



MASTER THESIS,

**“HOW DO VOLUNTARY TEAM
LEADERS CONSISTENTLY RAISE
HIGH AMOUNTS OF MONEY DURING
THE MOVEMBER CAMPAIGN?”**

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ABSTRACT

Background: Despite the existence of quantitative studies investigating the variables that determine fundraising performance, multiple authors suggest that the mechanisms and the qualitative context of how sustainable and outstanding fundraising performance is achieved by team leaders, merit further study. In response, the following research question was formulated: *“How do voluntary team leaders consistently raise high amounts of money during the Movember campaign?”*

Method: In order to explore how outstanding fundraising performances are achieved by team leaders, an explorative case study was conducted with eleven Movember team leaders who have consistently generated high levels of funding year-on-year. Data were collected from qualitative, semi-structured interviews. Subsequently, data was analysed via the content analysis method.

Findings: On the one hand, team leaders certainly benefit in their fundraising practices from contextual conditions which offer opportunities and resources, such as potential team members, potential donors, and supportive corporations. On the other hand, team leaders were found to be very capable and skilful in approaching stakeholders, and including them in a sustainable manner within their campaign.

From a team member’s perspective: Members mostly fulfilled their fundraising tasks separately, within the context of an interdependent team goal. Accordingly, it is the team leader who drives, coordinates, and facilitates the fundraising process for each member, with the aim of sustaining engagement with the cause for a full month. Additionally, team leaders not only focus on the absolute amounts raised, but, recognising that levels of dedication differ, aim to generate a fun experience while volunteering.

From a donor’s perspective: The surveyed team leaders demonstrated understanding that it is critical to have a ‘fit’ with donors during the fundraising process. These fit manifests in a personal relationship with the donor, generation of excitement amongst donors, and a clear explanation of what the donor’s impact is.

From a corporation’s (voluntary programme) perspective: The study revealed that team leaders benefit from having full ownership over their campaign within the company. The role of the firm is supportive, in terms of the team leader’s needs and the granting of access to the firm’s resources. Regarding the task design, individual members benefit from tasks that can be fulfilled separately.

Limitations: The inductive research design, which lacks calculated reliability tests (e.g. Cohen’s Kappa), combined with the specific nature of the case under study, might limit the generalizability of the reported findings to the wider field of voluntary team leadership in the fundraising context.

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1. INTRODUCTION,

1.1 The situation and the problem in practice

The “Movember” organisation aims to raise awareness of men’s health issues, such as prostate cancer, testicular cancer, and men’s suicide. Each November, they organise a global campaign in which the aim is to raise as much money for medical research as possible. During this campaign, some team leaders are particularly successful, in terms of consistently generating high amounts of money. This begs the question of how it is these team leaders are successful, and how they consistently manage to fundraise more than other Movember teams.

1.2 The situation and the problem in the academic field

Considering the literature available on the topic of fundraising, it is clear that the academic field has given this subject substantial attention over the past decade. However, the field has often been typecast as dispersed and fragmented, by a variety of authors: e.g. Bekkers and Wiepking (2011), Mack, Kelly and Wilson (2016), and Čačija (2013). According to Mack, Kelly and Wilson (2016) advances in fundraising research can often be attributed to one of four different disciplines, namely: finance, non-profit management, marketing, and public relations. As a result of this dispersion in the field, the academic literature regarding fundraising lacks clear overall definition and robust theory-based concepts, added to which certain aspects have been investigated intensively, whereas others lack academic scrutiny (Betzler, 2014). Regarding the aspects which have received attention, fundraising literature has mainly focused on the ‘external’ side. More precisely, it has focused on understanding the donors and their drivers for giving (Bekkers and Wiepking, 2011). Only scant attention has been paid to the ‘internal’ side: the fundraisers themselves. Subsequently, the topic of fundraising management, and thus the factors that lead to outstanding fundraising performances, are relatively unexplored in the academic field (Sargeant and Shang, 2016).

Betzler (2014) gathered and analysed a considerable proportion of the available research related to fundraising management and fundraising success. She concluded that research on fundraising management is mainly influenced by quantitative studies. To clarify, these studies are concerned with variables that determine the optimum relationship between fundraising income and topics such as size, effort, costs, donor networks, size of donor contributions, fundraising methods, degrees of formalization, and the presence of a strategic plan. Hence, Betzler (2014) concluded that the available research mostly consists of individual findings, without the coherence provided by consideration of other variables. In consequence of the influence of quantitative studies, little is known about the developmental dynamics and the (team) context of these variables. In other words, the available body of research has identified variables that determine fundraising income, rather than providing explanation of how some fundraising teams perform consistently at a high level.

1.3 Research goal

Despite the existence of studies investigating the variables that determine fundraising income, authors (e.g. Sargeant and Shang, 2016; Betzler, 2014; Bekkers and Wiepking, 2011; Walker, van den Broek, Ehrenhard and Priante, 2017) suggest that the mechanisms of, and the qualitative context in which, outstanding fundraising performance is achieved, merit further study. In response, this research aims to explore, from a team leader perspective, how outstanding fundraising performances are achieved over time, with the aim of benefitting fundraisers and fundraising teams in their task of securing income. The following research question has, therefore, been formulated: *“How do voluntary team leaders consistently raise high amounts of money during the Movember campaign?”*

1.4 Relevance

Research on Movember team leaders, who have successfully raised money over a period of years, and who are mostly situated in workplaces, in teams that are composed of co-workers, friends and/or family¹, has relevance for various reasons. In particular, it contributes to understanding across three topics, namely, 1) fundraising management, 2) the organizing of employee-driven voluntary programmes, and 3) team leadership within the Movember campaign.

First, the practice of fundraising represents a large proportion of the income of thousands of charities working on behalf of important causes around the world. For these charities, and for organisations employing fundraising practices in general, it seems logical to prioritise the gaining of insight about factors that might contribute to substantive and long-term benefit in the fundraising context. Second, regarding the organizing of employee-driven programmes aimed at addressing a social need: these kinds of programmes have become extremely popular of late among executives, in that they can deliver various strategic advantages to firms. However, the sustainable success of corporate volunteering programmes heavily depends on bottom-up initiatives, as opposed to top-down willingness. In other words, it is employee-volunteers that contribute long-term in terms of investment of time, energy, and skills (Muthuri, Matten and Moon, 2009). Many of these programmes end in failure, struggling to retain employee participation (Boccalandro, 2009). Therefore, it would be an interesting subject for these executives, to better understand how it is that some Movember team leaders are successful ‘year-in-year-out’ in terms of retaining a team engaged with the cause. Third, the insights will be valuable in a direct sense for Movember, given they will enable them to gain a better understanding of their key members, as well as on how to educate and support team leaders, going forward.

¹ See, “Movember in the Workplace” for a better understanding of how the Movember campaign has been orchestrated by its team leaders. Available via, <https://us.movember.com/get-involved/workplace>

1.5 Theoretical framework

Figure 1 represents an overview of all research streams which provide a contribution to fundraising research, and the different categories of fundraising research. The broad category of ‘fundraising management research’ forms the topic of focus within this paper. Normally, a too-wide scope can constitute a problem in research; but, in this case, fundraising success can best be assessed through taking into consideration a broad variety of contributing factors.

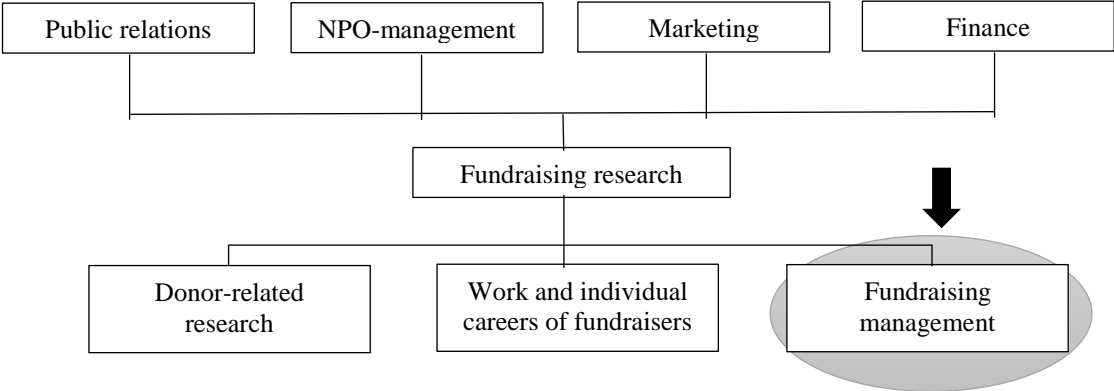


FIG.1.1 – ORIGINS AND CATEGORIES WITHIN FUNDRAISING RESEARCH (PARTIALLY EXTRACTED FROM BETZLER (2014))

2. LITERATURE REVIEW

2.1 - Outline

In this section, available literature on the topic of fundraising management is reviewed, in order to explore the components that lead to outstanding fundraising performance, and to better specify how, why, what, and when these factors contribute. The reviewed literature has been framed via a systematic Input-Process-Output (IPO) framework; this is a dominant approach for the examination and exploration of teams and team leadership effectiveness (Rousseau, Aubé and Savoie, 2006). In general, ‘inputs’ refer to factors existing prior to an activity; ‘processes’ describe the transformation of input into output; and ‘output’ is the result of the activity, which will have value for one or more stakeholders (Ilgen, Hollenbeck, Johnson and Jundt, 2005; Marks, Mathieu and Zaccaro, 2001). At the end of this chapter, a conceptual IPO framework will be presented, to serve as a summary of all important components of outstanding fundraising performance. The following paragraphs explain, in some depth, the importance of these topics, and present various propositions.

2.2 Output: The result of fundraising practices

To explore the components that lead to outstanding performances, it is, arguably, important to first gain an understanding about what fundraising, and consequently what success in fundraising, actually means. Only accidental attention has, to date, been paid to defining this in the academic literature. Most scholars simply refer to fundraising in terms of a collection of funds, or do not consider a definition at all. A possible explanation for this is that the term itself carries the meaning: i.e., success in raising funds (Čačija, 2013). Moreover, the amount of funds raised is an appealing and applicable variable for quantitative studies in examining fundraising success, meaning that there seems little relevance or interest in considering the actual meaning of success itself (Betzler, 2014). Another plausible reason is that fundraising is often conceived as an activity of non-profit organisations (NPOs) or philanthropic organizations, rather than being an ‘independent art’ in its own right. Consequently, the terminologies ‘NPO’ or ‘philanthropy’ themselves link, albeit indirectly, the purpose of fundraising and serving a higher cause (Eikenberry, 2005).

