

Developing a Strong Fundraising Brand for wiLearn 4 Life

Bachelor Thesis

Michelle Furrer

17-679-978

School of Management and Law

Zurich University of Applied Sciences (ZHAW)

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Supervisor:

Rolf Rellstab, M.A. HSG

Head of Degree Program, MAS

Marketing Management

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Management Summary

Research shows that building strong brands is highly successful in positively influencing buyer decisions in the for-profit sector and that fundraising success could also be improved through successful brand management. However, brand building is not yet common practice among non-profit organizations, mainly because small NGO's have only limited resources.

Therefore, this paper aimed to support the non-profit organization wiLearn 4 Life in raising awareness for their brand and to increase fundraising success through developing a strong fundraising brand.

Overall, the main method used to receive a clear understanding of the topic is literature research. In particular it was used to understand the process of brand building and its implementation. In particular, the thesis follows the theory of brand building in the non-profit sector proposed by Mareike Ahlers and Tim Senn (2018). Also, quantitative interviews with the team of wiLearn 4 Life were conducted, to capture the status quo of the organization and to get a glimpse into its unique brand identity.

Through applying a six-step brand building process, the thesis managed to present a practical guide for wiLearn 4 Life to further strengthen its brand. In general, the paper highlights key success factors in brand building and translates it into the context of wiLearn 4 Life.

Accordingly, the paper argues that wiLearn 4 Life must be true to its unique strengths and values which have to be weaved into all of the organization's actions. It further emphasizes the relevance of having a clear brand strategy in place and to actively communicate within the organization as well as to the outside world. Furthermore, the thesis identified key brand elements that need to be further pushed in positioning and communication. Besides that, a consistent and authentic brand presentation throughout all existing and future communications channels is recommended, since it improves donors identification and trust. Moreover, the research further proposes that brand messages need to be clear, straight forward, and thus easy on the receiver's side. Hence, the paper strongly recommends wiLearn 4 Life to professionally optimize their single most important brand communication channel, namely their website. Research further claims, that building relevant brand experiences positively influences donor relationships since it provides an opportunity for them to experience the brand and to build emotional connections. Thus, the paper introduces ideas and examples to build effective brand experiences through visibility, simplicity, community building, and content creation. As a result the paper contributes a practical content marketing plan for wiLearn 4 Life's website and LinkedIn channel.

All in all, it can be concluded that this thesis paper contributes to the topic of branding in the non-profit sector, since it represents the practical application of literature on this topic. It could be used by other NGO's searching for a practical guide on how to build a strong brand themselves.

List of Contents

Management Summary	II
List of Contents	IV
List of Tables	VI
List of Figures	VII
Term Definitions	VIII
1. Introduction	1
1.1. Relevance of the Thesis.....	2
1.2. Goals and Objectives.....	3
1.3. Methods.....	3
1.4. Structure – The Brand Building Process.....	4
2. Internal Brand Analysis	5
2.1. About wiLearn 4 Life.....	5
2.2. SWOT Analysis.....	6
2.3. Brand Identity.....	9
2.3.1. <i>Six Facets of Brand Identity</i>	9
2.3.2. <i>Core Values</i>	11
2.3.3. <i>Core Messages</i>	12
2.3.4. <i>Philosophy</i>	13
3. External Brand Analysis	15
3.1. Target Groups.....	15
3.2. Competition.....	21
3.3. Partners.....	22
4. The Brand Positioning	23
4.1. Brand Purpose.....	23
4.2. Brand Personality.....	24
4.3. Brand Promise.....	24
4.4. Brand Behavior.....	25
4.5. Positioning Formula.....	25
5. Strategic Integrated Brand Communication	27
5.1. Brand Messages.....	27

5.2.	Storytelling.....	28
5.3.	Brand Tonality	30
5.4.	Brand Touchpoints	30
5.4.1.	<i>Website</i>	30
5.4.2.	<i>LinkedIn</i>	31
5.4.3.	<i>Event Marketing</i>	32
6.	Strategic Integrated Brand Design.....	33
6.1.	Visual Elements	33
6.1.1.	<i>Logo</i>	33
6.1.2.	<i>Color Palate</i>	34
6.1.3.	<i>Pictures</i>	34
6.1.4.	<i>Font Family and Formatting</i>	35
6.2.	Team Behavior	35
7.	Brand Experience	36
7.1.	Visibility	36
7.1.1.	<i>Bring the organization to life</i>	37
7.1.2.	<i>Bring the brand purpose to life</i>	38
7.1.3.	<i>Make the donation tangible</i>	39
7.2.	Simplicity.....	40
7.3.	Communities.....	40
7.4.	Content	41
7.4.1.	<i>Website Content Plan</i>	42
7.4.2.	<i>LinkedIn Content Plan</i>	47
8.	Conclusion.....	48
8.1.	Key Recommendations.....	49
8.2.	Limitations and Future Outlook.....	49
	Bibliography.....	IX
	Appendix	XIII

List of Tables

Table 1: Term Definitions	VIII
Table 2: Target Group Characteristics – Foundations.....	16
Table 3: Target Group Characteristics - Private Donors	19
Table 4: Example - Bring the organization to life.....	37
Table 5: Example - Bring the brand purpose to life.....	38
Table 6: Example - Make the donation tangible	39
Table 7: Summary Interview with Roland Diethelm	XXII
Table 8: Summary Interview with Rachel Wille	XXVII
Table 9: Summary Interview with Daniel Kast	XXX
Table 10: Website Content Plan for wiLearn 4 Life	XXXIV
Table 11: LinkedIn Content Plan.....	XXXV
Table 12: Social Media Calendar wiLearn 4 Life.....	XXXVI

List of Figures

Figure 1: Brand Building Process	4
Figure 2: Product Portfolio wiLearn 4 Life	6
Figure 3: SWOT-Analysis wiLearn 4 Life	7
Figure 4: WiLearn 4 Life's Identity Prism.....	10
Figure 5: Donor Decision Journey	17
Figure 6: Brand Positioning Wheel.....	23
Figure 7: Questionnaire Interview Roland	XIII
Figure 8: Questionnaire Interview Rachel.....	XIV
Figure 9: Questionnaire Interview Daniel	XV
Figure 10: Website CARE (Screenshot).....	XXXI
Figure 11: Website Pratham (Screenshot).....	XXXI
Figure 12: Website World Vision (Screenshot).....	XXXI
Figure 13: Website Tostan (Screenshot)	XXXI

Term Definitions

Brand	“A brand is the sum of feelings and associations belonging to a product, an organization, a service or a charity.” (Hankinson, 2006)
Brand Behavior	Brand behavior is about the actions of a brand. It includes ideas a brand shares, and the way it interacts with its prospects (Kapferer, 2008).
Brand Experience	Brand experiences include all actions that provide tangibility to a brand. They make the brand real and provide it with a human aspect (Cavanaugh, 2020).
Brand Identity	The brand identity refers to everything a brand stands for. It presents the visible and intangible elements of a brand that turns it into what it is (Kapferer, 2008).
Brand Image	The brand image is explained by the way an organization is perceived by its audience. It explains how the receiver of the brand message views the brand (Kapferer, 2008).
Brand Message	Brand messages are the voice of the brand. It transports the brands positioning and values to the outside world (Kapferer, 2008).
Brand Positioning	Brand Positioning signposts the strategy of the brand. It specifies the unique place the brand holds in the market as well as in the prospect’s mind. Positioning takes competitors into account and is all about highlighting distinctive brand elements that make them stand out the crowd (Kapferer, 2008).
Brand Promise	The brand promise stands for a brand’s commitment to provide a certain value to its users. It is what consumers can expect when interacting with the brand (Workfront, 2018).
Brand Substance	The Brand Substance is best described by a brands proof points. The sum of everything that is true about a brand (Mark & Pearson, 2001).
Content Marketing	Content marketing is a marketing practice that deals with generating, issuing and circulating relevant content for certain target groups online (Hilker, 2017).
Visual Identity / Corporate Identity	The visual identity or the corporate identity respectively, includes all visual and design aspects, from logos to fonts to picture styles a brand is using. It directly influences what people associate with the brand (Mehrtens, 2018).

Table 1: Term Definitions (own representation)

1. Introduction

The world as we know it today, would not be the same without technology. Nearly everything is digital, and the right answer to every question is just clicks away. Thus, a world without electricity and the internet is for the majority of people hardly conceivable. Hard to imagine that according to UNICEF's "Children in a Digital World" report of 2017, the number of youth having no access to any kind of technology, sometimes not even to electricity, was estimated to around 346 million (UNICEF, 2017).

However, the problem goes far beyond people's perception. With no access to technology divergence between nations increases, with digitalization as the new dividing line. Resulting in millions of disadvantaged children who will not be able to participate in society.

With wiLearn 4 Life, Roland Diethelm and his dedicated team attempt to change that in offering portable learning devices that are conceptualized to work in remote areas without power supply. The portable learning labs come with a solar panel and are thus highly self-sustaining. Their goal is to decrease the gap in education and transfer knowledge to the very poor living in rural areas. This mission often comes at high costs, which is why the non-profit association is strongly reliant on external funding for their projects.

