not necessarily match in terms of when these goals are considered fulfilled. Thus, a campaign could thereby be defined successful although it might not have succeeded in reaching one of its goals. Further research is required to understand if the specific features of the examined crowdfunding campaign could also apply to a broader range of crowdfunding campaigns.

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## Appendix A: Content analysis, Coding Scheme

Abbreviations: CM – Campaign manager, CS – Crowdfunding specialist, FILM – short films on website

Quotes/Statements from gathered data	Open codes	Axial codes	Selective codes/Categories	Core category
CM: People really enjoyed it. people like to go the site. I think it had high conversion, people who visited leaving a gift, and people stayed on the site longer than our average, it could be a good few minutes. Those indications of engagement were good so we was really happy about it, as I said the content was quite rich.	High conversation rate - number of visitors making a donation - and that they stayed a while is a sign that people found the website attractive	Less goal oriented and more consumer oriented	Motivate donors through content	Characteristics of a successful non-profit direct crowdfunding campaign
CS: Generally too much strategic weight is put on the end goal. Research of cancer is according to most standards more important to realize than a 3D penn, however, a Kickstarter campaign of the later innovation can inspire individuals to donate more money than to vitally important research of cancer.	In general, campaigns tend to put too much weight on the end goal			
CS: From a socio psychological point of view, it is important to really understand one's audience. Not necessarily listen to what they say, but to examine what they do	It is important to understand the behaviour of ones audience			
CS: In general it is not enough to have a noble goal and then rely on it to suffice.	Having a noble goal is not sufficient			
CS: To the furthest extent one should avoid believing too much in the rationale of "the good purpose". There is no correlation between how "good" a purpose is and how successful a crowdsourcing-campaign will become.	There is no correlation between rationality and the success of a campaign			
CS: It is important to look beyond ones own engagement and start from the uniqueness of the campaign, news value, relevance for the target group, the psychosocial behavior and tendencies among the audience and most of all how the balance between thresholds and experienced incentive looks like.	A campaign should be built with the behaviour and needs of ones audience in mind			
CM: We had a lot of different kinds of videos, different kinds of stories, people talking about environmental campaigning, so yes it was to try to make the content rich. It was just not a site where you made a gift but a site where you could actually listen to and share, so we tried to make something that gave the feeling that this was a boat that symbolized everybody's involvement and environmental activism.	Engage people and make them feel as participants in the campaign	Lowering thresholds and increase levels of engagement		
CM: It was not about Greenpeace, it was about everybody getting involved, and wanted to make a difference.	Make people feel that the make a difference			
CS: The purpose of the campaign has in general lower effect than most think. It is more relevant to identify thresholds and levels of engagement. Every human carries on a commitment and we are also willing to give it, but only if everything feels right and is presented in the right way. Additionally at the right point of time.	The purpose of the campaign has low effect on people's decision to donate, it has more to do with thresholds and levels of engagement			