Cohu (2012) describes the troubling paradox of defining fundraising. On the one hand, fundraising success is not necessarily about raising funds, but rather the long-term process of building relationships with like-minded donors who can facilitate the mission of a team or organization. On the other hand, fundraising success is mainly dependent on financial support to guarantee services and the financial viability of teams and organizations. Especially relevant to the topic of defining fundraising success are the findings of Sargeant and Shang (2016). These researchers conducted semi-structured interviews with 25 fundraising leaders. None of these leaders defined success in terms of absolute amounts raised; success, therefore, is relative, and is defined in terms of delivering growth, and

substantive growth at that. However, to truly understand fundraising success, a wider scope is needed, given that almost all the interviewed leaders brought up the fact that success can be viewed as a system of processes, relationships, and structures, which combine with passion and belief in what might be achieved. The most important outcome, ultimately, is the structural impact on the mission. Hitherto unmentioned, however, is that the experience of volunteering, in and of itself, can be an important form of output as well; psychological and sociological research suggests that the experience encountered by volunteers is one of the primary determinants in the decision to sustain voluntary participation (Clary et al., 1998; Grube and Piliavin, 2000; Omoto and Snyder, 1995).

To sum up, success with fundraising can be interpreted on levels other than simply the amounts raised. Landy and Conte (2016), for instance, divided team outputs into performance and productivity, member satisfaction, and development. Hence, this study argues that successful team leaders are aware of these different levels of output and their different effects on team performance. The following proposition is therefore formulated:

P1: Successful team leaders take a broad view of the outputs of their fundraising (team) activities, considering more than just absolute amounts raised.

2.3 Input: The factors that exist prior to an activity

The topic of Movember teams has also been studied by Walker, van den Broek, Ehrenhard and Priante (2017), who have described them as transitory teams: ‘‘who help and support with key activist tasks during periods of heightened mobilization’’. Hence, they argue that the teams benefit from contextual conditions, such as resources and opportunities in the communities and regions in which they operate, as well as from agency factors – i.e., the ability and capacity of individuals to influence the outcome of activities (Edwards and McCarthy, 2004). Hence, the overarching proposition in this paragraph, is that team leaders benefit in their fundraising practices from factors that exist prior to the given activity – in particular, agency factors and contextual conditions.

2.3.1 Contextual conditions

To reaffirm this point, it has been mentioned that fundraising success is not necessarily about raising funds, but rather the long-term process of building relationships with like-minded donors who can facilitate the mission of a team or organization (Cohu, 2012). It is worth noting that such facilitation of the team’s mission by these relationships can be viewed in a wider context than just the actual amount of money donated; access to their knowledge, goods, resources, time, and networks can represent value as well (Crumpton, 2016). The terminology of ‘relationships’ has to date been rather widely and vaguely formulated: the literature has categorized relationships in terms of their donating capacity only, namely, 1) individuals, 2) corporations, 3) foundations, and 4) bequests. List (2011) revealed, as a result of this categorization, that individuals are responsible for 75% of all donations in the USA. The second biggest

source is foundations, at 12%; with bequests and corporations both representing 6,5% of all charitable giving.

To return to the issue at hand, there are a variety of entities which can facilitate a fundraising mission, and fundraising performance can be said to be contingent on the presence of certain structural factors within the community. For instance, individuals can contribute by making small or major donations, by being volunteers in the team, or by granting access to their (elite) networks (Crumpton, 2016). The involvement of corporations has often been recognized as an important form of input in fundraising performance (e.g. Grant, 2012; Muller, Pfarrer and Little, 2014). For corporations, involvement in philanthropic initiatives can be appealing for strategic reasons: corporate philanthropy has been described as a tool to enhance morale (Boccalandro, 2009); a marketing instrument (Sen, Bhattacharya and Korschun, 2006); and as a tool to manage financial flows (Lev, Petrovits and Radhakrishnan, 2010). Hence, it is often argued that corporate philanthropy programmes are mainly a consequence of rational ‘top-down’ decisions; some scholars, however, have theorized that these programmes can be the result of an emotional ‘bottom-up approach’, whereby individuals induce a collective empathy through their emotional response to human need, which subsequently induces organizational philanthropic behaviour (Muller, Pfarrer and Little, 2014). More important is the fact that these corporate-driven, or employee-driven, programmes contribute in various forms, and are not just limited to cash, but include ‘in-kind’ donations, including, for example, employee matching programmes and employee time in the form of corporate volunteering (Fry et al., 1982; Grant, 2012; Marquis, Glynn, and Davis, 2007). It has also been reported that corporations can be beneficial in advocacy campaigns – as demonstrated, for instance, in the campaign by a group of health care organizations against the tobacco industry (Wolfson, 2001).

In contrast to the various identified forms of contribution by individuals and corporations, little is known about the relationship between fundraising performance and the involvement of foundations (List, 2011). This could be an interesting area for future research, since it is plausible that foundations tend to demand something in return for their effort or gift. Besides that, it is also widely recognized that competition, economic conditions, and governmental agencies can affect, in a variety of ways, the performance of fundraising teams, generating both positive and negative effects (see, for example, the studies of Andreoni and Payne, 2003, 2011; Blumenthal, Kalambokidis and Turk, 2012; Thornton, 2006; Castaneda, Garen and Thornton, 2007; Nunnenkamp and Öhler, 2010). All in all, it can be concluded that fundraising teams are affected by the (un)availability of potential sources in the community within which they operate, which can differ considerably. The following proposition is thereby formulated:

P2: Successful team leaders benefit from being located in a community with available entities which can facilitate the mission via donations, knowledge, resources, time, and/or networks.

2.3.2 Agency factors

Little empirical evidence is available about how team leaders or individual fundraisers can influence the outcome of their activities. This is surprising, since fundraising tends to be a labour-intensive process (Anheier, 2006). The literature is unanimous about the positive effect of strategic planning on fundraising income (Bush, 2003; Brown, 2004; Marlin, Ritchie and Geiger, 2009); and Siciliano (1996) reported that a formal approach to strategic planning leads to better results both financially and socially. However, despite the acknowledgement of this important element, little is known about what it comprises (Marlin, Ritchie and Geiger, 2009). On this topic, Hager, Rooney and Pollak (2002) mentioned that it is a difficult task to pinpoint specific strategies, due to the variety of fundraising approaches, which are almost as diverse as the categories of NPOs that populate the sector. Fundraising research has focussed on a wide variety of practitioners: social movements, higher education institutions, hospitals, youth centres, libraries, and charities (Gallagher, Gilmore and Stolz, 2012). Such fundraisers have various options available to them regarding how they solicit funds (Betzler, 2014), including matching gifts (Meer, 2017), crowd-funding (Meysken and Bird, 2015), cause-related marketing (Beise-Zee, 2013), and social media donations (Saxton and Wang, 2014), which have all recently become popular areas of study. Previously, a considerable proportion of the research has centred around the three arguably most lucrative methods of fundraising: 1) major gift fundraising, 2) trust fundraising, and 3) direct mail (Sargeant and Kahler, 1999). It would be interesting to re-examine Sargeant and Kähler's study, in particular with a view to comparing similarities and differences in donor preferences between when their study was conducted, and the present time.

To return to the subject of strategic planning: Gallagher, Gilmore and Stolz (2012) analysed a large proportion of the available fundraising literature, including handbooks and guides, and concluded that this is comparable to for-profit strategic planning. Notably, in common with the latter, it includes the following key stages: 1) mission and goal-setting, 2) situational analysis, 3) identification of potential sources, 4) selection of fundraising methods, 5) involvement of volunteers, 6) solicitation of resources and the promoting of relationships, and 7) evaluation and control of the entire process. There is no dominant view with regards to the most effective approach. Nonetheless, most approaches focus on donor commitment, with the aim of increasing lifetime value. In this vein, Kay-Williams (2000) proposed a five-stage model on the basis that fundraising does best if it incorporates the ethos of marketing: placing the donor in the prime position, in combination with an overall marketing strategy. Waters (2008), in contrast, argued that success depends on the time dedicated to donors, rather than on resources devoted to marketing. To conclude, it seems clear that team leaders can enhance performance by including a step-by-step planning approach. Hence, the following proposition is formulated:

P3: Successful team leaders make use of a step-by-step planning approach to guide their activities and the activities of the team.

A handful of studies have shed light on the relationship between fundraising performance and team characteristics. Betzler (2014) collated information from various studies, and reported a positive link between fundraising performance and the size of the organization (Proper et al., 2009; Yi, 2010), the presence of paid fundraising staff (Hager, Rooney and Pollak, 2002), volunteering hours (Callen, 1994), managerial capacity (Sieg and Zhang, 2012), and degree of rationalization and professionalism/organizational capacity (Betzler and Gmuer, 2014). Zappala and Lyons (2006) reported that geographical scope (reach of the team), geographical location (city or urban), and the age of the organization are all likely to influence fundraising outcomes. On the subject of leadership, Sargeant and Shang (2016) conducted 25 semi-structured interviews with professional fundraising leaders; the interviews demonstrated that these individuals have a considerable impact on fundraising outcomes, given their total commitment to the cause, and ability to identify all relevant environmental aspects in securing improvement, rather than succumbing to organizational constraints. Subsequently, such leaders are goal-oriented, and tend to focus on the dimensions considered most crucial to the purpose at hand. In securing success, three building blocks were found to be especially relevant: creating the right team; creating successful organizational structures; and inculcating a learning culture. Furthermore, G uth, Levatti, Sutter and van der Heijden (2007) found that voluntary groups with a leader are much more efficient than groups which lack one. A growing body of research within NPO management literature recognises the importance of these topics. However, to the current researcher's best knowledge, no further attention has been paid to this subject within the fundraising literature. It is suggested, therefore, that future research is needed in this area, as it is plausible that fundraising- and NPO management are not the same in this respect, given that the one focusses on an activity and the other on an entire organization.