Since fundraising activities demand considerable time and resources, marketing efforts have been kept to a minimum and only the more profitable foundations have been approached. So far, private donors remain unaddressed with the current strategy in place. With the emergence of new opportunities, the organization now faces the challenge of defining a clear brand strategy, that supports them in selecting suitable projects, fits their purpose and finds attention among both their identified target segments; foundations as well as private donors.

1.1. Relevance of the Thesis

There is a considerable amount of research arguing about how building a strong brand improves buyer decisions in the profit sector and why non-profit organizations should also engage in branding activities to increase fundraising success. But what is a “strong” brand exactly?

First there are many definitions of brands, from very basic ones to highly sophisticated ones. For this thesis a brand is defined as the sum of all feelings and associations belonging to a product, an organization, a service, or a charity (Hankinson, 2006).

A strong brand has the power to raise awareness, influence donor decisions positively, and can help to differentiate oneself from similar organizations (Ahlers & Senn , 2018). It also helps donors navigating through the vast variety of different NGO’s and helps them identify with a cause or organization that accurately fulfills their needs (Ahlers & Senn , 2018).

Since wiLearn 4 Life plans to launch a new fundraising initiative this summer, the organization wants to make sure that all its communication activities are aligned and understandable for its donors. The first impression counts, even more so, when the main targets are foundations in Switzerland, a highly sophisticated donor group. Therefore, it is crucial to have a professional and trustworthy presentation of the brand wiLearn 4 Life throughout all communication channels.

Accordingly, this thesis will provide a practical guide on how to build a strong fundraising brand for the association wiLearn 4 Life. As a result, a clear brand strategy aims to build the basis for future communication activities, which should increase fundraising success and ensure a consistent brand presentation.

1.2. Goals and Objectives

The overall goal of the thesis is to support the non-profit association wiLearn 4 Life to increase fundraising success through developing a strong fundraising brand. The following objectives represent milestones in the brand-building process:

Objectives:

- ⇒ Develop a unique brand positioning for wiLearn 4 Life that will distinguish the brand from other NGO's in the sector and serves as a clear brand strategy that directs the future decision-making of the brand as well as future communication and design activities
- ⇒ Build a trustworthy and professional brand presentation that is consistent throughout all the different communication channels of wiLearn 4 Life
- ⇒ Build unique brand experiences through visibility, simplicity, communities and content for donors to be able to feel the brand, to build an emotional connection with wiLearn 4 Life, and thus engage in meaningful relationships

1.3. Methods

Overall, the main method used to receive a clear understanding of the topic is literature research. In particular it was used to understand the process of brand building and its implementation. The paper follows the theory of brand building in the non-profit sector proposed by Mareike Ahlers and Tim Senn (2018) which was slightly adapted to fit the context of wiLearn 4 Life. All in all, the presented ideas are based on the latest research in branding, marketing, and fundraising.

Qualitative interviews also played a crucial role, especially in the first two parts of the paper namely the internal and external brand analysis. Therein, the thesis analyzes the unique character of wiLearn 4 Life and its external environment. Therefore, qualitative interviews with Roland Diethelm (CEO), Rachel Wille (Member of the Board), and Daniel Kast (Member of the Board) were conducted (see appendix I and II). The goal of these interviews was to extract information about wiLearn 4 Life's history, brand values and messages, strengths and weaknesses as well as its donor relationships. This information aims to support the paper in analyzing the brand from inside and outside and is later needed for defining a unique brand positioning.

1.4. Structure – The Brand Building Process

All in all, the paper will follow a six-step brand building plan (see figure 1) that is based on the research paper “Bedeutung der Marke einer NPO für das Fundraising” (Ahlers & Senn, 2018). It will begin with an internal brand analysis that aims to identify the unique character of wiLearn 4 Life, as well as its strengths, weaknesses, opportunities, and threats. It will then proceed with the external analysis that aims to provide information about wiLearn 4 Life’s target groups, its competitors as well as partners. Third, the previous brand analysis builds the basis to formulate a unique brand positioning strategy. As a next step, the paper will continue to elaborate on different communication activities and will ensure the consistent integration of the pre-defined brand positioning into future communication activities. It will also elaborate on three of the most promising communication channels of wiLearn 4 Life and will provide practical examples of how to present its brand over these channels. Fifth, the implementation of the brand design follows, making sure that the visual appearance of the brand is also consistent with the brand positioning throughout all brand touchpoints. Finally, the way wiLearn 4 Life should be experienced by its donors will be explained in detail and will, therefore, complete the brand-building process.



Figure 1: Brand Building Process (own representation based on M. Ahlers and T. Senn, 2018, p.12)

In the end, the conclusion part will summarize the paper and will provide key recommendations for wiLearn 4 Life. Also, the limitations of the paper as well as areas for further improvement will be discussed.

2. Internal Brand Analysis

The internal brand analysis aims to provide insights about the organization wiLearn 4 Life, namely its history, its strengths, weaknesses, opportunities, and threats as well as its unique brand identity. Analyzing these elements is crucial to define a differentiated and relevant positioning that authentically reflects the brand wiLearn 4 Life and builds on the organization's actual strengths. This part is largely based on the interviews with Roland Diethelm, Rachel Wille, and Daniel Kast.

2.1. About wiLearn 4 Life

WiLearn 4 Life is a non-profit organization that was founded in July 2018 by Roland Diethelm and eight of his appointed board members. Together they strive for a world where everyone has equal opportunities to live a self-determined life. This is why they focused on their unique cause of enhancing education in the very poor rural areas in the world. Most of the time, these communities live without electricity and have no access to the internet. Furthermore, education might have been disrupted by wars leaving them behind vulnerable and without the knowledge available to change their lives for the better.

Everything started while working for World Vision back in the year 2013. Roland was part of the department responsible for several development projects where he learned about the importance of electricity and learning within rural areas. This was when he first came up with the idea to combine these two elements, education and energy, and to provide these communities with digital learning solutions. Because he was working as a flight instructor as well as an electrician earlier in his career, he had the necessary skills and knowledge to build his case.

But the idea of founding an organization was not born overnight it was more a process that evolved. Thus, he continued working for World Vision where he became part of the Humanitarian Aid team in 2017. There he had to closely monitor crises in very poor areas, and was predominantly responsible for communities that were victims of violence and war. Then, it became certain that to reach these communities, a portable and self-sustaining learning solution must be provided that also works without the supply of reliable electricity. He then decided to inform World Vision about his observations and to convince them to partner with him in tackling these problems. Unfortunately, World Vision was not agile enough to respond to Roland's quest since they were already engaged in many other field operations. That was when he decided to commit full-time to his idea and to build his organization.

Ever since, wiLearn 4 Life is known for having a focus approach when it comes to providing digital learning hardware and software. At the moment there are three products:



Figure 2: Product Portfolio wiLearn 4 Life (based on the website of wiLearn 4 Life, 2020)

With these tools, wiLearn 4 Life managed to combine the lack of reliable power, the lack of reliable connectivity and the lack of information available. They invented a package solution that includes a solar panel and makes use of regionally produced learning content. This makes it a highly adaptable tool that could be used in several ways from classroom teaching and library services to providing lectures within the health care sector. Furthermore, it is produced with very low technical input so that it could be repaired and produced locally. Normally, the learning labs come an introductory course conducted directly in the field by Roland himself. Offering a complete solution like this, represents the unique selling point (USP) of wiLearn 4 Life. No other organization managed to combine Hardware, Software, and Power Supply in one product, and none of them offers a product so mobile, adaptable, and at the same time affordable like they do.

Unique about wiLearn 4 Life is also, that they do not execute projects on their own. Hence, they will supplement other Swiss and international NGO's with their expert technology and knowledge. This enables the organization to focus on its strengths and operate as experts. Together the team obtains a long history of experience in fundraising and developmental project work.

2.2. SWOT Analysis

As a next step, the thesis will determine wiLearn 4 Life's strengths, weaknesses, opportunities, and threats. This will provide a better understanding of the abilities wiLearn 4 Life needs to leverage and also limitations that have to be considered when determining the future direction of the brand.