CS: One single threshold, eg never had transferring money to a plusgiro account, could be enough for one individual to not donate money. Or if you have donated once at Kickstarter or Indigo, the probability that you will do it again increases significantly since a huge threshold has suddenly disappeared.	One threshold is enough to hinder a person from donating			
CS: It is important to look beyond ones own engagement and start from how the balance between thresholds and experienced incentive looks like.	The campaign's starting point should be to find a balance between the donors thresholds and their experience incentive			
CM: Then you would get mailed an e-certificate saying that you are the proud owner of this part of the boat virtually. And then you could also leave a dedication on the wall. And what we did was actually print the supporters names on the boat. So if you made a gift to the boat you would actually then your name would actually go onto a dedication wall which we physically made and that was put onto the boat.	Giving people tangible incentives for donating	Give donors a non-altruistic incentive		
CM: It was not about Greenpeace, it was about everybody getting involved, and wanted to make a difference.	Giving people intangible incentives for donating by making them feel that they make a difference Giving people intangible incentives for donating by making them feel that they are co-owners of the ship			
CM: We really wanted people feeling ownership of the boat, that it belonged to everybody.	Make it easy for people to share their act of deed with friends on social media			
CM: The whole functionality was built into the website with links to social media, like "hey look at me, I bought a chair, I bought a table" and so on.	Giving new member intangible incentives for donating by making them feel that they are co-owners of the ship			
CS: A certain aggressivity and clarity is necessary - and also to make it clear that the campaign will give the individual a direct incentive apart from "you will feel better" or "you support a good cause".	People need a clear incentive as motivation			
CS: The narcissistic paradox. How will the individual donor get more value back than they donated? One donation is quite simply also a transaction but the campaign has to figure out how they can deliver something to the donor that is not money.	People are narcissits and need to experience that the value received from donating is greater than the donation			
CS: The individual donates money as they experience that they get something in return. It can be a feeling, a nice certificate, an increased social status, an influencepower. Or simply the possibility to write on Facebook that today's good deed has been done.	People donates because they get something out of it			
CS: Some can see the value on their own but most needs help to do so. Buy a feeling worth thousands kronor through donating hundred kronor to The Red Cross. Is is important to show this clearly in the campaign.	Helping people find motivation can be done by illustrating clearly why they should donate			
CS: To illustrate it for example in a film. To explain it clear and simple in campaign texts. Repeat this message in different ways so it gets through, in all channels and all steps.	Why people should donate could be illustrated in films and texts which is repeated through different mediums			
CS: Just because an individual respects and understands the value in for example Greenpeace activities, a clear explanation of why just this individual should open the wallet so others can take credit and save the world is often necessary. The individual also wants to save the world!	Donors need a clear explanation of why they should donate			
CS: Important is transparency, since many compensate irrational actions with wanting to know exactly where their money goes. They want to know since they imagine themselves to know better, but actually it is to strengthen (or protect) the feeling they have paid for.	To motivate people to donate, transparency regarding what the money will be used for is important			