To sum up, there is little clarity about the function of leadership and teams in fundraising performance, or about whether the leader or the team is more significant in terms of fundraising success. Walker, van den Broek, Ehrenhard and Priante (2017) found in their study of Movember teams that most of the variance in the average amounts raised is a consequence of team composition. Only a small proportion of the variance in average amounts raised was a consequence of structural factors in the community (e.g. contextual conditions). In their research, team composition was tested by the use of four metrics: gender diversity, motivational diversity, diversity of experience, and geographically dispersion. In line with their research, the following proposition has been formulated:

P4: Successful team leaders benefit more from team composition factors than from structural factors in the community.

2.4 Processes: The transformation of inputs to outputs

2.4.1 The main task: Fundraising

The fundraising management literature mainly distinguishes one process, namely, fundraising. The process of fundraising, in its most basic form, is about transforming potential sources into donors. Therefore, it has often been seen in terms of relationship management, which is an on-going process comprising four steps, which reveal close similarities with the strategic planning approach described above (Crumpton, 2016). First, there is the process of identification – the segmentation and recognition of target markets, groups, or individuals. Pope (2009) found, in his survey of 3301 fundraising respondents, that 82,4% did not have a specific target market, even though this has a clear impact on outcome. Second, the process of cultivation is concerned with the dedication of time and resources to donors, such as getting to know them, and creating an atmosphere of mutual understanding and compassion. Cultivation of relationships is a vital aspect in ensuring the longevity of fundraising endeavours. As Waters (2009) found in his survey, donors evaluated an organization more positively the longer their relationship with it. Furthermore, Sargeant and Woodliffe (2007) argued that maintaining a current donor base is less costly than attracting new donors. In line with this, Bennett (2006) proposed a model to determine the lifetime value of a donor with a view to predicting relationship effectiveness. However, there is no empirical evidence on the link between long-term relationships and the achievement of higher fundraising performance (Čaćija, 2013). It remains, therefore, unclear how practitioners should best divide their time between attracting new donors and maintaining current relationships. There is more clarity, however, about the fact that relationships are cultivated on the donors' terms. Wagner (2002) described how an increasing number of young, and 'high-tech' donors, prefer a different relationship with NPOs to that of the traditional 'cheque writer'. Third, the process of 'solicitation' refers to the simple principle of asking, as distinct from 'over-asking'. It is worth noting that 'asking' can also involve requesting the knowledge, resources, time, and network access of the donor (Crumpton, 2016). Again, the critical factor is that the manner of soliciting should depend on the preferences of the donor, although it has been found that personal, rather than impersonal, methods of asking are generally more effective (Sargeant and Kähler, 1999). The final element is stewardship (Kelly, 2001). On this subject, Kelly (2000) advocated that the fundraiser needs to incorporate four elements of stewardship, namely, 1) reciprocity, showing gratitude for the gift, 2) responsibility, showing that the gift has been used in a socially responsible manner, 3) reporting, showing accountability, and 4) relationship nurturing and cultivation on a regular base.

To sum up, whether it is marketing or relationship management that is under discussion, there is no single 'most effective' approach that has been identified in the literature. Clarity exists about the fact that the fundraiser needs to determine the right target group/individual. Subsequently, the donor decides the terms of the relationship and how funds can be solicited. Considering this, this study argues

that an effective fundraising process mainly depends on the 'fit' between fundraiser and donor, and therefore formulates the following proposition:

P5: Successful fundraisers focus on the 'fit' between fundraiser and donor during the processes of identification, cultivation, solicitation and stewardship.

2.4.2 Process of leading a team

Generally, team processes can be defined as the interactions between members and their task environment: the means by which members work interdependently to utilize various resources to yield meaningful outcomes (Marks, Mathieu and Zaccaro, 2001). Zaccaro, Riitman and Marks (2001) argue that effective leadership processes are the most critical factor within team processes, in that most teams include certain individuals who are primarily responsible for defining outcomes, and, hence, developing and structuring the team to accomplish these missions. In fact, such leadership processes exist even in self-managing teams (Nygren and Levine, 1996).

The processes of team leadership as identified within the literature show similarities with the earlier mentioned strategic planning approach. Fleishman et al. (1991) aimed to formulate a general taxonomy for describing the functional behavioural requirements of effective leadership, suggesting four dimensions most significant to leadership performance. First, there is the information search and subsequent structuring, in order to acquire, evaluate, and organize information regarding team goals and operations. Second, there is the dimension of information use in problem-solving; here, it is the team leader's task to translate an assigned mission into a feasible plan that utilizes available team resources and accomplishes the related team goals. Third, there is the managing of personnel resources, which includes obtaining, motivating, coordinating, and monitoring the collective actions of team members. Here, responsibilities can extend to the training and development of personnel resources. Fourth, the managing of material resources includes obtaining, allocating, maintaining, utilizing, and monitoring such resources. These dimensions are comparable to the volunteer management lifecycle of Waykayi, Fearon, Morris, and McLaughlin (2012), in that they incorporate similar stages of planning, recruitment, orientation and training, supervision and evaluation, and recognition. It is noteworthy that the main intention underpinning the cycle is retention of the volunteer.

In addition to these functional approaches, Tuckman's four stages of group development put emphasis on the development and emotional state of the team, focusing on interpersonal relationships within the team, and task activities (Tuckman, 1965; Tuckman and Jensen, 1977). The first stage, that of "forming", refers to group orientation in tasks, the creation of rules and standards, and boundaries for interpersonal relationships and task behaviours. The second stage, "storming", represents a period of intergroup conflict, characterized by lack of unity and polarization around issues. In this phase, members are resistant to change in moving into unknown areas, and in engaging in tasks. The third phase,

“norming”, is about developing cohesion, where group members begin to accept each other’s imperfections; hence, expectations, roles, norms, and in-group dynamics emerge. This stage is mainly about the team discovering the most effective way to work with each other. Conflicts are avoided in order to ensure group harmony. During the final stage, “performing”, the group can be defined as a ‘problem-solving instrument’. In this phase, members adapt and enact roles that enhance task activities. In this vein, structure is supportive, roles are flexible, and group energy is centred around the task in hand (Bonebright, 2010). Of particular interest is the subject of managing transitory teams, since the Movember campaign only runs in the month of November. Anantatmula (2010) conducted a literature review on the topic of managing (transitory) project teams, concluding that project leaders should aim to incorporate the following characteristics and processes, 1) creating clarity in communication, 2) defining roles and responsibilities, 3) employing consistent processes, 4) communicating expectations, 5) establishing trust, 6) facilitating support, and 7) managing outcomes.

Whether the approach is emotional or functional, it seems likely that the process of team leadership contributes to its fundraising performance. Hence, the following propositions are derived:

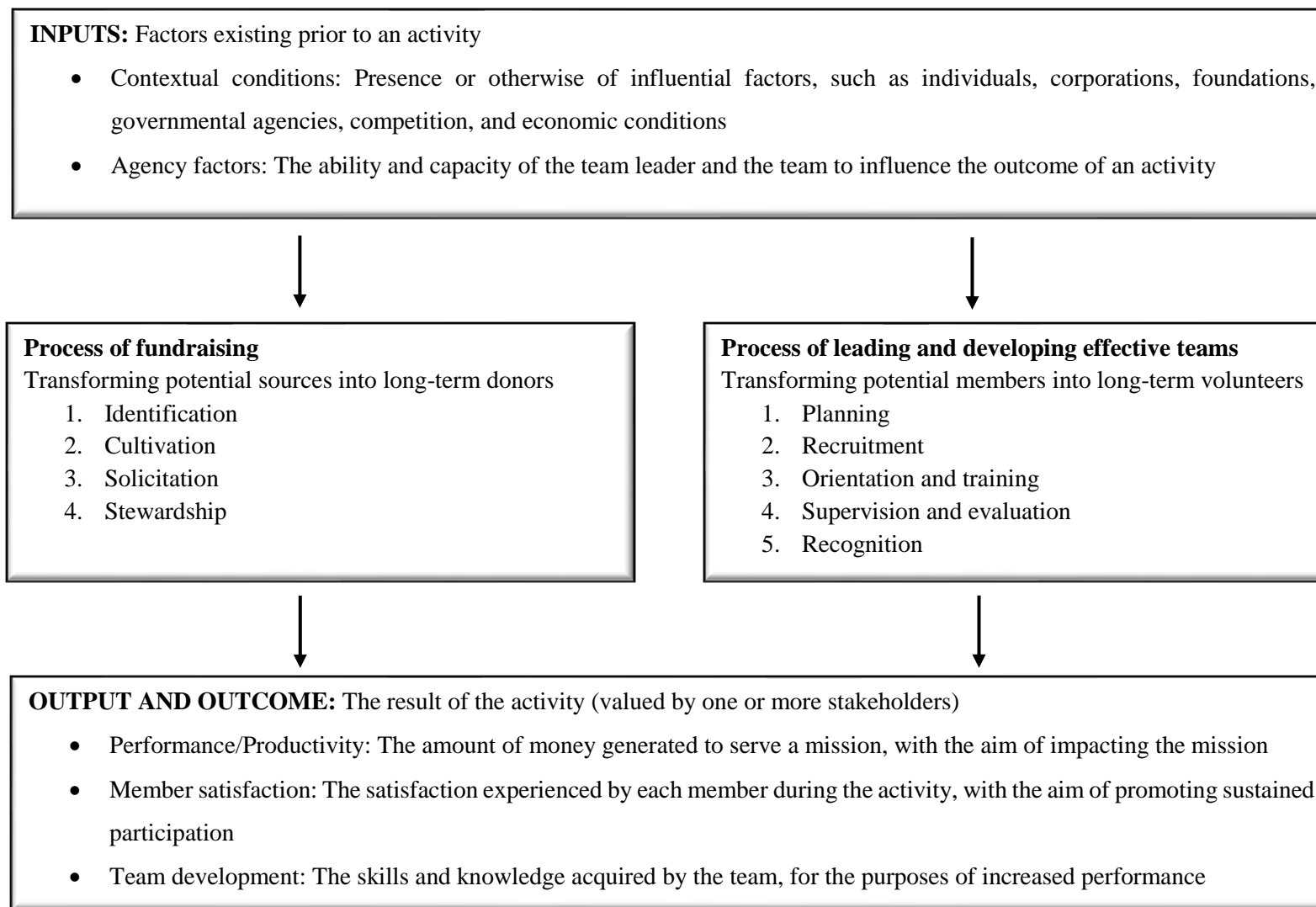
P6: Effective team leadership contributes significantly to the overall performances of fundraising team processes.