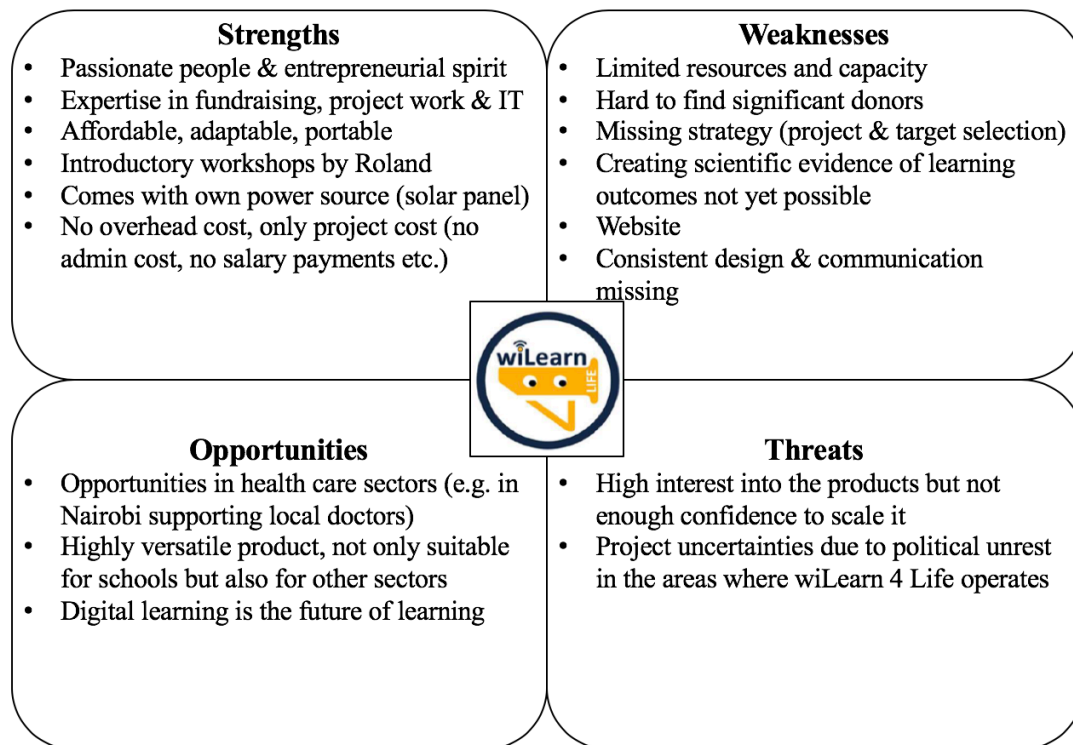


Figure 3: SWOT-Analysis wiLearn 4 Life

Strengths:

WiLearn 4 Life is a small company that is full of talented and passionate people with a common entrepreneurial spirit. The fact, that all members have year-long experience in either fundraising, developmental project work, or information technology and that they form a rehearsed team consisting of previous co-workers, creates a major advantage for the organization. Furthermore, wiLearn 4 Life has a strong cause that provides meaning to employees as well as investors. They touch minds and hearts with what they do which is a remarkable strength. Another asset is the tools and technology they are offering. Unlike all other organizations that offer similar products, wiLearn 4 Life is the only one providing portable solutions that come with an affordable price and are completely self-sustaining. Moreover, the technology works remotely without internet access and comes with a solar panel. Another advantage is that their content is highly adaptable to local needs and is open resource material. If a project decides to implement wiLearn 4 Life's learning labs, Roland himself is providing the necessary introductory courses in the field. This well thought through invention is definitively a unique selling point (USP) of wiLearn 4 Life. Besides wiLearn 4 Life only incurs project-related costs, meaning that they have no overhead cost to cover. This allows money donated to arrive where it is most needed; in the projects.

Weaknesses:

A substantial weakness of wiLearn 4 Life is the lack of resources and capacity, not only financially but also in the form of limited manpower. The whole association is truly voluntary with everyone paying a yearly membership fee. All other funds have to be externally sourced. This leads to another challenge, namely finding donors that donate these significant amounts of money needed to finance a project. Often fundraising activities are extremely time-consuming and not efficient. In order to attract foundation money, the organization needs a professional and trustworthy presentation of its brand and organization over its website and all other brand touchpoints. At the moment the website is a rather sore point, since it is highly technical and not very user-friendly. Also, the lack of a clear strategy when selecting projects or when deciding which donor groups to attract can lead to misunderstandings or misinterpretations of the brand. Formulating a clear strategy will also support the implementation of consistent brand design and communication. Last but not least, creating scientific evidence on the learning outcomes will be needed in the long-run. Right now there are no financial resources in place that would allow the learning outcomes to be monitored.

Opportunities:

There are many opportunities for wiLearn 4 Life because their product is highly adaptable to whichever content is needed. Right now, Roland is working on a health care project in Nairobi where he supports local doctors with his tools and technology. Obviously the health care sector in general holds great potential since doctors are thankful learners and money to finance the operation is available.

But not only schools and health care produce potential market opportunities. The product could also be modified into a community library or could provide vocational training in other economic sectors. Given that digital learning and education is the future, the products are highly contemporary and will be in great demand.

Threats:

One of the biggest threats faced by wiLearn 4 Life is the lack of donor trust. Because Roland alone is responsible for the whole technology and the teaching, the risk of him falling sick would endanger the whole project and therefore represents a significant risk for investors. There is also the threat of local uncertainties impacting wiLearn 4 Life's operations in the field. Since, they operate in very poor and rural areas the possibility of political unrest or a war outbreak is definitely plausible and could harm the planned operations.

2.3. Brand Identity

The key to achieving an authentic brand positioning is credibility (Ahlers & Senn , 2018). Thus, the goal of developing a strong brand is about identifying the true character of the brand wiLearn 4 Life. In the end it is all about trust, and if an organization cannot deliver on what it is promising, people will not donate anything. Which is why it does not make sense to try to be something one is not. Therefore, analyzing a brands unique identity is the starting point for formulating an honest positioning.

It all starts with the question “Who are we as a brand?” and continues with identifying core values and messages. Whereas the positioning will be adapted over time to match the organization’s external environment, the core identity of the organization will remain the same (Aaker, 1996). It will always represent the unique DNA of the organization and thus, will form the pillars on which all future strategies are built.

In order to receive a clear understanding of wiLearn 4 Life’s values and messages, three qualitative interviews with the CEO Roland Diethelm and two board members, Rachel Wille and Daniel Kast were conducted.

2.3.1. Six Facets of Brand Identity

Many different theories assist in analyzing an organizations unique brand identity. The method used in this thesis is called the brand identity prism, that was first introduced in 1986 by Jean-Noël Kapferer, a leading consultant in brand strategy (Kapferer, 2008). It claims that brand identity consists of six different facets, and that each facet should be described by a few strong words that occur only once in the prism (Kapferer, 2008). Next to the different brand elements, there are four dimensions. The top and bottom sections try to draw a picture of how the organization (sender) looks and also what its target groups (receiver) are like. Then there is the left and right side, which aims to capture both perspectives of the organization; the inside as well the outside one.

Below, figure 4 shows wiLearn 4 Life’s unique identity prism, which will be explained in more detail.

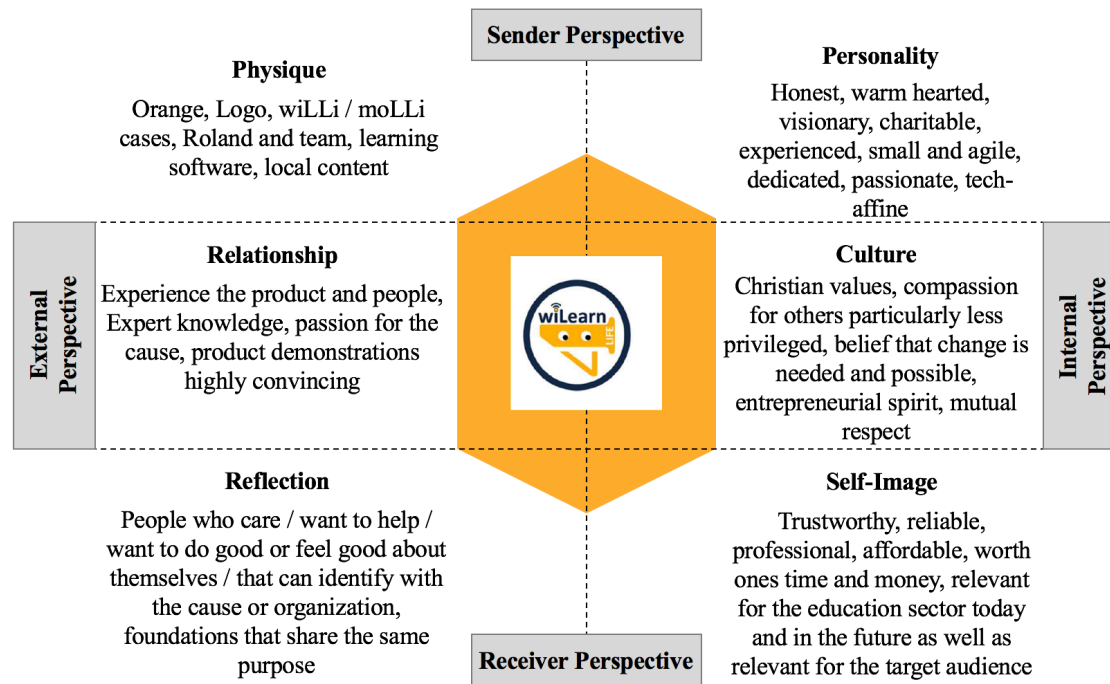


Figure 4: WiLearn 4 Life's Identity Prism (own representation based on J.-N. Kapferer, 2008, p. 182-187)

Personality:

The brand personality facet includes personality traits. It describes what a brand is like.

- ⇒ WiLearn 4 Life's brand personality can be explained with the words, honest, warm-hearted, visionary, charitable, experienced, small and agile, dedicated, passionate, and tech-affine.