FILM: But now she served her time and we must retire her. That is why Greenpeace is asking for your donation. Help us build a new Rainbow Warrior to take on the enormous challenges we face to protect our planet. The Earth needs a new Rainbow Warrior. It needs YOU!	The donors money will be used for building a new ship			
FILM: I think our ships are really wonderful the most important tools to be able to continuing our campaigns. Nobody sees and knows what is happening out there, so we are able to bear witness, to protest be able to highlight the problem and try to help force solution and make sure so that the industry is not left alone and that politicians are forced to act on some of those crimes that is happening out there.	The new ship will be used to create issue saliency, direct campaigning and influence environmental legislation			
FILM: You face these giants of companies and governments that doesn't seem to listen, but if you have the Rainbow Warrior behind you, it just makes a big difference facing that giant. After more than 10 years of campaigning a solution to safely decontaminate some of the toxic material is under construction.	The new ship will be used to influence change in environmental legislation			
FILM: There is so much that is threatening our planet at the moment and for an organisation like Greenpeace it's really vital that part of what we can do is get out there on the ocean show what's going on and campaign against it. And I think the Rainbow Warrior will always be such a central part to getting out there, bearing witness and taking action.	The new ship will be used in Greenpeace's campaigns to create issue saliency and direct campaigning against environmental crimes			
FILM: With the Rainbow Warrior we can inspire mass action through reaching out touching peoples hearts. The Planet is full of wonders, and mystery and joys and that's what I am out there to protect.	The new ship will be used to mobilize grassroots movements			
CM: I think at that time we were getting a high number of unique visitors coming to our site every month	High number of unique visitors is a sign that the website is attractive	Attract a high number of visitors/donors to campaign website	Getting donors to the website	
CM: We had several target groups with the site.	Several targets			
CM: Yes there were a number of new members. But what percent, I'm sorry but I can't remember now, it was a few years ago.	High number of new long-term members			
CM: It were really attractive. We got quite a high percentage of unique people making donations	High percentage of unique visitors donating is a sign that the website is attractive			
CM: It was just the volumes, it was just the number of people getting there, that was what we really headed to. Once we got them there it was good. the problem was getting them there.	It is important not only to get a high number of unique visitors, but also a high number of visitors over the whole, which was difficult			
CS: But the big challenge is to get potential donors to the site. It is here 90% of the resources should be placed. No traffic, no money.	No website visitors equalizes no funding			
CM: We wanted to develop this tools for office to use to help raise donations in a capital campaign	The website was a tool for the national Greenpeace offices to raise money for the campaign	Promotion of campaign website		
CM: So it was decided for a couple of audiences. Mostly for our offices. So mostly for them to use to their own donors and also for using for acquisition to required new donors because we thought it was a good way to attract new donors.	The main audience of the website was the national offices that were the end-promoters of the website, which also used the website as a tool for attracting new donors			
CM: We wanted something that could communicate what the boat did, what it was? It also had other objectives in terms of communication objectives as well	One of the purposes of the website was to communicate the boat			
CM: We also used it as a major get donor tool so we actually would also invite really big major donors to sponsor parts of the boat	The website was used to attract donors with a lot of money			
CM: It's about how you really go and promote it and make it as powerful as possible.	Efficient promotion of the website is crucial			
CM: They would do direct marketing appeals, emails, some sort of online advertising, they did major donor proposals with nice materials, lots of emails, videos were produced, other website development.	Different techniques and tools for promoting the website was used			
CM: When you made a gift you could post the fact that you had bought a piece of the Rainbow Warrior ship and share that with your friends. And we would of course post all the time, and share through every ally that works. We had pop ups at our website, so when you came to the website as a new user, a unique visitor to the green website, an ad would pop, this pop up box which would talk about the boat and with the link where you could go and visit it.	Social media was used to channel donors to the website as well as links on different Greenpeace website			
CS: Just because the founder has a noble goal with the campaign, it is often not enough. If it was enough organisations like Red Cross, Cancerfonden, Amnesty and so on would not have to be so good on communication. But they are good on communication because they are forced to be.	Communication is necessary if the campaign will succeed			
CM: We think that we could have done better. If we had more time. We only had four months really until everything was build. Had the project been setup earlier and if more offices had got involved. I think we only had four offices involved when I think we should have had at least ten. That would have made a big impact.	More time mean more people involved in promoting the campaing and greater success	Time	Time and money	
C:: If it would have been a more longer-term campaign that we would have built, a few years ago, I think we could have built all those extra things. But there was just not enough time and that was the downfall.	More time mean that the website could have been more elaborated			
CM: If we had more time, we would got more officers on board, we would have been able to done more, we would promote it more it just we would just have gone further and done more. It was a lot of work for a project that only lasted five months and that was too short.	More time mean more people involved in promoting the campaing and greater success			
CM: I think it takes time to if you are gonna build this kind of infrastructure, it is a lot of work to build things like this, they are not simple jobs.	To build the infrastructure of a crowdfunding campaign takes time			
CM: It takes time for this thing to build, so you have to be able to keep talking about the issues in different ways, you have to be able to keep drawing people to it	To build an infrastructure that attract people to the website takes time			
CM: You have to have a budget to promote it, it's no point to have this fabulous tool and then you can't promote it, so we had no real budget to promote it	To promote the website requires money	Money		
CM: You need to have that infrastructure around you that keeps the momentum going. You have to have different hooks to bring people to it. That's the other thing we could have done better. If we had had more money we could have done that better.	To keep the crowdfunding campaign up and running requires money			
CS: The goal should be connected to the purpose with the money. The higher purpose, the more resources spent on the campaign, so here it is crucial to find the golden section.	The amount of money set to raise must be balanced against the campaign costs			