P7: Successful team leaders show effectiveness in all team leadership processes.

2.5 Systematic performance from a team leader’s perspective

The current research, in contrast, aims to explore components that lead to outstanding performances from a qualitative, rather than quantitative, perspective, given its aim is to better specify how, why, and when certain components contribute to fundraising success. The literature reveals several factors, relationships, processes, and structures relevant to performance. Figure 2 represents a framework showing the main components that lead to the systematically high performance of teams in a fundraising context. It should be noted that this systematic framework is still in its infancy and requires further research.

FIG 2.1 – SYSTEMATIC FRAMEWORK: SUSTAINABLE FUNDRAISING PERFORMANCES FROM THE TEAM LEADER’S PERSPECTIVE



3. METHODOLOGY

3.1 Research design

In order to explore how outstanding fundraising performances are achieved by team leaders, a case study design was utilized with Movember team leaders who have consistently generated high levels of funding. This design was chosen for several reasons, the foremost among these being its alignment with the research goal. Case studies are appropriate for describing and expanding the understanding of a phenomenon; this study focussed on outstanding fundraising performances from a team leader perspective (Stake, 1995). A further advantage of this design is that it includes the context rather than controlling it, as it places the researcher in the field, who thereby observes and records (Stake, 1995; Yin, 2009) “objectively what is happening”, whilst he/she “simultaneously examines its meaning and redirects observations to refine or substantiate those meanings” (Stake, 1995, p. 9). This is particularly valuable, since multiple sources (Betzler, 2014; Sargeant and Shang, 2016) have advocated the need for a better understanding of the mechanics and the context of how outstanding fundraising performance is achieved. The overall goal of the case study design is to explore, to generalize, and to expand on the theory and its propositions. Therefore, the interpretation of the results is fundamental, which in turn heavily relies on the selection of participants, measurements, data collection, and data analysis as well as the researcher’s own understandings of the topic (Stake, 1995).

3.2 Measurement

Data were collected from qualitative, semi-structured interviews. Kvale (1983, p.174) defined this technique as “An interview, whose purpose is to gather descriptions of the life-world of the interviewee with respect to interpretation of the meaning of the described phenomena.” This method was chosen due to its advantages of time efficiency and flexibility. This method was flexible in its use of predetermined questions, as the researcher was free to seek additional clarification. The predetermined questions can be found in the interview guide (Appendix A). The goal of the interview guide was to collect similar types of data from all participants and to create a sense of order between the different interviews (David and Sutton, 2004; Bridges et al, 2008; Doody and Noonan, 2013). The importance of asking the correct questions is undisputed (Kvale, 1996; Becker, 1998). Therefore, the questions were extracted from theory relevant to this study. Subsequently, questions were tested on five fellow students. Finally, the questions were checked by two researchers employed at the University of Twente.

3.3 Participant selection and recruitment

During the Movember campaigns, several team leaders worldwide have been particularly successful in consistently generating funding. Accordingly, these Movember team leaders form the unit of analysis. The selection of leaders was based on two criteria, 1) each potential participant had to have at least three

years of experience as a team leader, and 2) each potential participant had to have at least two campaigns, where he raised 15.000 dollars or more with his team. Three years of experience was found to be important, the reason being that this study explores long-term performance, and how this has developed over the years. Performance can be said to be relative; therefore, this study takes 15.000 dollars as the threshold, which is considered a significant enough amount to merit topping team-leader ratings in the USA, Netherlands, United Kingdom, and Canada. Only team leaders from these four countries were approached, since the researcher did not have permission from Movember to contact team leaders from other countries. Noteworthy is that, the researcher started by approaching team leaders that best met the requirements in terms of years of experience and the raising of funds. Data from Movember, covering the period 2012 to 2016, were used to determine the best performing team leaders, and subsequently, if they met the set requirements.

Team leaders were recruited via e-mail and LinkedIn in October and November 2017. In the letter of invitation, the participant was invited to access further information about the research and was asked to indicate the date in November or December 2017 that would best suit him/her in terms of an interview time. An attached consent form asked participants to agree to the recording of the interview and anonymous processing of the results. From the 74 team leaders approached, a total of 12 agreed to participate in the study. Though the initial response rate was low in the beginning, hence, the researcher raised money himself for the Movember page, by way of reward for their participation. Hence, six out of 12 participants participated on a voluntary basis, while the other six participants received a donation in return. Eventually, 12 cases seemed to be a sufficient number, since the guiding line of theoretical saturation had been reached earlier.

3.4 Data collection

Prior to the official interviews, the interview guide was intensively studied by the researcher and piloted on five fellow students. The researcher also studied each case on the Movember team page on the Movember website. This page holds information about individual team members, teams, received transactions and, if applicable, details on the partnering company. The researcher also studied the skills necessary for being a good interviewer, namely, asking the correct questions, being a good listener, being adaptive and flexible, having a firm grasp of the issues being studied, and being unbiased (Yin, 2009, p.69).

In total, 12 semi-structured interviews were conducted via Skype in November and December 2017. The interviews had an average duration of 30 minutes. During the interviews one particularly impactful fact came to light: the control questions revealed that one of the respondents did not meet the set requirements, as he only had two years' experience as a team leader. However, the researcher decided to proceed with the interview for the sake of gaining insights. Later, it was decided to exclude the

interview from the data analysis. Furthermore, some minor events slightly impacted the quality of the interviews. First, in three interviews Internet connection was lost while the respondent was answering a question. After the connection was restored, the researcher asked the respondent to answer the entire question again. Second, the researcher is not a native English speaker; hence, some of the words used by respondents were unfamiliar and required clarification on several occasions. Third, several respondents brought up the importance of the function of the partnering company, and team leadership on fundraising performance. The interview guide (Appendix A) did not cover these subjects completely; the researcher therefore sought especial clarification on these topics from these respondents.

3.5 Data analysis

Data were analysed via the content analysis method. The content was derived from the interviews, which in turn were transcribed into text. Subsequently, the data were coded into Atlas TI 7.0 using three different coding stages. First, open coding was used, which entailed highlighting important quotes on paper. Second, axial coding was employed, which involved interrelating the highlighted codes (categories and concepts). Therefore, deductive as well inductive thinking was used, with the aim of benefitting from both approaches. Third, selective coding was performed, which involved changing and modifying some of the coded data to arrive at clear concepts. The coding book was then completed. This can be found in Appendix C, and contains all possible codes, concepts, and definitions that were used in the data analysis. It is worth noting that there were no calculated reliability tests (e.g. Cohen's kappa) involved, as the study is explorative, aiming to elicit new insights, meanings, and interpretations rather than objective facts. This could be viewed as a limitation in terms of the generalizability of the study (Bryman and Bell, 2014).

3.6 Sample characteristics

As mentioned above, the selection of the 11 respondents was based on set criteria; therefore, all respondents could be viewed as successful team leaders. In consequence, no research has been conducted on ineffective leaders. Further, it is noteworthy that nine of the 11 team leaders had organized the Movember campaign for their employer, so the teams could therefore be said to be primarily composed of co-workers. This might be said to limit the generalizability to the subject of leading voluntary fundraising teams. On the other hand, it makes the results more pertinent to the topic of organizing employee-driven fundraising programmes. Also notable is that nine of the 11 team leaders headed teams comprising at least 20 members. Other features included the team leaders being employed full-time in diverse office occupations, such as finance, purchasing, or general management. Differences were found in the years of experience of the team leaders, the teams' countries of location, and the sector where the partnering companies operated. See Appendix B, for more detailed information on respondents.

4. RESULTS

4.1 General findings

Deductive and inductive coding allowed for identification of 49 codes, 8 code groups, and 3 code families. Table 4.1 reveals that the coding was primarily based on the theoretical framework defined in Chapter 2: the factors that lead to sustainable fundraising performance from a team leader’s perspective. In addition to these factors, the data represented also highlight the subject of organizing employee-driven programmes in a sustainable manner. Naturally, the interviews allowed for a better understanding of each factor. The insights, meanings, and interpretations elicited will be discussed in paragraphs 4.2 to 4.5; the characteristics of each surveyed team leader are attached in Appendix B; with Appendix C listing all codes used.

Code families:	Input	Processes	Output
Code groups:	Agency factors; Contextual conditions; Employee-driven programmes;	Fundraising; Team leadership;	Member satisfaction; Productivity/Performance; Team development;

TABLE 4.1 – IDENTIFIED CODE GROUPS AND FAMILIES

4.2 The main task: Fundraising

Movember aims to create awareness about men’s health issues, but the campaign is particularly concerned with raising donations. In this regard, it was surprising that most of the team leaders indicated that raising money for Movember was mostly done individually by each member. To clarify, some team leaders explicitly described their member’s individual manner of working, for instance:

‘I would say in the way we operate, it is totally an individual concept. So, there are people that donate specifically to me. I’m reaching out to them, I’m having that interaction. I would say the same thing to each individual (team member): that those people that are donating to them, they are the connections that they have. So, they’re the ones that have that relationship and I leave it to them. There is nothing we’re doing, from like a team-organized perspective, to engage with those donors in any way.’

Another reason for most of the fundraising being done individually is that there seem to be many differences between individual members, including differences in background, job function, time available, and geographical location. These differences are mostly due to being an ‘open’ (in terms of sign-up) group of co-workers, within a middle- to large-sized firm. One team leader, for instance, mentioned that he only knew four members out of 24 before the Movember campaign started. Further differences can be found between members at the level of motivation, in that some members sign themselves up, but do not actually participate actively within the team. Existing differences make it

difficult to catch up frequently with other members, and/or to organize team events for a campaign spanning just one month. Furthermore, the data showed a lack in the areas of team cohesion, collaboration, and two-way communication – though there were some cases of core-groups, composed of highly motivated members, forming within the teams. These represent a higher level of team dynamics (see, paragraph 4.5) which otherwise seemed to be absent.