Culture:

The brand culture explains what is important to an organization and what rules it lives by.

- ⇒ In the case of wiLearn 4 Life, the culture is best described by its Christian values, compassion and mutual respect for each other and others that are less privileged, entrepreneurial spirit, and the motivation that change is needed and achievable through what they are doing.

Self-Image:

The self-image shows how an organization would like to be perceived as a brand.

- ⇒ WiLearn 4 Life wants to be perceived as trustworthy, reliable, professional, affordable, worth the time and money, and that donations end up where they are needed most, namely in the projects. They want to be relevant in today's age, in the sector of education and most importantly they want to be relevant for its donors.

Physique:

The physique is about tangible characteristics such as products or logos. It's about brand elements people can see or touch and which are strongly associated with the brand.

- ⇒ When looking at the brand elements of wiLearn 4 Life, certainly the logo is one of its kind, also the color, the products, as well as all product features are unique. So, is Roland and his dedicated team.

Relationship:

The brand relationship facet explains, how the brand interacts with its target groups and what people can expect from the brand.

- ⇒ When getting in contact with the brand wiLearn 4 Life, one experiences the passion for its cause and products. Also one gets an idea about the vast knowledge and experience the team has. Roland's product demonstrations are highly entertaining and convincing.

Reflection:

The brand reflection describes the characteristics of the target group that feels most attracted to the brand.

- ⇒ WiLearn 4 Life attracts donor groups that can identify with the cause and/or the organization and want to do something good. Right now, they get the attention of rather big donors, because they actively ask them for funds.

2.3.2. Core Values

After identifying the brand identity of wiLearn 4 Life, the thesis will now proceed in deriving the organizational core values. Core values are described as deeply rooted standards that represent the essential elements of a brand's distinctiveness (Lencioni, 2002). They guide an organizations actions and behavior and should never be compromised, whether in the short- nor the long-run (Lencioni, 2002). Therefore, wiLearn 4 Life's core values will always remain a part of their brand character no matter how the external environment changes.

The biggest challenge is about defining core values in a unique and effective way. Often organizations focus too much on what the public is valuing right now, which leads them to forget what they are unique for (Lencioni, 2002). There are many ways to explain ones unique values, there is no need to use the same words and definitions like the neighbor next door. The experts in the field agree that a 5-8 strong values should be defined to capture all the meaning to the brand (Lencioni, 2002) (Crowther, 2015). One way of introducing core values is through simple and straight-forward phrases that are easy to be memorized. Great value propositions provide the

opportunity to trigger emotions and highlight organizational strengths through using meaningful and inspirational vocabulary (Lencioni, 2002).

In the case of wiLearn 4 Life, these core values are already an integral part of the organization. They were defined by Roland and consist of the following:

- ⇒ Christian Identity
- ⇒ Mutual Respect
- ⇒ Entrepreneurial Spirit

However, it is recommended to discuss these values within the team (Hankinson, 2006). Especially in a small team like wiLearn 4 Life it is important that every member of the organization knows these values by heart and more importantly, knows what they mean.

Through the qualitative interviews that were conducted in March, additional core values were identified. They are included because they provide insights about how other team members view the organization. Maybe wiLearn 4 Life wants to add these values into their value proposition:

- ⇒ Compassion and Kindness: Love for others that are less fortunate.
- ⇒ Good intention and motives: All of wiLearn 4 Life's decisions and actions are carried out with the best of intentions and motifs.
- ⇒ Education is key: wiLearn 4 Life views education as the vehicle that leads communities in rural areas to live a better life.

2.3.3. Core Messages

Every strong brand has one essential core brand message. An integrated credo that explains the brand's philosophy. Also, it represents a statement that builds the cornerstone of the brand, and that reminds an organization why it matters and what it stands for (Frederiksen, 2019). Moreover, it intends to transfer core values and distinctive brand aspects to the target audience so that they can connect emotionally and build up relationships with the brand. A successful core brand message is clearly communicated through all the organization's subsequent marketing messages and most importantly is relevant for the organization's target group (Frederiksen, 2019). If implemented successfully, the target groups will start to listen to the brand and start to care.

WiLearn 4 Life's core message is about the positive impact of education on very poor communities living in rural areas. It is about bringing the world closer instead of allowing it to diverge even further. WiLearn 4 Life views knowledge and technology as a means to close the

gap and reduce poverty. In the end every human being has the right to take responsibility for his/her development. WiLearn4 Life stands for life-long learning. Nobody shall be left behind!

2.3.4. Philosophy

As already mentioned above the central brand message has one crucial function, namely to bring cohesion to an organization. Hence, it also builds the basis for an organization's mission and vision statement. The key lies in creating powerful and effective statements that are no longer than a few phrases (Frederiksen, 2019). Otherwise, they miss to deliver clear ideas or will not be read at all by most of the people in the target audience. In the case of wiLearn 4 Life, both, a vision and mission statement already exists.

Vision Statement:

The vision statement describes wiLearn 4 life's short-and long-term goals. It justifies the existence of the organization, its purpose, and serves as a strategy for future decision-making. Right now, wiLearn 4 Life's vision is published on the website and is also part of the PDF document "wiLearn 4 Life Concept". At the moment, different statements are used to express their vision:

“Vulnerable Children, Youth and Communities in deprived environments and fragile contexts are empowered to learn for life using 21st century digital skills to develop their full potential becoming an active member of society.” (WiLearn 4 Life, 2018a, p.1)

“We empower communities in fragile contexts to gain digital learning skills for a self-determined life.” (WiLearn 4 Life, 2020)

“We envision a world where all children experience nurturing care and have timely quality learning opportunities in their homes, schools and communities.” (WiLearn 4 Life, 2018a, p. 1-2)

Mission Statement:

The mission statement captures wiLearn 4 Life’s purpose and goal. It tells the world why it exists and how it contributes to turning things for the better. wiLearn 4 Life’s mission statement is posted on the organization’s website as well:

“We inspire all generations in marginalized communities, by establishing regular access to wireless learning labs, offering open educational resources and digital libraries relevant to their environment. “ (WiLearn 4 Life, 2020)

It is important to understand that a mission statement is always based on strategy. In general, being precise about the purpose of the organization is recommended. Covering a too broad spectrum of brand activities incurs the risk of diluting the brand’s DNA. On the other hand, being too precise will not cover all the areas wiLearn 4 Life is operating in.

All in all, members who are part of wiLearn 4 Life must know the unique purpose of the organization by heart. The goal is to make sure that core values as well as the organizations’ vision and mission are cohesive throughout the organization and are deeply rooted in wiLearn 4 Life’s culture. If done correctly the core identity will always build a solid foundation for all future activities and communication no matter how the external environment will look like at this point in the future.

3. External Brand Analysis

The following section will focus on wiLearn 4 Life's external stakeholders. Therefore special attention is paid to wiLearn 4 Life's potential target groups, mainly charitable foundations as well as private donors. The goal is to understand individual donor characteristics, decision-making processes, and to define key factors that have to be addressed through brand positioning and communication. Furthermore, the paper continues with identifying competitors as well as partners, such as other NGO's in Switzerland or internationally. The analysis will contribute to formulating a unique positioning later-on.

3.1. Target Groups

Generally, two main target groups are important for wiLearn 4 Life, namely the charitable foundations and the private donors. Right now, wiLearn 4 Life does not actively engage in targeting private donors, since the organizations capacity did not allow for targeting the mass market yet. Rather they concentrated on the larger donors, specifically charitable foundations, that have the monetary ability to fund entire projects. However, wiLearn 4 Life will sooner or later reach the point where they have to decide in which direction they want to develop themselves; stay small and agile or gain on significance and grow. Anyway, the paper will include the private donors into the analysis, since they are potential prospects, and because decisions in foundations are still made by private people after all.

Charitable Foundations

In general, targeting charitable foundations is an ambitious task that requires comprehensive knowledge and experience in dealing with this special donor group. As a fact, the market is characterized of being highly intransparent and due to its lack of information, highly demanding for fundraising activities (Buss, 2016). Thus, considerable time and resources are involved to select and later approach suitable donors. Luckily, wiLearn 4 Life benefits from its vast expertise in this field. With Rachel Wille, they have a specialist in foundation fundraising, which is why the thesis tries to understand this specific donor group to build a positioning that is relevant and appealing to them but will not go into too much detail. The following table will provide an overview of the unique donor characteristics that have to be considered.