## **Appendix B: Interview with the Greenpeace Campaign manager, May 11, 2014**

Christina and Thomas: Could you start just telling a little bit about yourself and your work with Greenpeace.

Campaign manager: So I was with Greenpeace for 5 years. I am no longer with them I think I mentioned I'm with Save the Children. I've moved back to New Zealand. But I was with Greenpeace International for 5 years. And I had a couple of roles there. And one of the roles there was the whole Rainbow Warrior crowdsourcing project.

Christina and Thomas: Exactly. About that project can you briefly explain how campaign was developed from the ideas to execution?

Campaign manager: So we had to raise a fair bit of money to this project. We wanted to develop this tool for offices to use to help raise donations in a capital campaign. I don't remember how much money we have to raise for the boat but it was quite a lot of money. So we basically went on to a few agencies to help us get some ideas. And we used a French agency. We found a creative agency but also a technical agency who builded the website and they were really brilliant actually cause the functionality on the site was very good. So combined with the two and the idea of people being able to buy a little piece of the Rainbow Warrior and the technical side that actually build that. It just all evolved from there. We had all the plans of the boat. All the technical drawings - so the agency was able to use those as sort of a template for the design and it worked really well. It was a lot of work but it worked well.

Christina and Thomas: Who did you see as the intended audience. Who did you create the campaign for? Who did you want to attract?

Campaign manager: So it was decided for a couple of audiences. Mostly for our offices. So mostly for them to use to their own donors and also for using for acquisition to required new donors because we thought it was a good way to attract new donors. People who hadn't perhaps engaged with Greenpeace before but who knew the Rainbow Warrior and who wanted to just give a sort of a one off gift and feel some kind of ownership and then obviously from a fundraisers point of view being able to convert these people to longer terms supporters. And the obviously we had people coming to Greenpeace Internationals website and we wanted to be able to create that compelling ask for them when they - cause we, I think at that time we were getting a high number of unique visitors coming to our site every month and I can't remember what exactly it was. So those were the main sort of audiences really.

Christina and Thomas: How long time did it take before you actually had the funding for the boat?

Campaign manager: Well some of it had already been raised, a lot of it had already been raised over a period of few years by the offices but there where the shortfall and so that is why this came about.

We wanted something that could communicate what the boat did, what it was? It also had other objectives in terms of communication objectives as well.

Christina and Thomas: You were talking about the functionality on the site and how important that was for the project. Can you tell us a bit more about that?

Campaign manager: So the idea where that you could move around the boat. You could move it physically and then you could explore different areas of the boat and then you could just click on a piece you wanted to buy, sort of a virtual and fun and then there would be a description about it and a price. Then you would get mailed an e-certificate saying that you are the proud owner of this part of the boat virtually. And then you could also leave a dedication on the wall. And what we did was actually print the supporters names on the boat. So if you made a gift to the boat you would actually then your name would actually go onto a dedication wall which we physically made and that was put onto the boat. So that was how the kind of task structure was made. And the price in the gift shop kind of ranged small amounts, you know 20€ up to 750-800€. We also used it as a major get donor tool so we actually would also invite really big major donors to sponsor parts of the boat and they would actually get part of the boat named after them. Like a room or something dedicated to them. We had several target groups with the site.

Christina and Thomas: Do you think the campaign was successful?

Campaign manager: Well, I think it could have been more successful. I think it was a successful campaign in the sense that it worked really well. It were really attractive. We got quite a high percentage of unique people making donations but we think that we could have done better. If we had more time. We only had four months really until everything was build. Had the project been setup earlier and if more offices had got involved. I think we only had four offices involved when I think we should have had at least ten. That would have made a big impact. But in terms of the design and what it was I think it was great and in the four months it raised more than any other website that Greenpeace had ever done so we knew it was a high responding website. I mean subsequently to that the act of the campaign is now going on to make more money because of the long jiverty - it has been running for a couple of years now. But at the time it was good. I just think it's like any good idea. It's about how you really go and promote it and make it as powerful as possible.

Christina and Thomas: Are you comparing with other campaigns that Greenpeace did before as well?

Campaign manager: Well that I am aware of - so maybe I should qualify that - so there may have been a couple of others but I am just not aware of them.

Christina and Thomas: If you compare with other crowdfunding campaigns what were the main differences. What makes this campaign so unique?



Campaign manager: Well you have to tell me that. I am not so sure. I mean I don't really know enough about other crowdsourcing websites. I know they are fairly new but I don't have a lot of details about what others have done.

Christina and Thomas: How did you create engagement with the users, and is co-producing important for the campaign and the users to feel engaged with the ship?

Campaign manager: I think so, and that was what we deliberately wanted, to have that kind of features. We really wanted people feeling ownership of the boat, that it belonged to everybody. It was not about Greenpeace, it was about everybody getting involved, and wanted to make a difference. We had a lot of different kinds of videos, different kinds of stories, people talking about environmental campaigning, so yes it was to try to make the content rich. It was just not a site where you made a gift but a site where you could actually listen to and share, so we tried to make something that gave the feeling that this was a boat that symbolized everybody's involvement and environmental activism.

Christina and Thomas: How many of the donors that came to the site were Greenpeace members and how many were actually newcomers, new members for Greenpeace?

Campaign manager: I can't remember to be honest, but I think a lot that came through to Greenpeace international website were all new because we [Greenpeace International] don't have supporters, we don't fundraise. France I think got 4000 new members in four months, so I think they were really happy about that.