“ The collaboration is pretty light. Like on my team, I’ve got a lot of people that just are there, they sign-up, and I never hear from them throughout the month.”

“We’ll see each other every couple of days. We’ll talk about it, we’ll work on it and see what we can do, but there is no atmosphere of cohesion, collaboration or anything like that.”

To return to the subject of fundraising, below it is presented how in effect the statements of all team leaders aligned with the existing literature; table 4.2 gives a sketched overview of the typical process of raising donations at the individual level

Phase	Common fundraising approach at the individual level
Identification	Basically, each year all donations are derived from the personal relationships of the fundraiser, such as family, friends, co-workers, clients, and business contacts.
Cultivation	Consistent use of social media, e-mails, websites, and face-to-face communication from October to December. This includes a mix of informative messages, such as figures about suicide rates, emotional messages about personal stories, and funny messages or pictures, such as moustache updates. Aiming to get people engaged with and excited about the cause.
Solicitation	<p>This involves the courage to ask (in a polite and/or cheeky way), to remind, and to ask again whether a donation has been made.</p> <p><i>“The worst thing that can happen, is that they say no”.</i></p> <p><i>“So, one thing that I’m really good at, is reminding my friends that it’s time to donate. So, during the month I’ve got a lot of friends that hide from me. I will find them!”</i></p>
Stewardship	<p>Giving people the credit, they deserve for making a donation. This could be a simple “thank you” note, an impact/progress update about the campaign, or showing appreciation by sending an incentive by way of a reminder to check for prostate cancer.</p> <p><i>“Let them know, that they are appreciated. It is just a little thing, that a lot of people not might think is important. To me, who has a lot of donors every year, it is an important aspect of the process of getting these donations.”</i></p>

TABLE 4.2 – THE TYPICAL PROCESS OF HOW DONATIONS ARE GATHERED DURING THE MOVEMBER CAMPAIGN

In addition to the individual process of fundraising, team members also gathered donations through organizing (very creative) fundraising events and initiatives. Of the 11 teams, four did not organize anything at all; in three cases the team set up events with their core group; and in four teams, activities were organized, but without any help from other team members. The organized events can be divided into two types: ‘at-work events’ and ‘open events’. Work-events were represented most in the data, and included silent auctions, a 50/50 draw, selling moustache chocolates, and the opportunity for each person who has donated to swap jobs with the General Director for one day. Examples of open-events were diverse, ranging from t-shirt sales and brew fests, to seeing the fundraiser running a marathon in a ‘mankini’ if the fundraising target is reached.

With regards to proposition 5, successful fundraisers do indeed focus on the ‘fit’ between fundraiser and donor, as revealed primarily by three factors evident in the data. Firstly, the personal touch, as donors are more likely to donate to people they trust and have a relationship with. Secondly, excitement, as most of the team leaders attempted to get their donors excited by events, silly moustaches, crazy bets, and so on: *‘I’m going to ask you for money. So, you should probably have some fun too’* (R9). Thirdly, impact, in that all team leaders were able to explain what Movember does, why they participate, and how important it is to donate: *‘The more you can attach that people can be passionate about, the more they’re going to give and the more they feel the responsibility to do so.’*

This idea of the ‘fit’ between fundraiser and donor is mirrored in the business concept of ‘value proposition’ as presented to customers, where it is accepted that this will contribute to more effective and efficient processes. Little research to date has been conducted on the presence, or otherwise, of the connection between a well-focused ‘fit’ and fundraising performance in the non-profit sector, however – despite its likely generation of an appropriate approach to the ‘right’ target groups, productive cultivation of the fundraising relationship, and better soliciting of funds, free of the perception of barriers. Hence, the following proposition has been derived: *“Fundraising teams with a well-focused ‘fit’ between themselves and donors work more effectively and efficiently than those without.”*

4.3 The unit of analysis: Team leadership

The team leader is, arguably, most important to the success of the entire team. They are the one who drives, helps, facilitates, and coordinates all team members with their fundraising practices. In line with this, they are presumably also the ones that are most dedicated, and passionate about the cause. Furthermore, in the absence of a high level of team dynamics, the team leaders carry about the team’s morale and initiatives. When the team leaders were asked, “How would you describe your role within the team?” the majority commented that they run the entire team. See, by way of example, the quotations below:

“My role? Honestly, I do pretty much everything. Like the silent auction was all me. I got all the prizes together, I organized everything, I priced it all, I collected the funds, I organized the team, I recruited everyone, I did the pitches. My role is virtually the whole campaign. But, I talk about the team being the important thing. So, many people in here will say that I do everything. I say that’s not the point; like me on my own is not a team, right? That’s why there are twenty of us. Like we’re a team. You guys are supporting by growing a moustache, talking about it and helping, right? So, yeah, my role is virtually everything.”

“I’m the captain, the motivator, the instigator, the architect, the moustache bully. I’m the guy that does it all.”

Surprisingly, is that not one of the team leaders showed effectiveness in all team leadership processes. This will be further explored in the following sub paragraphs.

Step 1 - Planning and preparing the Movember campaign

Approximately 80% of the team leaders described forms of planning and preparation. This was mostly seen in three things, namely, 1) creating and organizing events in advance, 2) reminding and encouraging potential participants and donors that Movember is coming up soon, and 3) informing and involving senior management in the plans for Movember. Planning and preparing in advance is an important aspect, in that Movember is only a one-month campaign. Hence, the momentum needs to be built in August, September, and October and sustained in November. Starting this process too late could mean reluctance amongst potential participants, unawareness amongst potential donors, and difficulty organizing events.

“Get them involved, get them thinking about it, and get them preparing for it mentally in the preceding year. So, when it’s time, it’s not like, ‘who wants to do it now?’; when it is time, people are like ‘I’m ready to grow a moustache.’”

Given these points, proposition 3 can be confirmed: successful team leaders do indeed make use of a step-by-step planning approach to guide (team) activities. However, in this specific case, planning and preparation is mostly carried out with the purpose of building momentum amongst stakeholders – as opposed to guiding activities. Hence, proposition 3 has been amended: *“Successful team leaders managing a one-month fundraising campaign, make use of a step-by-step planning approach to build momentum amongst important stakeholders.”*

Step 2 – Recruitment: ‘You would look good with a moustache’

Only a small minority of the team leaders did not face difficulties in recruiting members; most experienced barriers to participation. For instance, some were reluctant to commit themselves to a full

month of campaigning, others were unwilling to grow a moustache, a couple lost interest in the cause, and some potential members felt uncomfortable asking others for money. Team leaders attempted to lower these barriers by reassuring members that the purpose was not so much about reaching a financial target, but having fun. In light of this, several team leaders brought up that Movember is a grassroots movement – meaning, in effect, that if a few members are signed up, others will follow. For this reason, some team leaders focussed on recruiting people from senior management, because their participation would make that of other employees more likely. Once again, the team is open to everybody; there are no selection criteria, targets, or clear descriptions of the position of volunteers. Hence, members are presumably more likely to feel less responsible for their task of raising donations during their period of participation.

Step 3 – Preparing and training team members

The subject of preparation and training in particular revealed room for improvement. Approximately half of the team leaders indicated they prepared team members for the campaign, specifically in relation to helping them in their attempts to raise funds. To this end, therefore, they shared e-mail templates, knowledge on fundraising, and other practical advice. However, it was surprising that only four team leaders indicated they taught their members what Movember was about, and what their impact would be. In contrast, it was a common view amongst the team leaders that they themselves were more engaged with the cause and had become better at fundraising through engagement with the charity.

Step 4 – Supervision and evaluation: the management of output

In contrast to the former phase, a large proportion of the interviewed team leaders were regularly checking up on their members. During the campaign, they were mainly focused on ensuring that each member was making progress with raising donations. Two distinct communication styles can be noted within the data. First, a results-oriented style, where the team leader emphasized the importance of fulfilling the members' task. Second, a support-oriented style, where they focussed on tackling barriers that obstruct members in fulfilling their task. Examples of these are given below.

‘‘I would say it is a dictatorship. That is, I do all the communicating and all the driving of people, to make sure we are on track with the task and hitting our goals. I actively give people a hard time, if they're not hitting their goal. I'm actively texting and calling people throughout the month of November to get them to hit their goal.’’

‘‘So, I think it is really on the team captain to make sure they keep following up, to keep people engaged, and to check in. To make sure they can get as much out of that month as they possibly can.’’

On the subject of what output team leaders wanted to achieve with the campaign as a whole, they did not specify an absolute amount of money. Here, team leaders instead argued, implicitly, that

the experience of volunteering in the Movember campaign was the most important form of output. In fact, the word “fun” was used 92 times in total across the 11 interviews:

‘‘It is about having fun and not taking yourself too seriously when you’re doing the actual fundraising – but taking the message seriously.’’

‘‘People having a good experience with their participation, just makes them so much more likely to come back year on year. So, I just think it is really important to engage some with that.’’

Although, there was also a common view amongst the interviewed team leaders that the experience should be in a fine balance with the ultimate aim of having an impact on the cause.

‘‘...giving people shout-outs and giving prizes to the best fundraisers and moustaches. Balance that with something of the serious side of things: the information around men’s health issues. Then I think you can do a really good job of keeping people engaged for a month-long campaign.’’

In contrast with theory, team leaders did not mark development as a form of desired output. Not mentioning it, however, does not mean that team leaders and teams members in general do not develop over the years through running the campaign. The data indicated that team leaders became more skilled at fundraising, improved their team leadership processes over the years, and experienced an annual increase in the number of potential donors they could approach. To conclude, proposition 1 can be accepted: that successful team leaders do indeed view the output of their fundraising (team) activities more widely than simply considering the amounts raised. In other words, team leaders are more successful in their management of team members if they incorporate a variety of forms of output. From this perspective, therefore, the experience encountered whilst volunteering determines, to a large extent, the likelihood that members will remain engaged, and will be retained, year-in-year-out. However, the literature presents contradictory views with regards to the best predictor of sustainable voluntary participation. Therefore, the following proposition has been formulated: *‘‘The quality of the experience encountered whilst volunteering is the most significant predictor of sustained member engagement and retention.’’*

Step 5 – Recognition of the team and the individual

Recognizing the contribution of each member was consistent on the part of the majority of team leaders throughout the entire campaigning month. This is where the team actually does things together and where, in particular, team leaders focus on team morale. This includes, for instance, celebration parties, group photos of the moustaches, prizes for all members that have participated, and progress e-mails sent to all members reaching a certain threshold in terms of monies raised. At the end of the campaign, team leaders also focus on retention of members, with a ‘‘See you next year’’ message.