Characteristics	Foundations
Character	<ul style="list-style-type: none"> - Highly sophisticated donor group (Buss, 2016) - Highly qualified people and professionals in the field (derived from interview with Rachel see appendix II) - Rather rational decision makers but not only since people still are the ones behind the decisions thus, emotional value needed too (Buss, 2016)
Motivation	<ul style="list-style-type: none"> - Find a “promising” project that fits the foundation’s purpose (Buss, 2016) - Donate money in the best possible way, use it for the most prospective projects - Do good
Need	<ul style="list-style-type: none"> - Want to “feel good” about a project or organization - Want to “feel important” to the projects and the money receiving organization - Want to be treated as partners not random donors (Buss, 2016) - Shared interest (foundations purpose must match with wiLearn 4 Life’s mission (Buss, 2016)) - Funding operations that are unique, interesting and innovative
Donation	<ul style="list-style-type: none"> - Middle to large donors (Buss, 2016) - Fund entire projects or donate an entire learning lab (project, subject or object donations (Buss, 2016)) - Do not spend money without knowing the intended purpose (Buss, 2016) - Mostly one-off donations or contract to support a project over a certain time (Buss, 2016) - Decision-making takes place once or twice a year (autumn and/or spring), depending on the size of the foundation (derived from interview with Rachel see appendix II)
Fundraising	<ul style="list-style-type: none"> - Standardized Application process (Buss, 2016) - Written application expected (derived from interview with Rachel see appendix II) - High level of information needed, similar to a business plan (Buss, 2016)
Touchpoints	<ul style="list-style-type: none"> - Website - Application dossier incl. flyers, product descriptions etc.
Key Factors	<ul style="list-style-type: none"> - Trust in the organization, cause and the project’s success - Professionality - Strong project case - Rational and emotional brand value

Table 2: Target Group Characteristics – Foundations (own representation)

All points considered, the above donor group has to be addressed with a professional, highly informative, and at the same time trustworthy presentation of the organization and projects. Trust is the key to win foundations as investors. Even though it might be difficult for wiLearn 4 Life to gain attention among foundations, they obtain one major advantage that bigger foundations lack, namely their low overhead cost. Since foundations aim to have the most impact possible with the money they donate, this is a substantial benefit of wiLearn 4 Life. Thus, the fact that every dollar donated will be used to cover project cost is one of the unique selling points of wiLearn 4 Life and has to be leveraged, particularly when talking to this donor group. In contrast, bigger organizations produce increased administrative costs, might pay salaries or invest in marketing activities.

Another strength of wiLearn 4 Life that is worth highlighting is its unique and refined product portfolio. They will appeal most to foundations that already have considerable knowledge about developmental work in the education sector. They might have seen similar products and can see the innovation and potential of wiLearn 4 Life's learning labs. Most definitely, they will be highly interested in learning more about wiLearn 4 Life's tools and technology.

Donor Decision Journey

To understand the decision making processes of a prospective target group, analyzing the donor decision journey (see figure 5) aims to provide useful insights. The theory applied in this paper presents a mixture between the concept of the customer journey (Grunert, 2019) and the concept of the decision journey introduced by Darley (2016). It involves five steps, Awareness, Consideration, Evaluation, Decision and Post Donation. It aims to explain how the donor groups interact with the organization throughout the different decision stages.

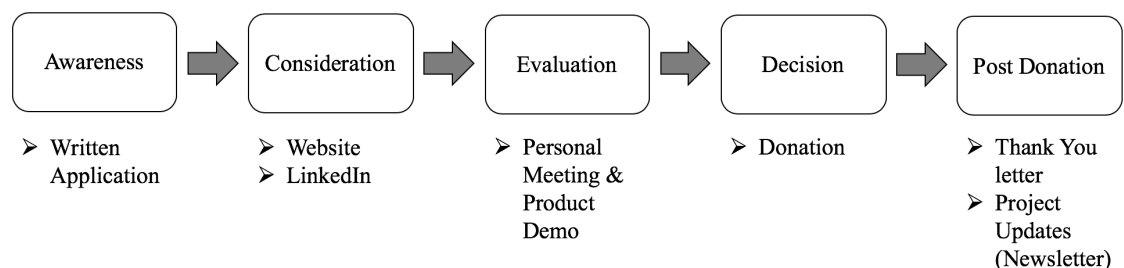


Figure 5: Donor Decision Journey (own representation based on Darley, 2016, p. 202)

First of all, the decision-making process of foundations is very unique. As already mentioned before, there is a limited time slot to address this target group since project contributions are decided once or twice a year in spring and/or autumn. This largely depends on the size and

processes of the individual foundation. For wiLearn 4 Life, this means that timing is crucial and marketing, as well as communication activities, have to be especially high during these decision periods. Otherwise they miss out on the opportunity to raise funds, and have to wait another year.

Consequently, the first step is to raise awareness for wiLearn 4 Life's brand and projects. Thus, a written application is sent to introduce the purpose and the concept of wiLearn 4 Life to the foundation. These application processes follow a clear structure and since foundations have a lot of experience with developmental work, a high level of professionalism is expected. After submitting the application dossier the next stage will be the consideration stage where the main touchpoint between wiLearn 4 Life and the appointed decision-makers of the foundation is their Website. Therefore, the website represents the entry ticket that might lead to a personal meeting and will thus take them to the evaluation stage. Hence, wiLearn 4 Life should do everything to get an invitation so that they can connect with the foundation members on an emotional level by demonstrating their product. Therefore, the brand presentation over the website needs to be optimized before reaching out to donors. After successfully evaluating the organization, the foundations will conclude on whether to donate money or not. The last step in the decision journey is called the post-donation phase and describes all actions that follow the donation. Because foundations contribute considerable amounts of money they want to be informed about the progress of the project. So wiLearn 4 Life should make sure to keep them up-to-date through implementing a newsletter or similar. Normally it is also common to issue a thank you letter or provide a small thank you gift to the donating foundation.

All in all, before planning a new fundraising initiative for foundations, wiLearn 4 Life should consider the unique decision journey to make sure that they are prepared to engage with this highly sophisticated donor group. It is always the first impression that counts.

Private Donors

In general, targeting private donors might appear easier compared to targeting foundations. The reality would beg to differ. For a small organization like wiLearn 4 Life, the challenge with this donor group lies in raising awareness for its brand and in keeping it. In a world where people are overwhelmed with the stream of information receiving attention becomes increasingly difficult and calls for increased marketing efforts. Therefore, to target the so-called mass-market, increased resources are needed to manage donor relationships and incoming donations. This means that before the mass is targeted in great style, the organization first has to reach a stable capacity to manage the additional tasks at hand. The following table will provide an overview of the individual characteristics of private donor groups.

Characteristics	Private Donors
Character	<ul style="list-style-type: none"> - Not experts, highly emotional decision-makers - Impulsive - Don not want to be informed about details they do not understand - Simple messages preferred (Swissfundraising u. Stiftung Zewo, 2019) - Don not want to be involved too much - Age between 25 – 70 (Swissfundraising u. Stiftung Zewo, 2019)
Motivation	<ul style="list-style-type: none"> - Do something good - Give something to the ones that need it (Swissfundraising u. Stiftung Zewo, 2019) - Identify with the topic, cause or organization (Swissfundraising u. Stiftung Zewo, 2019) - Matter of faith (Swissfundraising u. Stiftung Zewo, 2019) - Tax deductibility
Need	<ul style="list-style-type: none"> - Personal reputation - Become a better person - Feel good about oneself
Donation	<ul style="list-style-type: none"> - Small donations - Varying between regular donations (e.g. permanent orders every year) and one-time donations - Before the end of the year or when there is a crisis, but rather irregular timing - Money to support a specific project if possible
Fundraising	<ul style="list-style-type: none"> - Over website (PayPal, Twint, Credit Card, etc.), the easier the donation the better (Swissfundraising u. Stiftung Zewo, 2019) - Fundraising events and/or flyers
Touchpoints	<ul style="list-style-type: none"> - Information about the organization collected online through social media or the website - Word-of-Mouth
Key Factors	<ul style="list-style-type: none"> - Trust in the organization - Want to feel and experience the brand (identification) - Emotional brand value over the rational brand value

Table 3: Target Group Characteristics - Private Donors (own representation)

All points considered, private donors are characterized by being rather lazy when it comes to donating money. Thus time-consuming complex donation processes most probably discourage them to support an organization or project. So will, long-winded texts and complex product and project descriptions they do not understand as nonprofessionals. The key is to use clear and simple messages that trigger emotions and signal trust, rather than highly complex or technical content that is difficult to understand.

In contrast, to professional donors like foundations, they care more about the emotional value of a brand rather than it's rational value. The cause of wiLearn 4 Life must be relevant for them, to build a connection. Private donors are also a critical donor group when evaluating different NGO's. Their missing experience with non-profit organizations makes it hard for them to make an informed decision. Research shows that the lack of distinctive brand elements among NGO's makes it hard to separate them from one another (Ahlers & Senn , 2018). Clearly, this is one of the reasons why they might decide in favor of a bigger organization because they have the resources and capacity to engage in marketing activities or because they know someone that already donated money. This highlights another interesting fact about private donors, namely the power of word-of-mouth marketing. This is why building communities is so important. People need others to tell them that the organization is trustworthy and reliable to build confidence into the brand.

Another way of building trust is to meet and to let donors feel and experience the brand and the people behind it. Fundraising is and will most probably always be a people's business. Thus, organizing a relevant fundraising event with the goal of financing a specific project will find a strong appeal among this donor group. The key element of a successful fundraising event would definitely involve a speech of Roland, the CEO of wiLearn 4 Life. Since he is the founder he could be described as the DNA of the association. If it is not possible to organize a fundraising event, there is another way that could help people identify with the organization and cause; videos. This will allow people to get acquainted with the brand.