Christina and Thomas: So there were a huge number of new members coming in because of the campaign?

Campaign manager: Yes there were a number of new members. But what percentage, I'm sorry but I can't remember now, it was a few years ago.

Christina and Thomas: Besides the website, did you have any else campaign material that the different Greenpeace offices could use?

Campaign manager: Yes. They would do direct marketing appeals, emails, some sort of online advertising, they did major donor proposals with nice materials, lots of emails, videos were produced, other website development.

Christina and Thomas: So you provided the website and then the offices communicated the campaign?

Campaign manager: Yes. We provided the platform and then they could for example get the website translated, and then when you came to the website you clicked on the language, French, you know whatever, and then you would go that way.

Christina and Thomas: So you had the website in different languages?

Campaign manager: Yes, there were a couple of different languages. I think it was French, yes it was definitely translated into French, and I think it was another, it might even been Polish, I can't remember now, sorry.

Christina and Thomas: How did you work with social media to spread information about the campaign?

Campaign manager: A lot, and that was another thing. When you made a gift you could post the fact that you had bought a piece of the Rainbow Warrior ship and share that with your friends. And we would of course post all the time, and share through every ally that works. We had pop ups at our website, so when you came to the website as a new user, a unique visitor to the green website, an ad would pop, this pop up box which would talk about the boat and with the link where you could go and visit it. So there was a lot. The whole functionality was built into the website with links to social media, like "hey look at me, I bought a chair, I bought a table" and so on. We even had activist clothing.

Christina and Thomas: Did you go to the level where people actually could open their own Greenpeace shop and sell the stuff there and spread information about the campaign?

Campaign manager: No, we did not had that kind of membership system. That was the thing I think, as I said before, that if it would have been a more long-term campaign that we would have built, a few years ago, I think we could have built all those extra things. But there was just not enough time and that was the downfall. Or not the downfall, but I think that is something we could have done better.

Christina and Thomas: Is there anything else you think you could have done better?

Campaign manager: No, I honestly think it was a great site, I'm really happy with it. I just think it could, if we had more time, we would got more officers on board, we would have been able to done more, we would promote it more it just we would just have gone further and done more. It was a lot of work for a project that only lasted five months and that was too short.

Christina and Thomas: What is the most critical issue in a campaign like this?

Campaign manager: I think it takes time to if you are gonna build this kind of infrastructure, it is a lot of work to build things like this, they are not simple jobs. You have to have a great developer, and we were lucky to have a great developer, and you have to have a budget to promote it, it's no point to have this fabulous tool and then you can't promote it, so we had no real budget to promote it and then no time. It takes time for this thing to build, so you have to be able to keep talking about the issues in different ways, you have to be able to keep drawing people to it, you need to have that infrastructure around you that keeps the momentum going. You have to have different hooks to

bring people to it. That's the other thing we could have done better. If we had had more money we could have done that better.

Christina and Thomas: How important do you think Rainbow Warrior is for the Greenpeace brand?

Campaign manager: I think it is pretty important, in certain markets. Some markets may not have heard of it, but other markets, especially in English and French speaking markets, you now Australasia and UK. If you take it to Turkey, people might not have heard about it, so it really depends. But overall it is important for Greenpeace very much so, and i think it is tied to the brand, much so.

Christina and Thomas: How was the campaign received among the donors, how was the communication and reaction?

Campaign manager: Great! It was very good, lots of great comments. People really enjoyed it. people like to go the site. I think it had high conversion, people who visited leaving a gift, and people stayed on the site longer than our average, it could be a good few minutes. Those indications of engagement were good so we was really happy about it, as I said the content was quite rich. It was just the volumes, it was just the number of people getting there, that was what we really headed to. Once we got them there it was good. The problem was getting them there.

Christina and Thomas: The project board that worked with the campaign, how many were from Greenpeace working with the campaign?

Campaign manager: Just two of us, and than we had the designer, DDB an agency in France, and the developer Les 84, they were fantastic.

Christina and Thomas: What was the reason for reaching out to DDB in Paris?

Campaign manager: Because they were the agency working with Greenpeace France.

Christina and Thomas: So, the campaign was initiated by Greenpeace France?