The essence of effective team leadership processes

The surveyed team leaders understand that the Movember campaign will last just one month, but that team leadership is an on-going process. In view of this, they plan for that one month in advance, aiming to build momentum before the campaign actually starts. Moreover, they understand that members can lose focus during the course of the month, and so actively monitor and support their progress. Rather than focusing exclusively on the amounts raised, and in view of the fact that not every team member will be as passionate and dedicated as they are, they aim to keep volunteers engaged and excited by balancing impact on the cause with a fun volunteering experience.

Team leaders did not show effectiveness in all processes, and accordingly, proposition 7 is rejected: *P7: Successful team leaders show effectiveness in all team leadership processes*. They indicated difficulty with recruiting members, preparing members for their tasks, and getting members involved in team collaboration and cohesion initiatives. On the one hand, the team leaders under investigation in this study are clearly able to influence the outcome of their practices. On the other hand, they are to some degree dependent on the presence of the number of willing volunteers, and subsequently, on factors such as the motivational level, background, job function, available time, and geographical location of each volunteer. Because of the variance between volunteers, it is difficult, for example, for team leaders to schedule group sessions to discuss ideas and/or progress. Thus, voluntary team leaders are constrained by several contextual conditions. Accordingly, proposition 7, has also been amended: *'Effectiveness in all voluntary team leadership processes is not achievable, due to contextual impediments'*.

However, in general, team leaders demonstrated a great contribution to the success of the team, meaning proposition 6 is confirmed: *P6: 'Effective team leadership contributes significantly to the overall performances of fundraising team processes'*. In the case under study, effective team leadership was seen to be particularly about driving, coordinating, facilitating, supporting, and evaluating the activities of team members. Accordingly, proposition 6 has been adjusted: *'Effective team leadership, inasmuch as it involves driving, coordinating, facilitating, supporting, and evaluating the activities of team members, contributes significantly to the overall performances of fundraising team processes'*.

4.4 Input: Employee-driven programmes, and contextual conditions

No specific questions were asked on the subject of employee-driven programmes; however, the data represented a high number of codes related to this subject. This presumably was due to the sample characteristics: nine of the 11 team leaders organized their campaigns at work. On the subject of employee-driven programmes, four topics were prominently represented within the data.

Input: Freedom and ownership

Team leaders were given freedom and ownership over the programme, which motivated them to make it a success. It also allowed them to interpret Movember at the grassroots level, turning it into a fun experience for all employees and team members rather than being constrained by corporate budgets, procedures, rules, and scripts.

“So, it was more an opportunity to create our own pact and do whatever fun things we wanted to do.”

“It doesn’t run through any official channels. It is kind of grass roots. So, it’s just the employees’ kind of come up with what we do.”

Input: Firms resources

The corporations, where the individual team leaders were situated, supported them in various ways:

- Access to employees. Hence, team leaders could create a (large-sized) team, with greater scope for raising funds and thus, making an impact.
- Access to firms’ communication channels. Accordingly, team leaders could broadcast to a large audience.
- Access to firms’ business contacts. Subsequently, these contacts donated money and/or goods.
- Access to marketing employees. This meant team leaders could create awareness around the campaign.
- Access to the foundation of the firm. Hence, team leaders were able to secure a large donation or a matching initiative. In fact, four teams benefited from having their raised amount of money doubled; and six received a large corporate donation.
- Access to the workplace. Accordingly, team leaders could launch events and activities at work.
- The opportunity for flexible hours. This meant that employees were able to organize initiatives during work time, though they still had to work the number of hours they were contracted for.

Input: Senior management

Obviously, senior management is in charge of granting access to the firm’s resources. Additionally, they are also the most influential members of staff, not only in terms of impact on co-workers, but on the foundation of the firm, and on lucrative business contacts. Their involvement in the campaign is therefore likely to enhance the team’s performance.

Input: Separated tasks

Members benefitted from working independently and separately from each other; fundraising seems to be a task which can be fulfilled without others. Despite this clear separation of tasks, there was no evidence of definitions given to tasks on an individual basis. However, in the context of the business

environment, this can be beneficial, since members differed in terms of background, job function, time available, geographical location, and motivation. Hence, each member has his own goals, priorities, and schedules in terms of work and the private sphere.

In conclusion,

In consideration of the contextual conditions, proposition 2 is accepted: successful team leaders do benefit from being situated in a community that facilitates the mission, with donations, knowledge, resources, time and/or networks. Therefore, empirical evidence is presented in the sub paragraphs above, which shows how team leaders benefitted from the support of their firms and the inclusion of senior management. Additionally, a high proportion of the team leaders indicated, implicitly and explicitly, the benefit of being located in a wealthy community and operating in a giving/nurturing culture.

4.5 Input: Agency factors

Here, the surveyed team leaders showed clarity concerning the ability and capacity of an individual/team member to influence the activity's outputs. All team leaders referred explicitly to similar individual 'skills' in terms of campaign success, such as being dedicated and committed to the cause, and having knowledge about it.

“So, I think in terms of not skills, necessarily, but of dedication to the cause; the amount of effort that they are going to put in.”

“It is just hard work and persistence in follow-up.”

Obviously, being a good fundraiser and team leader also contributes to outcomes. Here, one respondent had quite an interesting comment about the personality of a successful fundraiser:

“So, I'd say that it is about being really confident and outgoing. It allows you to fundraise easier, because a quiet personality doesn't want to get out there and actively raise funds. Particularly not face-to-face.”

At the team level, there was some confusion about team functioning, and how this relates to the best way to ensure good outcomes in terms of raised money. In other words, it was not clear whether a cooperative team running fundraising events performs better than a non-collaborative situation where fundraising is undertaken separately and autonomously by each member. On this subject, the data is ambiguous, making it harder to compare the forms of team functioning. The team was open to everybody, in all cases, and was the result of willing volunteers coming forward (contextual conditions), rather than carefully considered selection procedures. Some team leaders argued that fundraising can be done separately, and that all small contributions from members add up, thus generating an impact. Most

noted the lack of cooperation, though in three cases, core groups emerged within the team. It remains unclear how these core groups were formed, but they can be characterized as being consistent with annual participation, raising high amounts during each campaign, and helping with the creating and organizing of events. Team leaders indicated that such core groups were responsible for the majority of funds raised, whether through events or individually raised donations.

5. DISCUSSION AND CONCLUSION

5.1 Conclusion

This research aims to explore, from a team leader perspective, how outstanding and sustainable fundraising performances are achieved over time. The following research question was therefore formulated: *“How do voluntary team leaders consistently raise high amounts of money during the Movember campaign?”* The answer to this question is twofold. On the one hand, team leaders certainly benefit in their fundraising practices from contextual conditions which offer opportunities and resources, such as potential team members, potential donors, and supportive corporations. On the other hand, team leaders were found to be very capable and skilful in approaching stakeholders, and including them in a sustainable manner within their fundraising campaign. To be brief, team leadership was mainly about managing all stakeholders.

From a team member’s perspective: Voluntary team leadership in a fundraising context is about driving, coordinating, and facilitating the activities of all team members. The surveyed team leaders understood that Movember is a one-month campaign, but that team leadership is an on-going process. In view of the short duration of the campaign, they plan and prepare in advance, aiming to build momentum among potential members, donors, and stakeholders. Moreover, they understand that fundraising is mostly a solo effort on the part of by each member; and that, consequently, members can lose attention during the one-month campaign. In light of this, they proactively monitor and support members and their progress. Additionally, their focus is not only on the absolute amounts raised. They understand that not everybody is as passionate about and dedicated to the cause as they are, and therefore aim to keep volunteers engaged and excited by balancing the impact of the cause with having a fun experience volunteering.

From a donor’s perspective: Fundraising is about identification, cultivation, solicitation, and stewardship. On this matter, the surveyed team leaders showed they understood that it is critical to ensure a fit with the donors during the process of fundraising. The data indicated three such forms of fit. Firstly, the personal touch – members mostly approached family, friends, co-workers, clients and business contacts, who are more likely to donate, given donors tend to give to people they trust and have a relationship with. Secondly, excitement – the majority of team leaders attempted to get their donors excited about, for instance, events, silly moustaches, and crazy bets. Thirdly, impact – all team leaders were able to explain to donors what Movember does, why they participate, and why donors should donate.

From a corporation’s (volunteering programme) perspective: Here, the surveyed team leaders and, by extension, the corporation in which they operated too, understood the essential ingredients of a

successful employee-driven programme, in that team leaders were granted ownership over the programme, and were not subject to constraints, allowing them free rein in creating a fun experience. Furthermore, team leaders were familiar with the various conventions of how corporations can support such a programme; in particular, they understood that senior management has a major impact on fundraising performance given their influence on, for instance, co-workers, the foundation of the firm, and external business contacts. However, it is employees themselves who are the backbone of the campaign. Given that team members all seemed to approach the campaign in a different manner, team leaders presumably benefitted from their autonomy and independence in raising donations: team leaders benefitted from having numerous members, all with their own networks of personal relationships.

From a team leader's perspective: Consistency was revealed to be a primary feature of team leaders in terms of their commitment and dedication to the cause. Furthermore, sustainability can, be seen in terms of generating a 'win-win' situation for those participating in the campaign. This can be seen in the effort to create a 'fit' with donors, a fun experience for volunteers, and strategic advantages for corporations. On the whole, these efforts enhance the likelihood that stakeholders will remain engaged and retained, year-in-year-out.