Since the decision processes of private donors are highly individual, it would go beyond the scope of the paper to present a donor decision journey for this donor group. However, if wiLearn 4 Life would arrive at the point where they would like to target the mass market, a qualitative survey could be conducted to identify donor behavior throughout the different stages of the decision journey and brand touchpoints could be analyzed in detail.

3.2. Competition

Many non-profit organizations share the opinion that their charitable cause will be enough to secure their place in the market environment (Ahlers & Senn , 2018). However, the competition for receiving funds is fierce and is not only limited to other Swiss NGO's. Hence, standing out the crowd becomes increasingly difficult due to the increasing amount of non-profit organizations in the market and because people perceive non-profit as being overly similar and thus easy to substitute with another (Ahlers & Senn , 2018).

Moreover, the fight for attention online is not limited to other NGO's but includes all other institutions that try to appeal to prospects in some way. For wiLearn 4 Life, this means that they have to occupy a unique place in the market and in its donor's minds. To achieve that, wiLearn 4 Life needs a distinctive positioning strategy and should aim for a unique brand presentation that sticks to its prospects. Narrowing down the organization's purpose could already help distinguish them from the competition. An example would be to focus their cause on children or specific regions, where the term rural areas might be too broad. That allows donors to receive a clear picture of what the organization stands for and helps wiLearn 4 Life to get a straight-forward strategy to follow now and in the future.

Right now, comparing other national and international NGO's with wiLearn 4 Life, the difference is difficult to tell. The color orange is used in every single one of the observed NGOs that dedicate themselves to better education and people empowerment in poor areas (see appendix III), so are similar pictures, and logos. Also, they have to be careful to not copy their previous employer, World Vision. Since the majority of the team worked there for many years the World Vision DNA likely swaps over to the one of wiLearn 4 Life.

Thus, wiLearn 4 Life needs to be different, in particular when applying for foundation funds. They receive extensive amounts of applications all at the same time and they must make their decisions fast. Presenting one's mission and purpose in a fresh and interesting way is one possible way to stand out the crowd.

3.3. Partners

Next to wiLearn 4 Life's potential donors and competitors, there is a third stakeholder group, namely the partnering NGOs. These partners in the field, are represented by other Swiss and international NGO's. Since wiLearn 4 life does not perform its own projects they occupy a supportive role in already existing projects of other non-profit organizations. These co-operations evolve solely through Roland and his vast network in the field. These relationships are highly valuable and call for close relationship management.

4. The Brand Positioning

The heart of developing a strong fundraising brand is formulating a trustworthy, differentiated, and relevant positioning (Aaker, 1996). Most of all it is about creating positive associations in the minds of potential prospects, rather than about the product or visuals of the brand itself (Ahlers & Senn, 2018). As David Aaker (1996) describes so perfectly in his book «Brand position is the part of the brand identity and value proposition that is to be actively communicated to the target audience and that demonstrates an advantage over competing brands.» (Aaker, 1996). Whereas the value proposition remains the same over time, brands positioning can be adapted to external market situations. Thus, it forms the brand's strategy that will support the organization in finding its unique place and provides future direction. The goal is to formulate the positioning by defining the brand's purpose, brand personality, brand promise, and brand behavior (see figure 6). As a result, an effective and distinctive positioning formula, as well as key brand elements, will be identified.

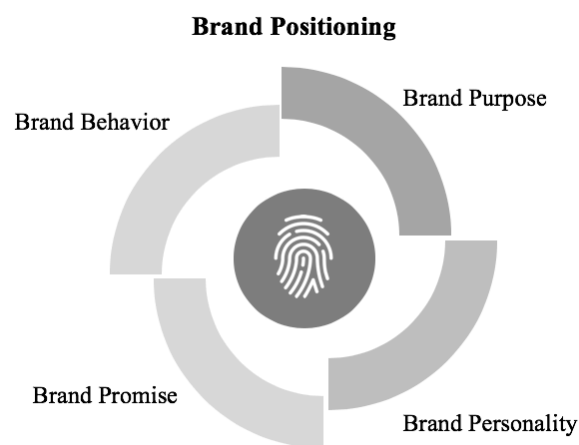


Figure 6: Brand Positioning Wheel (own representation based on M. Ahlers and T. Senn, 2018, p.12)

4.1. Brand Purpose

The brand purpose specifies why an organization is pursuing its projects and how. According to the statutes of wiLearn 4 Life, their brand purpose is described as follows:

“The purpose of the association wiLearn 4 Life is to facilitate the creation of digital learning platforms for people whose education is disrupted by poverty, humanitarian crisis, and conflict. By providing access to quality education resources the organization supports life-long learning for all generations. The association promotes staff and financial support for projects worldwide.” (WiLearn 4 Life, 2018b, p.1)

4.2. Brand Personality

The brand personality describes the unique character of wiLearn 4 Life, its values, and its opinions. Thus, the communication of a brand's personality aims to humanize the brand so that prospects can connect with it emotionally and build a relationship. Since brand positioning is all about being different from others and standing out the crowd, this also applies to wiLearn 4 Life's value proposition. Formulating a unique value proposition is what most organizations struggle with. Too many brands in the non-profit sector use the same value definitions. While integrity, ethics, quality, and diversity all represent legit qualities, they most probably will not help wiLearn 4 Life in creating a distinct blueprint for its brand, they are just too similar to the values that other firms claim for themselves (Lencioni, 2002). Presently, the following core brand values are communicated right now:

- ⇒ **Christian Identity:** Everyone is from equal worth and deserves to live a dignified life.
- ⇒ **Mutual Respect:** Fair and respectful treatment of other members of society, such as team members as well as community members in the field
- ⇒ **Entrepreneurial Spirit:** Remain an independent and self-determined organization that stays true to its values and does so with great motivation and dedication. Also empower others to become entrepreneurs themselves.

As a rule, wiLearn 4 Life's value statements should express an ultimate level of authenticity (Lencioni, 2002). Being genuine and honest about the brand is key to set oneself apart from the competition and to build trust among one's target audience (Lencioni, 2002). As a result, the unique personality of wiLearn 4 has to be incorporated into the organization as well as into all its activities, projects, and communication.

4.3. Brand Promise

The brand promise illustrates the brand's benefit to its donors (Kapferer, 2008). It describes what wiLearn 4 Life offers and what donors can expect to receive when interacting with the brand or organization (Workfront, 2018). The more wiLearn 4 Life can deliver on its donor's expectations, the higher the satisfaction with the brand and the stronger the brand associations in the head of its prospects (Ahlers & Senn, 2018). The brand promise of wiLearn 4 Life is the following:

WiLearn 4 Life stands for quality learning and is known to have a focused approach when it comes to providing digital learning hardware and software to the very poor and rural communities. The unique tools of wiLearn 4 Life are designed to manage the lack of information available, the lack of power, and the lack of connectivity to create a package solution that is affordable and self-sustaining. No other organization offers a tool that combines hardware, software, and power

supply in one product and no one offers a product so mobile, adaptable, and at the same time affordable. Moreover, every Swiss franc donated will have an impact on the projects and will not be soaked up by administrative costs.

When getting in contact with the brand wiLearn 4 Life, donors experience the passion and dedication for its cause and products. Also one gets an idea about the vast knowledge and experience of the team. Roland's product demonstrations are highly entertaining and convincing. The organization touches minds and hearts with what they do.

4.4. Brand Behavior

Brand behavior highlights a brand's opinions and perspectives. It specifies how wiLearn 4 Life acts as a brand and who will be able to identify with it.

WiLearn 4 Life is a brand for people who view knowledge and technology as a means to grow personally, close the gap, and reduce poverty in rural areas. WiLearn 4 Life brings the world closer instead of allowing it to diverge even further. It speaks to the life-long learners, who were privileged enough to live in a place where education and access to the internet and technology are given. People who care for children, and feel a sense of compassion for other communities that are worse off. WiLearn 4 Life shares many interests, such as education, digital learning, equality and empowerment of women, children and men, the safe use of the internet, entrepreneurship as well as the culture and traditions of the communities it supports.

4.5. Positioning Formula

A standard positioning formula proposed by Kapferer (2008) usually consists of three to five sentences and combines all the important key elements that clarify an organization's unique place in the market. A successful positioning formula for wiLearn 4 Life includes the definition of its target group, the brand's purpose, the brand's promise as well as the donor benefit. The statement is also backed by relevant brand proof points (Ahlers & Senn, 2018). Thus, wiLearn 4 Life's positioning formula could be the following:

WiLearn 4 Life is a non-profit organization that stands for quality education resources and life-long learning for all generations in areas where education is disrupted by poverty, humanitarian crisis, and conflict. WiLearn 4 Life, achieves that through supplying other Swiss and international NGO's with their unique learning labs combining Hardware, Software and Power Supply in one product that is mobile, self-sustaining, adaptable to local content, and at the same time affordable. Hereby, it closes the gap in technology and promotes online based learning for people that have

no access to reliable electricity. When becoming a supporter of wiLearn 4 Life, one gets in contact with its highly dedicated team that obtains year-long experience in developmental work. Additionally, one can expect his/her money to have the greatest impact possible, since wiLearn 4 Life is a small organization and costs evolve only on project level. It represents a brand for Swiss foundations and private donors that care about the well-being of other less privileged communities.