Campaign manager: Yes it was. France wanted to do something but then they asked Greenpeace International to do it. They introduced us to DDB and they came up with these ideas and then we went to Les 84 who was a partner of DDB, who had worked with them before. That was how we were introduced.

## **Appendix C: Interview with Marketing Specialist, May 10, 2014 (translation from Swedish to English)**

Christina and Thomas: In general, when do you think a crowdfunding campaign has succeeded?

Crowdfunding specialist: By setting a goal. The goal should be connected to the purpose with the money. The higher purpose, the more resources spent on the campaign, so here it is crucial to find the golden section.

Christina and Thomas: The goals you mention, what are they?

Crowdfunding specialist: The monetary goal that the sender decides before the campaign. The goal is decided from parameters such as estimated use of resources, revenues necessary to fulfil the goal with the campaign, plausibility based on earlier experience, knowledge about the audience etc.

Christina and Thomas: What strategic differences would you say there are between a successful and a failed campaign?

Crowdfunding specialist: Generally too much strategic weight is put on the end goal. Research of cancer is according to most standards more important to realize than a 3D pen, however, a Kickstarter campaign of the later innovation can inspire individuals to donate more money than to vitally important research of cancer. Personally I have donated more money this year to an American leather manufacturer than to for example Amnesty. It is not because of I am stupid or evil, and absolutely not because I think American traditions of craftsmanship is more important than global human rights, it is because I am a human whose actions are not rationally linear. From a socio psychological point of view, it is important to really understand one's audience. Not necessarily listen to what they say, but to examine what they do. And like in all campaigns, it is necessary that preparations, coordination, and implementation works as it should.

Christina and Thomas: Could you tell us more about what you mean with too much focus on the strategic goal?

Crowdfunding specialist: Just because the founder has a noble goal with the campaign, it is often not enough. If it was enough organisations like Red Cross, Cancerfonden, Amnesty and so on would not have to be so good on communication. But they are good on communication because they are forced to be. In general it is not enough to have a noble goal and then rely on it to suffice.

Christina and Thomas: What do you consider important for a crowdfunding campaign to succeed?

Crowdfunding specialist: Crowdfunding has many similarities with political communication of campaigns. A certain aggressivity and clarity is necessary - and also to make it clear that the campaign will give the individual a direct incitement apart from "you will feel better" or "you support a good cause".

Christina and Thomas: When a campaign succeeds, how much does it depend on features of the campaign and how much does it depend on the strategies used?

Crowdfunding specialist: There are no dividing line between the campaign and strategies of influence. It is those strategies that together constitute the campaign. Everything from the creative process to the content and the messages, which hopefully has not appeared by chance, but from the goals and the strategies developed to reach them. However, the purpose of the campaign has in general lower effect than most think. It is more relevant to identify thresholds and levels of engagement. Every human carries on a commitment and we are also willing to give it, but only if everything feels right and is presented in the right way. Additionally at the right point of time. One single threshold, e.g. never had transferring money to a plusgiro account, could be enough for one individual to not donate money. Or if you have donated once at Kickstarter or Indigo, the probability that you will do it again increases significantly since a huge threshold has suddenly disappeared.

Christina and Thomas: Which influence strategies are most appropriate to motivate/convince people to donate to and engage in crowdfunding campaigns?

Crowdfunding specialist: The narcissistic paradox. How will the individual donor get more value back than they donated? One donation is quite simply also a transaction but the campaign has to figure out how they can deliver something to the donor that is not money. An individual does not donate one hundred kronor just because they exist and can be dispensed. The individual donates money as they experience that they get something in return. It can be a feeling, a nice certificate, an increased social status, an influence power. Or simply the possibility to write on Facebook that today's good deed has been done. Some can see the value on their own but most needs help to do so. Buy a feeling worth thousands kronor through donating hundred kronor to The Red Cross. Is is important to show this clearly in the campaign.

Christina and Thomas: How could you, in practical terms, help people see the value in donating?

Crowdfunding specialist: To illustrate it for example in a film. To explain it clear and simple in campaign texts. Repeat this message in different ways so it gets through, in all channels and all steps. Just because an individual respects and understands the value in for example Greenpeace activities, a clear explanation of why just this individual should open the wallet so others can take credit and save the world is often necessary. The individual also wants to save the world!