5.2 Limitations

The inductive research design, which lacked calculated reliability tests (e.g. Cohen's Kappa), combined with the specific nature of the case under study, might have led to limitations to the generalizability of the reported findings in the field of voluntary team leadership in a fundraising context. Previous fundraising research has focussed on a wide variety of practitioners: social movements, higher education institutions, hospitals, sport clubs, youth centres, libraries, and charities (Gallagher, Gilmore and Stolz, 2012); in contrast, this case represents a one-month fundraising campaign centred around men's health issues. Additionally, possible further limitations could be due to the specific sample characteristics, in that nine of the eleven team leaders interviewed conducted the campaign within a firm. Furthermore, nine of the eleven teams were large-sized, comprising more than twenty members. It is possible, therefore, there was a degree of bias in that other practitioners include, for example, different types of donors, fundraising methods, resources/opportunities, or forms of collaboration. Naturally, the likelihood of certain limitations could have been decreased by involving a wider sample size. However, this was not feasible, due to the scarcity of respondents and willingness to participate in the study not being strong. Furthermore, as mentioned above, the majority of potential participants represented situations where the campaign was conducted within a firm, and with a large-sized team. Taking these factors into consideration, and the fact that the point of minimum theoretical saturation had been achieved, eleven cases seemed sufficient. To conclude, the research design allowed for the gaining of insights, and thus contributes to the understanding of sustainable and consistent fundraising performance from a team leader's perspective.

5.3 Theoretical implications and future research

Given that this research might be said to be limited, it would be interesting to conduct equivalent studies in other fundraising fields. This study has found that voluntary team leaders determine, to a large extent, the success of fundraising programmes. Thus, it would be interesting to examine to what extent its conclusion holds true in other contexts. Additionally, it would be interesting to investigate if it is a common occurrence for the task of fundraising to mostly be an individual effort; further research could investigate the relationship between fundraising team performance and the team leaders who proactively drive, coordinate, facilitate, support, and evaluate their teams' fundraising processes. On the subject of team leadership processes, further research could also examine whether it is the norm that voluntary team leaders are not effective in all processes – and importantly, if this is found to be so, on why and how this is the case. A better understanding of these topics would be extremely valuable, given the current scarcity of existing academic literature on robust theory-based concepts and qualitative explanations of effective fundraising leadership and the design of effective fundraising teams (Betzler, 2014; Sargeant and Shang, 2016).

Furthermore, this study contributes to a better understanding of employee-driven programmes. Here, the academic literature has mainly focussed on assessing the motives behind the organizing of certain programmes (e.g. Sen, Bhattacharya and Korschun, 2006; Lee, 2008) and their effects (e.g. Grant, Dutton and Rosso, 2008; Rodell, 2013; Caligiuri, Mencia and Jiang, 2013). While no research has systematically addressed the factors that lead to effective employee-driven programmes, several authors have considered important contributors as individual factors, including sustainable voluntary participation (Grant, 2012), task design (Pajo and Lee, 2011), the role of the corporation (Sherraden, Lough and McBride, 2008), employee skills (McCallum, Schmid and Price, 2013), and the characteristics of employee volunteers (de Gilder, Schuyt and Breedijk, 2005). Bearing this in mind, future research could involve conducting a systematic literature review centred around such factors. This study has revealed that it is important that the 'employee', in this case the team leader, has full ownership over, and freedom within, the programme. This allows the team leader to focus on the positive experience of volunteering. The role of the corporation is primarily supportive, thinking in terms of team leaders' needs, and granting access to the firm's resources. With regards to task design, it is arguably important that tasks should be fulfilled separately, with the aim of independently achieving goals – particularly in light of individual differences between employee-volunteers in terms of how they approach the programme, and available time, job function, background, and motivational level.

5.4 Practical implications and recommendations

Logically, the findings reported in this study are directly relevant to a number of stakeholders, such as practitioners of fundraising, voluntary team leaders, initiators of employee-driven programmes, charities, and educators of the practice of fundraising. Regarding the latter aspect, it has been argued by

several institutions and scholars that there is a shortage of skilled and committed fundraisers. Subsequently, there have been calls for fundraising to be acknowledged as a profession, and taught as a subject at (business) universities (e.g. Mack, Kelly and Wilson, 2016). From the point of view of the current researcher, it is not only the responsibility of universities to educate fundraisers, but also the responsibility of charities to prepare and train their volunteers for the task of fundraising. All surveyed team leaders noted that they had become better fundraisers over the years: their fundraising skills and performance were enhanced by developing better understanding of what Movember does and how they are making a difference. Further, team leaders improved in that they began to better recognize barriers amongst potential donors and members, making for more effective tackling of these barriers. On the subject of fundraising, team leaders better understood, over the years, the processes of identification, cultivation, solicitation, and stewardship, which helped them increase their fundraising effectiveness. Movember frequently visits its top team leaders, and several team leaders brought up that their close contact with Movember has been very useful for discussing ideas and progress. It was clear all the surveyed team leaders learned most simply by doing. However, charities in general can serve their fundraising volunteers with education, structures, policies and tools to strengthen their performance right from the beginning. Please see Appendix D for specific recommendations for Movember in terms of education and other pertinent subjects, as cited by the team leaders themselves.

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APPENDIX A. – INTERVIEW GUIDE

Introduction

- Introduce yourself and thank the respondent for taking the time to be interviewed.
- Brief explanation of the reason for the research:
 - a) To gain further insights into fundraising and how success is achieved.
 - b) Final project to obtain a master's degree; and

Introductory information regarding respondents' backgrounds

- Name of the team:
- Number of members:
- Years involved as a team leader in the Movember campaign:
- Amount of funds raised each year participated:
- Title within the company:
- Type of regular employment:

Interview questions

From a strategic planning perspective:

1. Why did you decide to participate in the Movember campaign?
2. What was your expectation and plan the first time you participated in the Movember campaign?
3. Did you reach these expectations? If yes, how? If no, why not?
4. The Movember website shows that your team has a partnership with *Company X*. How important is the involvement of *Company X*?
5. Which types of activities have your team performed over the years, in order to raise funds?
6. How has these activities changed over the years?

From a (public) relations management perspective:

7. How does your team connect with donors?
8. What kind of donors does your team have? What is the distribution?
9. Why do donors particularly donate towards your team rather than towards another Movember team?
10. How has your team cultivated relationships over the years with important stakeholders/donors?
11. What does your team do after the Movember campaign has been finished?

From an HRM perspective:

12. How would you describe your role within the team?

13. How has your team developed throughout the years?
14. How would you describe your team in terms of skills, diversity, collaboration and communication, decision-making, culture and structure?

From a general perspective:

15. What advice would you give to future Movember fundraisers?
16. What advice would you give to the Movember organization?
17. Is there anything else you would like to share?

APPENDIX B. – SAMPLE CHARACTERISTICS

No.	#1	#2	#3	#4
Years of experience as a team leader	8	8	5	4
Organized at work	No	Yes	Yes	Yes
Team leaders' job title within his company	Community manager	Director product development	Vice president	Vice president
Team size (2017)	117	30	66	27
Team is located in	USA	USA	USA	USA
Best achievement	Top 5	Top 15	Top 10	Top 5

TABLE B.1 – BACKGROUND INFORMATION FROM RESPONDENT 1 TO 4

No.	#5	#6	#7	#8
Years of experience as a team leader	9	3	5	5
Organized at work	No	Yes	Yes	Yes
Team leaders' job title within his company	Finance specialist	Principal member of tech staff	Procurement manager	Business consultant
Team size (2017)	11	17	21	24
Team is located in	USA	USA	Canada	USA
Best achievement	Top 20	Top 20	Top 20	Top 20

TABLE B.2 – BACKGROUND INFORMATION FROM RESPONDENT 5 TO 8

No.	#9	#10	#11	#12
Years of experience as a team leader	5	6	6	2
Organized at work	Yes	Yes	Yes	Yes
Team leaders' job title within his company	General manager	Senior project manager	Financial manager	Communication manager
Team size (2017)	28	25	10	12
Team is located in	UK	USA	Canada	NL
Best achievement	Top 5	Top 10	Top 5	Top 10

TABLE B.3 – BACKGROUND INFORMATION FROM RESPONDENT 9 TO 12

*Respondent 12 is excluded from the data analysis (see, paragraph 3.5).

APPENDIX C. – CODEBOOK

<p>Project: Movember interview analysis. Report created by Jaron on 21-01-2018. Code report. All codes (49).</p>	<p>25. Input – Contextual – Senior management 26. Output – Development – Branding awareness 27. Output – Development – Learning about corporation 28. Output – Development – Learning about the cause 29. Output – Development – Skills 30. Output – Productivity performance – Impact 31. Output – Satisfaction – Balance 32. Output – Satisfaction – Experience 33. Output – Satisfaction – Fun 34. Output – Satisfaction – Passion 35. Output – Satisfaction – Team moral 36. Output – Satisfaction (emotion) – Grievance 37. Process – Fundraising – Activities 38. Process – Fundraising – Cultivation 39. Process – Fundraising – Fit 40. Process – Fundraising – Soliciting 41. Process – Fundraising – Stewardship 42. Process – Team leader – Orientation and training 43. Process – Team leader – Planning 44. Process – Team leader – Recognition 45. Process – Team leader – Recruitment 46. Process – Team leader – Retention 47. Process – Team leader – Supervision and evaluation 48. Process – Team level – Team functioning 49. Process – Team level – Team growth</p>
<p>1. Input – Agency – Communication 2. Input – Agency – Core group 3. Input – Agency – Moustache 4. Input – Agency – Personality 5. Input – Agency – Planning (Momentum) 6. Input – Agency – Selling emotion 7. Input – Agency – Skills 8. Input – Agency – Team 9. Input – Agency – Team composition 10. Input – Agency – Team development 11. Input – Agency – Team leadership 12. Input – Contextual – Campus 13. Input – Contextual – Cause awareness 14. Input – Contextual – Campus 15. Input – Contextual – Cause awareness 16. Input – Contextual – Community 17. Input – Contextual – Communication channel 18. Input – Contextual – Corporation 19. Input – Contextual – Employees 20. Input – Contextual – Foundation 21. Input – Contextual – Governmental agencies 22. Input – Contextual – Individuals 23. Input – Contextual – Matching 24. Input – Contextual – Network of individuals</p>	

TABLE C.1 – LIST OF CODES

APPENDIX D. – RECOMMENDATIONS

In order to strengthen the performance of Movember team leaders, a ‘team leader journey’ has been created. This comprises three aspects. The first concerns the phase team leaders go through as a Movember volunteer. The second comprises the experiences and barriers encountered by them, as well as their opinions concerning each phase. The third is concerned with ‘actionables’ and advice for Movember from team members, regarding increasing team leader performance, and subsequently, that of the entire team. It should be noted that these phases are not strictly chronological, and that the content below represents only an approximate outline of this journey.