All in all, the positioning needs to push key brand elements that set wiLearn 4 Life apart from its competitors. Accordingly, they need to emphasize their specialized product offering and in particular the fact that they provide a complete solution combining hardware, software, and power supply in one product. This means that the learning labs come with a solar panel, and are thus able to reach the most vulnerable and remote areas. Second, these learning tools ensure the safe use of the internet by offering local OER (Open Education Resources) content and are introduced by the founder and inventor himself. The fact that wiLearn 4 Life is supplementing existing projects rather than having their own, should be more visible. Furthermore, it is essential to promote all the advantages that come with being a small organization, which means that costs solely incur on a project level. Hence, a maximum impact with the money that is donated is guaranteed. Finally, the year-long experience of the team needs to be emphasized further, since it is a major strength of wiLearn 4 Life.

5. Strategic Integrated Brand Communication

After determining a brand's unique place and positioning in the market, the next step in the brand-building process is to actively communicate this brand position to the target audience (Aaker, 1996). Strategic brand communication is thus about making the brand visible to the outside world and about creating brand awareness through providing relevant and trustworthy information to the identified target groups (Darley, 2016) (Ahlers & Senn, 2018).

Therefore, the thesis will continue to come up with an integrated brand communication plan for wiLearn 4 Life, that will cover the topics of brand messages, storytelling, brand tonality and will also identify the most promising brand communication channels for wiLearn 4 Life. The goal is to achieve an integrated brand communication that brings cohesion to the brand and is consistent throughout all communication channels.

5.1. Brand Messages

One of the most important elements of strategic brand communication is represented by an organization's unique brand messages. They are used to transmit brand information and ideas to raise awareness among the brand's target audience. Furthermore, they communicate the brand's positioning and are based on the brand's core message and core brand story (Frederiksen, 2019). Most importantly, the brand messages communicated, must be relevant for the target audience and have to be consistent throughout all communication channels. Because the more frequent a brand message is repeated the more trustworthy it becomes (Kapferer, 2008).

It is also important that wiLearn 4 Life's target audience can connect with the brand emotionally. Therein, the brand's unique values have to be weaved into all of wiLearn 4 Life's communication activities (Lencioni, 2002). This will lead to a high level of perceived authenticity and will help distinguish themselves from their competitors.

Furthermore, since trust is the most valuable asset for charity organizations (Kearns, 2013), brand messages should be used to build confidence for the brand. Honesty and transparency are key factors identified to build trust for non-profit organizations (Becker, Boenigk, & Willems, 2019). For wiLearn 4 Life this means staying true to their actual strengths and to back arguments with relevant proof points (Ahlers & Senn, 2018). Moreover, wiLearn 4 Life should engage in building communities that allow people to exchange information and opinions about the brand, ask questions, and provide feedback. This public exchange will increase transparency and thus strongly enhances confidence (Becker, Boenigk, & Willems, 2019).

All in all, wiLern 4 Life should craft persuasive messages that are simple, relevant, and powerful. Such convincing messages manage to highlight key brand elements while simplifying concepts that would be highly complex and sophisticated in real life. They are successful because people notice and remember them (Frederiksen, 2019). So, wiLearn 4 Life could decide to use infographics to showcase facts and figures about the organization or the projects. Or it could use videos to demonstrate their products. There is a broad spectrum of tools and formats an organization can use to capture the attention of their audience. Further, they have to come up with a unique and concise brand story that provides meaning to all the different donor groups and sets them apart from its competition (Frederiksen, 2019). This brand story could tell the audience how wiLearn 4 Life was founded or about important turning points or decisions they had to face on their way. However, the following section about storytelling will provide more details regarding this topic.

5.2. Storytelling

The term storytelling in the context of marketing means telling a brand's story. It aims to provide the rather intangible character of a brand with something people can make sense of and which allows them to build a deeper and more powerful connection with the brand (Bhattacharya, 2020). Storytelling goes beyond marketing; it serves as a means to improve relationships as well as trust in a brand and organization (Bhattacharya, 2020). Telling stories was and will always remain a way to communicate. Even before there was the written word, people were telling each other stories, because it is entertaining and it is easier to remember than bare facts. Stories touch people in a way, factsheets never will, because they have the unique ability to push right through to the emotional level of a person (O'Hara, 2014). The reason why is that they provide an emotional value. According to the authors of "The Hero and the Outlaw", a practical marketing guide, consumers were more likely to reward an organization that came up with a nice story behind their brand than when there was only a self-serving way of showcasing it through shallow advertising (Mark & Pearson, 2001). They felt given something in return for their time and attention. Thus, a brand has to provide some benefit to its prospects in return for them listening.

Often when brands try to tell their stories, they fail to engage with their audience and thus fail to build relationships. Most of the time they present a monologue about how good they are, what makes them better than the rest, and why everyone should buy their offering at this very moment (Freedmann, 2017). Thus, they expect the receivers of their messages to do things for them right away (Freedmann, 2017). Frankly speaking, if this brand would be a person no one would want to have a relationship with it.

Luckily, the key principle of storytelling sets relationships in the center. The goal is that prospects build a connection with an organization or brand and start to listen. This requires brands to actively communicate their true meaning and purpose and stop being selfish (Freedmann, 2017). If they are successful, the public will no longer perceive them as being self-serving and self-centered, but will instead view them as helpful. Thus brand relationships and real relationships are not too different after all (Freedmann, 2017). Hence, to build real connections with their prospects, wiLearn 4 Life has to share their values, ideas, and visions. Thus, invite the audience to be part of the brand's story.

In the case of wiLearn 4 Life this brand story most probably is best described by one of its founding stories. It should provide insights about Roland's journey and why he developed the portable learning labs moLLi and wiLLi, facing not one but several challenges until he decided to commit full-time to what is important to him. It could for example explain why live-long learning is at the very core of wiLearn 4 Life and should tell the story behind this guiding principle. Thus, the following example provides an idea on how a potential brand story could be formulated:

WiLearn 4 Life stands for life-long learning. The reason for that is, that without Roland being a life-long learner himself, the technology wiLearn 4 Life as one experiences it today would not be the same. Only because he had the opportunity to work as an electrician, as a flight teacher as well as a project leader at World Vision before, he was able to acquire the skills needed to get the job done. The result today is a fully functioning learning lab that successfully overcomes the lack of reliable power, the lack of reliable connectivity, and the lack of information available. So, only if one can learn for a living, one is truly free and can live a self-determined life. Since freedom and empowerment are not given to anyone, wiLearn 4 Life made it their mission to care for the most vulnerable and abandoned communities. No one shall be left behind.

All in all, defining the brand's story will support wiLearn 4 Life to create the right content for their brand and to communicate it to the outside. It represents the red thread that runs through the organization and brand and will keep it together. Every single one of wiLearn 4 Life's actions should lie within the framework of the core brand message and the core brand story, to reach consistency for their brand.

5.3. Brand Tonality

The brand tonality defines how brand messages are formulated. Therefore, it represents the voice of the brand and is strongly based on the brand's personality (Ahlers & Senn, 2018). It is also influenced by the brand's self-image, meaning the way an organization wishes to be perceived. Successful messages are never negative or violent and the same applies to the brand tonality (Mark & Pearson, 2001). Since the same message can be understood differently depending on the tone an organization uses, brand tonality becomes an increasingly interesting and important tool in marketing communications.

Considering the brand personality of wiLearn 4 Life, they should decide on a tone or vocabulary that reads as trustworthy, warm, visionary, and passionate. Moreover, wiLearn 4 Life should stay away from brand messages that sound lecturing, reproachful, or whiney, since this would only make them and their efforts look small and vulnerable. The instead powerful and inspiring language will make the impression of a confident organization that lives with a can-do attitude and has the guts to initiate change.

5.4. Brand Touchpoints

Strategic brand communication is also about orchestrating the different brand touchpoints the target audience has with the brand. These brand touchpoints are represented by individual communication channels. They are called brand touchpoints because they create a situation where potential donors interact with the brand. Therefore, managing these brand touchpoints and selecting the right channels for the organization is highly important. The following section aims to assess the three most promising marketing communication channels for wiLearn 4 Life, namely the Website, LinkedIn as well as Event Marketing, in detail.

5.4.1. Website

Websites generally belong to the category of owned channels. This means, that the company can steer the direction of the content and context it creates. The medium contains the highest level of information among all other communication channels available. Furthermore, a Website enables wiLearn 4 Life to interact with its investors. For wiLearn 4 Life, it represents the single most important brand touchpoint. It is where their prospects turn to receive information about the brand, its purpose, and activities, no matter the demographics of the donor group (Frederiksen, 2020). Thus, a professional brand presentation over the website is a must for wiLearn 4 Life in order to send the right image to its donors. Even more so, when reliability and trust are the key factors to receive funds from foundations and private donors. The goal is to craft a website that expresses wiLearn 4 Life's unique purpose, its origin, products as well as its philosophy (Keller, 2009).