Christina and Thomas: Do you think it is important to get the donor to feel involved in the production process? If so, how do you get a people to feel like that?

Crowdfunding specialist: First it is important to allocate time and resources to engage in a dialogue with the community. In prolongation to demonstrate that their feedback have had real effects. That could be easier for innovation but harder for long term research, for example. But equally important is transparency, since many compensate irrational actions with wanting to know exactly where their

money goes. They want to know since they imagine themselves to know better, but actually it is to strengthen (or protect) the feeling they have paid for.

Christina and Thomas: Is there anything special one should avoid in strategic terms to minimize the risk of failure?

Crowdfunding specialist: To the furthest extent one should avoid believing too much in the rationale “the good purpose”. There is no correlation between how “good” a purpose is and how successful a crowdsourcing-campaign will become. It is important to look beyond ones own engagement and start from the uniqueness of the campaign, news value, relevance for the target group, the psychosocial behaviour and tendencies among the audience and most of all how the balance between thresholds and experienced incentive looks like.

## Appendix D: Transcription of short films on campaign website

### Introduction film

She has been rammed, raided, bombed, and is loved by millions. To be a witness to environmental destruction, she is our eyes, our ears. And when bearing witness isn't enough to create change, she takes action! She helped ending nuclear testing in the pacific, blocked cold port to call attention to climate change, closed down destructive fishing operations, and stopped the illegal transport of timber from the Amazon. But now she served her time and we must retire her. That is why Greenpeace is asking for your donation. Help us build a new Rainbow Warrior to take on the enormous challenges we face to protect our planet. The Earth needs a new Rainbow Warrior. It needs YOU!

### Storytelling films

#### *1985 - Peter Willcox on the sinking of the Rainbow Warrior*

The Marshall Islands are the home of the US nuclear atmospheric testing, and a group of people on Rongelap had been exposed of the biggest test of all, a bomb that was a thousand times more powerful than Hiroshima. Over the ensuing 25 years that they were living there, they experienced worse and worse health situation. So they got to the point where they asked to be moved. They asked their own government, they asked the US government. And when we went out there in 85, they also asked us if we would not help them move of the island. We said of course. To take part in that Rongelap action was just an amazing thing, I mean it just warped anything the crew was going through. I was in my bed asleep when the bomb got off.

I did not realise what it really was, I just woke up, and I thought we been in collision with another boat at sea. So I looked down at my forward portal and I saw the lights of ... and I thought ok it's not my fault. I got up and everything was upside down in my cabin. I could see water where about one meter below the main deck level. I had no idea what that could be, I figured someone had left the tap running, that's what really went through my mind. And that was when the second bomb went of, and it went of right under our feet, and I thought ok it's time to go. So I walked back ... calling out abandon the ship, trying to look into cabins as I passed them, went outside on the casting deck and crawled up on to the top, stood there looking at the boat, all these bubbles coming up out of it. And that's when Davey Edward, the chief engineer came up to me and said well Fernando's down there. And I remember arguing with him about it, thinking Fernando's got into town, that's what he always did. It was a surprise to find out that it was the French did it, at the same time it was a confirmation that what we were doing mattered. About two days later we had a memorial service for Fernando. It was not until we had to lift that casket, I had to lift that casket up and several others and carry it out that it all came crashing down and all of the sudden I realized that inside this big box it was a dead friend and it was very real and very final.

#### *1995 - Manuel Pinto and the ship that sailed herself*

We just had received back to Rainbow Warrior after the first time we had tried to enter ... We were looking for a new way to continue our protest and to still manage to enter the restricted area in the atoll. The French military and navy did not understand because they took over the bridge of the Rainbow Warrior and they tried to disconnect everything but they could not stop the ship it was still

going, around the navy vessels it was still proceeding. We built a little box with two joysticks where the captain would be able to place himself in the crows nest hidden, and by doing that connecting the instruments on the bridge, he was able with the joysticks to steer the rainbow warrior into the Atoll. The French had investing so much in the second protest making it impossible for us to enter and even so they were totally unable to move what we had planned. They had to cut through the thick plate to get into the engine room to stop by hand the engines. John Castle the captain of the time remained on the crows' nest hidden with some canvas for over 30 hours, until he actually asked himself to come down. I think our ships are really wonderful the most important tools to be able to continuing our campaigns. Nobody sees and knows what is happening out there, so we are able to bear witness, to protest be able to highlight the problem and try to help force solution and make sure so that the industry is not left alone and that politicians are forced to act on some of those crimes that is happening out there.