Note: All surveyed team leaders noted that Movember must continue the great job they are doing. Additionally, all respondents noted the importance of being transparent and not incurring high overheads.

“It is about the charity, it is about raising funds, and it is not about promoting the brand. So, it is not about getting to the point that they lose sight of why they’re actually doing this.”

D.1 – Phase of (un)awareness,

Team leaders’ views,

Here, the surveyed team leaders mentioned that Movember is a grassroots organization; hence, it should aim to encourage community-level initiatives:

“I know that probably more can be done at the grassroots level, locally or in different cities, to help promote it. You know, help clarify exactly what Movember is. Because, there are other charities throughout this month, like ‘no shave Movember’, there are other charities. The more that people become aware exactly what Movember is, that there is a difference between just not shaving during the month and collecting money and raising funds, the better, I think., It would be better, you know, for Movember and for their raising of awareness and funds.”

‘Actionables’ and advice for Movember

- Include famous people
- Organize community events, or organize running events, or organize fancy fairs. Or the other way around – encourage and support team leaders to organize such events in their village or city.
- Create and share easy and accessible content about what Movember’s impact is

“To do more, to talk about the organization publicly, so that when people like me are trying to set up a team, members will already have heard about Movember elsewhere, besides from just me.”

“So, what I would encourage Movember to do around the world is to approach some professional sports leagues. You know, the more they can get the so-called ‘people’s heroes’ involved.... I think this is something that raises more awareness and encourages more people to participate and more people to donate, to my mind.”

“He started to talk about his own scare, you know, prostate cancer. After he finished, everybody clapped and someone asked, ‘May I talk about my father?’ Another, ‘Can I talk about my son?’ I think that is something that I have not seen before. I approached the Movember guy afterwards, on how we can engage local communities in discussions like that. Is there a town hall opportunity with Movember? Because there is already the grassroots thing with Movember, and it makes it more personal.”

“What they can probably do is, early on, communicate what the main focus of this year’s campaign is. ‘This is our tagline for this year; here are the designs for the tagline’. Stuff like that, if you know what I mean.”

D.2 – Phase of enrolment,

Team leaders’ views,

Here, some team leaders noted that it is difficult for members who are not technically skilled to enrol in the campaign, in that it involves quite a few keyboard clicks. Furthermore, all team leaders mentioned that their motivation for the initial enrolment was to have a fun time. As a consequence of enrolment, they mentioned that they had learned over the years about the story behind Movember, how to fundraise, who to approach, how to lead a Movember team, and how to make contact with Movember employees. Accordingly, they noted that these experiences had helped them to perform better.

‘Actionables’ and advice for Movember

- Create easy, informative, and accessible content for team leaders (e.g. Youtube videos), to help them strengthen their individual performance, as well as that of their team members. Share this content directly at the point of enrolment within the campaign. For instance,
 - What is Movember? (e.g. “Welcome Mo Bro, we anticipate you’re going to have a fun time, and, consequently, will make a difference in the fight against cancer.”)
 - How do you raise money? (e.g. Ideas about, and approaches to, raising money, or the theory behind fundraising: 1) Identification, 2) Cultivation, 3) Solicitation, 4) Stewardship)
 - How to create and lead a Movember team (e.g. An explanation of techniques which have been proven successful for team leaders)
 - Contact points for getting in touch with Movember employees

“You know, the biggest thing is, you know, that you’ve gotta learn about Movember, you know, or try to learn as much as you can about what they’re doing and what their cause is.”

D.3 – Phase of preparation and planning,

Team leaders’ views,

Obviously, in this area all the team leaders were skilled. However, they noted the importance of Movember’s support during this phase, in terms of the website, contact-points, and running apps.

‘Actionables’ and advice for Movember

“We talked about that, like with the app. I’m actually pretty vocal with Movember. So, if stuff comes up, it’s like ‘Guys, you need to do this, or that’. I think they’ve scaled back on their staff, and so, a lot of the time, on answering requests. They’re getting better now, but a lot of the time, if you go online and, for instance, sign up for a party pack, Movember will send you one, but it shows up like on the day of the event. And that’s only because I’ve chased it. One year, I got four packs, because the first two I ordered a month-and-a-half prior, and they didn’t show up. Then they sent more.”

“They’ve done a good job of continuously adding new things and new aspects to the campaign. You know, like this year with the moves, they’ve really pushed that. Done a great thing with connecting fitness apps. So, it’s made easy, and the easier they make it, the better.”

D.4 – Phase of recruiting members,

Team leaders’ views,

Only a small minority of the team leaders did not face difficulties in recruiting members; most experienced barriers to participation. For instance, some were reluctant to commit themselves to a full month of campaigning, others were unwilling to grow a moustache, a couple lost interest in the cause, and some potential members felt uncomfortable asking others for money. Team leaders attempted to lower these barriers by reassuring members that the purpose was not so much about reaching a target, but having fun.

‘Actionables’ and advice for Movember

- Support Movember team leaders, with actions to lower barriers to participation. For instance, send out fake moustaches, which team leaders can give to potential members; or create ‘recruitment’ prizes for teams that already have, for instance, 50 members signed up in August or September.

“They talk to me a lot now. You know, they send me ‘staches to give away to the team, and literature. Like all kinds of stuff that really helps with fundraising and recruiting. I personally have found that really helpful; so the advice is, if they can go wider with what they’re providing the captains, and like go to the smaller teams as well, most teams will probably be able to build up their recruitment base. So, I’m really saying that what they did for me was perfect.”

D.5 – Phase of training and preparation of members for their task,

Team leaders’ views,

The subject of preparation and training in particular revealed room for improvement. Approximately half of the team leaders indicated they prepared team members for the campaign, specifically in relation to helping them in their attempts to raise funds. To this end, therefore, they shared e-mail templates, knowledge on fundraising, and other practical advice. However, it was surprising that only four team leaders indicated they taught their members what Movember was about, and what their impact would be.

‘Actionables’ and advice for Movember

- Make a webpage with e-mail templates, information on fundraising, and other items of practical advice
- Give lectures about fundraising and Movember at universities that teach non-profit management. Or create learning events with fundraising speakers – which are only open to Movember participants

D.6 – Phase of supervision and evaluation,

Team leaders’ views,

A large proportion of the interviewed team leaders were regularly checking up on their members. During the campaign, they were mainly focused on ensuring that each member was making progress with raising donations. Here, one respondent noted that the webpage could be better adapted to following members’ progress

‘Actionables’ and advice for Movember

- Create a forum on the webpage for each team, with, for instance, the contact details of each member or the possibility to chat, or send group mails

“I e-mail them or go to their Mo space and type a little message like ‘Hey, glad to have you back’ or ‘The moustache is looking good’. It is pretty light. We have talked to Movember about trying to get better at this. Right now there is no way for me to directly e-mail somebody. If I click, say you

are on my team, and I click on your profile, I would have to post, 'Hey, here is my number, I want to talk to you about something'. I have to post it on a public forum, so, it's difficult. Some people, I don't have their contact details. It might be a friend of a friend. Or a family member that signed up because his brother told him to. So, I don't really have a good way to connect with people, which is frustrating. There should be a field where you can e-mail somebody, so that it just goes to them. If I send you something, then it just goes to you. You can open it up and kind of have, like, a Movember e-mail from me with all my info. You can call me or e-mail me back, now you and I are connected. There is no real vehicle for this right now. That has been one of our greatest issues these last few years."

D.7 – Phase of doing the actual fundraising,

Team leaders' views,

Here, the surveyed team leaders particularly noted that fundraising is a labour-intensive process. However, the respondents made various comments about the improving of their fundraising performances.

'Actionables' and advice for Movember

"The only thing I would say is, keep on seeking out large organizations to match funds. Last year, the year before, I realised that on a few occasions, when I was raising funds, you would always be seeing 'sneak attacks' from VISA or whatever, once you'd hit a certain amount - and I have not seen that recently. So, the more they get larger organizations matching funds, the better. I think it's just a nice little nudge, that excites people. Because, if you've got a goal, whether it's 1000 dollars, 100 dollars, or 50 dollars, it a hook – something to go after."

"So, you know, for me there are different needs, like getting notifications when someone donates, so I can thank them immediately. For some time, they have stopped doing that. If you get e-mail notifications but with an application, you know, an app, I'd love to have notifications pop-ups. Letting me know, I think that is good for everyone raising funds - so, that you can, you know, when someone donates, you wanna thank them as soon as possible. You wanna let them know that you're aware that they have donated and how much you appreciate it. That's something very small, but for me, you know, it is very important. I'm constantly checking throughout the day, to see if there are new donations, so, I can reach out to people and thank them. So, little tweaks to their app, I think. Maybe putting a little more money into the app, and the webpage. The webpage is great, but you know, there is always an e-bump. I use so much of everything they provide, that I often find things that the average person not might come across. So, you know, a little bit more money on that. Obviously, the charity is most important, but they must allocate a little bit more money each year for technology."

“The one thing that we would really like is - we have offered, myself and a couple of other guys, to become employees for a month or so each year. It’s like, pay us a dollar. Technically you’re paying us, but by having a Movember representative inside Seattle, it would give us so much more latitude to walk in to somewhere and say ‘we’re with Movember; would you be interested in donating?’ A lot of companies, a lot of organizations, would love to give - but I’m not a non-profit, so I can’t offer the tax benefits or deductions, or the offsetting. You know, there is food, there is drink, that you can get if you’re... for example, I’m on the Board of Directors for a sailing organization. We’re able to get beer donated to us for our party on the pier, and for our events, because we’re non-profit. One of us was the acting agent for Movember... there is a lot more that we think we could get donated, a lot more that we think could come our way.”