#### *2000 - Abi and Crizel, the Toxic Warrior*

1991 the Philippines senate rejects U.S. military bases agreement. Mount Pinatubo erupts June 1991 leaving tens of thousands without homes or livelihoods. Over 20 000 refugees are moved to the evacuated U.S. Clark air base. They actually left most of their waste. Deadly toxic waste around the base. U.S. return bases to the Philippines in November salvaging what they can leaving behind a toxic legacy that poisoned land and water. When people were actually relocated in these areas they didn't know what was stored underneath the soil. They thought they were actually going away from harm but they were actually being brought to harm. Crizel Valencia, we call her the toxic warrior in the Philippines was one of those kids who was affected. It was in 1999 that she was diagnosed to have leukemia. In February 2000, the Rainbow Warrior visited the Philippines for the "toxic free asia" tour. So she drew her vision of the Rainbow Warrior, and we used this as a poster for the tour. When she came to the ship it was with twenty other kids, some of them could walk, and they could go around the ship not assisted, but with Crizel the on-board doctor checked her out to make sure she's comfortable, because she's really sick by then. The highlight of that trip for the kids is that they actually went on one of the originated inflatable boats. Crizel was sitting on the lap of Butch, and she was holding the steering wheel and captain Pete was assisting her and telling her to turn right or to turn left. When the other kids were having their turn for their boat ride, her mother realized she's looking very lethargic and being very quite and so they decided you know give her some rest, it's been a very very big experience for them. Crizel passed away peacefully on board of the Rainbow Warrior. She was just six years old. It was very hard for us to accept that she really died in the Greenpeace ship in the beginning, but it also inspired us to do more. Activists return toxic waste to U.S. embassy. Things happen, and it either inspires you or stops you from doing things, and I think that's one of the amazing things that Rainbow Warrior offers. You face these giants of companies and governments that doesn't seem to listen, but if you have the Rainbow Warrior behind you, it just makes a big difference facing that giant. After more than 10 years of campaigning a solution to safely decontaminate some of the toxic material is under construction. But the ground and water remain contaminated.

#### *Karli Thomas and the tuna blockade*

Now, we just crossed over from Cyprus and we were heading to France. We were going to hold a workshop about Marine reserve. One of the big issues that was threatening the Mediterranean we've



been drawing attention to was the overfishing of Bluefin tuna. It was a huge counter-protest from the French tuna fishing fleets and they all came out to block us from entering Marseilles port. That was just by being there. As a ship that means so much and also as an organization that is there to raise the issue that they simply doesn't want to be out in public. I think it was about 25 tuna seiners blockading the Rainbow Warrior, which is basically a sailing vessel. So here we were coming in sort of slowly and peacefully to enter port and this sort of high-speed tuna vessel surrounding us and blocking us off. And helicopters overhead from the press. We were having eggs and flower and things thrown at us - a bag of rubbish at one point and a lot of water coming in but the message actually ended up coming out there a lot more widely and a lot more strongly than we would have achieved with a few mariners workshops in Marseilles. There is so much that is threatening our planet at the moment and for an organisation like Greenpeace it's really vital that part of what we can do is get out there on the ocean show what's going on and campaign against it. And I think the Rainbow Warrior will always be such a central part to getting out there, bearing witness and taking action.

#### *Mike Ficken and bringing the Rainbow to Kingsnorth*

It started really early in the morning in the darkness. We emerged in the south end pier. We ended up sailing with 88 people on board. The police got rather confused and they didn't notice the Rainbow Warrior until we actually came alongside and tied up. We loaded gangplank and let everyone find out very quickly - up the gangplank each be given a flag - one flag to represent a nation. The carbon dioxide that can be admitted from the extension of Kingsnorth would be over and above the carbon dioxide that was admitted collectively from those 30 nations whose flags the activists held. With the Rainbow Warrior we can inspire mass action through reaching out touching people's hearts. The Planet is full of wonders, and mystery and joys and that's what I am out there to protect.