First impression counts which is why the website should capture the audience at first sight and offer enough interesting content to pay a repeated visit (Keller, 2009).

A website ideally contains a mix of different formats such as infographics, blog posts, videos as well as PDF documents for the most hungry prospects to download. For example videos are highly recommendable since they allow potential donors to experience the spirit of the brand and company so that they can identify with the cause and start building a relationship. There is nothing more convincing and at the same time engaging than being taken behind the scene of an organization. Especially with an institution like wiLearn 4 Life, that experiences a lot of interesting and unique situations. All in all, the website is the most essential tool to highlight what makes the company unique and special.

5.4.2. LinkedIn

Social media marketing is the new normal for every company that wants to build a strong brand. No other communication channel manages to raise awareness in the same way as LinkedIn, Facebook, and Instagram (Darley, 2016). Undoubtedly, social media tools represent an effective tool to communicate with consumers, build relationships, and create a sense of community among them. Suddenly, there is a dialog between the company and the consumers where they can write comments, ask questions, raise thumbs, or just interact with other users. Researchers go as far as to say that people have higher trust in social media than they have in the official corporate information (Foux, 2006) (Mangold & Faulds, 2009). Therefore, managing this channel successfully definitely holds great opportunities.

In the context of wiLearn 4 Life, the donor group that feels most attracted to the brand and its cause will probably not be the very young people. The reason being is that most of the younger people do not have the financial resources yet, to spend money on charitable causes. Many still live at home and need the money for themselves (Swissfundraising u. Stiftung Zewo, 2019). This means that the individual donating money is aged somewhat between 25-65. This also applies to foundations, even though the exact age structures vary a lot (Buss, 2016). Therefore, LinkedIn represents a credible communication channel for wiLearn 4 Life. It is the perfect tool to reach wiLearn 4 Life's target groups and to raise awareness for their brand. Moreover, Roland's vast network consisting of previous work colleagues, partners and field connections allows him to reach people with his content and to drive traffic to wiLearn 4 Life's Webpage.

5.4.3. Event Marketing

Event Marketing belongs to the group of offline communication channels and includes all events or activities that a company participates in, organized themselves, or that it sponsors. It is a tool that allows the organization to directly address target customers and to meet them in person. It is not the most important communication channel for wiLearn 4 Life right now, but it should complement their website and LinkedIn. To effectively use this marketing instrument, it has to be relevant to the pre-defined target groups of wiLearn 4 Life. Thus, It requires wiLearn 4 Life to maintain a database with contact information such as names, addresses as well as phone and mail lists of its potential donors. Possible event marketing in the context of wiLearn 4 Life could mean to organize a fundraising event or holding a presentation at a university. The real-life experience of the brand enables customers to experience and to connect with it emotionally. Product demonstrations most probably will be highly efficient too. The goal is to present some tangibility to rather complex products. People need to get the idea of why wiLearn 4 Life's purpose is important to understand the vast potential of wiLLi and moLLi. This presents a challenge since the normal person in Switzerland cannot even think of a world without the internet and electricity. Thus, the products need to be visible for prospective donors. Another point that is difficult to imagine is represented by the local content the learning labs make use of. Many people might not understand what is meant with open-source learning and local content material. Showing prospects exactly what they can expect from their donation will surely increase fundraising success.

6. Strategic Integrated Brand Design

Consistent brand communication is not achieved without the visual implementation of brand positioning. More than words, brand communication also consists of pictures, sounds, colors, movements, and style (Kapferer, 2008). But it is not only based on creativity. It rather discloses the brand's identity and unique value proposition (Kapferer, 2008). Thus, the strategic brand design represents another marketing discipline that has to be managed carefully. The main goal in brand design is to create a visual brand identity that is consistent throughout all channels. Since employees are brand representatives, they also embody a visual brand asset. Thus, employee behavior will also be covered in this chapter of the paper.

6.1. Visual Elements

First of all, the design of a brand goes beyond its logo. Design elements also include color palates, font types, and image styles. Creating a visual brand identity for wiLearn 4 Life aims to build recognition among their target groups. Visuals include everything that prospects expect to see when interacting with the brand wiLearn 4 Life. They all must showcase the same style so that they are immediately recognized and associated with the brand. Hence, the following section will immerse into the sphere of design elements and visuals to provide wiLearn 4 Life with the basic knowledge to increase the recognition value for their brand.

6.1.1. Logo

According to Roland, the wiLearn 4 life logo was not exactly the starting point of the association but the moment of determination to go all the way and produce a prototype mobile classroom for children that had no access to quality learning material.

In the very beginning, wiLearn 4 Life started to provide communities and schools with small servers, that had no functional learning infrastructure in place. The Rachel-server, which is still part of the product portfolio of wiLearn 4 Life, was used to provide wireless access to selected digital multimedia knowledge and software to satisfy the most hungry students craving for understanding. With the time, the products and services evolved which was the birth of the digital learning labs wiLearn 4 Life offers today.

Thus, the logo embodies wiLearn 4 Life's origin. Thus, "wiLearn" stands for wireless learning, which is why there is a wireless symbol on the "i" of wiLearn 4 Life. Furthermore, the misspelling of the word is because learning is always associated with making mistakes and most importantly to learn from them. The "4" that is vertically positioned, indicates two things. First, it replaces the "for" in wiLearn for Life, and second, it indicates the beginning of the fourth industrial

revolution or also the era of the internet. Since wiLearn 4 Life is offering digital learning, the four stands for digital learning to be the future of learning. Moreover the logo shows four dots in total; two black ones and two white ones. These dots connected show a face, a symbol that relates to children and reminds them why they started to build learning labs in the first place. Also, these dots symbolize the famous speech of Steve Jobs, where he is talking about connecting the dots.

WiLearn 4 Life needs to make sure, that the logo is the same on every channel and every product. It needs to be visible on every piece of correspondence, flyers and product descriptions included.

6.1.2. Color Palate

Another step in creating a visual brand identity is the choice of the color palate. This means that the colors used in communication need to be the same throughout all channels. It is advisable to create a file where the color information is saved, including the specific codes for each color. This will make it easier for future design activities. In the case of wiLearn 4 Life, the colors orange, dark blue, and white are dominating. According to Roland, there was no particular reason for the choice of colors, only that orange and blue seemed nice color combinations. Albeit, World Vision also uses the color orange for their brand, and so do many other NGOs in similar sectors, a different shade of orange was used that became the typical color of wiLearn 4 Life.

6.1.3. Pictures

Other than logo and colors, pictures also embody an important brand element. They are a highly effective tools since they directly provide insights about the brand purpose. Nevertheless, they are only useful if they are relevant for an organization and when they manage to complement the brand meaning. Thus, images and pictures published on the website or printed on information material must obtain the same style. In the case of wiLearn 4 Life only pictures and photographs should be used, whereas the organization should stay away from illustrations and animated graphics. Since they offer real services to real people, the pictures should also be authentic to match the brand identity. Furthermore, wiLearn 4 Life needs to decide on a certain filter or picture style. So, they could for example decide on pictures that are characterized by rather warm tones. Besides, wiLearn 4 Life should incorporate pictures that show people that are happy, maybe because they already got in touch with the learning labs. Violent or shocking pictures should not be part of wiLearn 4 Life's brand presentation. They should make sure that people have only positive associations when thinking about their brand. In the end they should feel great about the brand, its products, and services.

6.1.4. Font Family and Formatting

Like using the same colors, throughout all brand touchpoints, the fonts and formatting style should also be aligned. This means, that wiLearn 4 Life needs to decide on a typical font family for their headlines and headers as well as for their standard texts. The same refers to the choice of formatting. Thus, there needs to be a document that includes details on how to format texts (e.g. bullet-points and quotes). Furthermore the relevant content formats (e.g. info-graphs, videos, blog posts) and content platforms (e.g. website, social media) should be specified.

6.2. Team Behavior

To build a consistent visual presentation of the brand, the role of the team is crucial. As a rule, every member of wiLearn 4 Life must know the unique purpose of the organization by heart. So, when people get in touch with the team, they know exactly what they can expect. Thus, core values as well as the organizations' vision and mission must be cohesive throughout the organization. Also the organizational culture must be visible for the target audience. If wiLearn 4 Life manages to deliver on their proposed values, it will build a solid foundation for all future communication activities no matter how the external environment will look like at this point in the future.

7. Brand Experience

Finally, the topic of brand experience represents the last step of the brand-building process. In general, the concept of brand experiences is rather new in marketing management and it is the result of a fast-changing marketing environment (Cavanaugh, 2020). Today, brands face a new and more demanding type of consumer, one that seeks for meaningful engagement and authenticity (Cavanaugh, 2020). They intentionally decide to spend some time getting acquainted with the brand they want to interact with. Hence, before they support a brand, they want to build a relationship (Cavanaugh, 2020). Without doubt, this new way of marketing holds some challenges, but despite that, it also provides a lot of unprecedented opportunities.

Brand experiences aim to complement, the brand communication and design of wiLearn 4 Life (Ahlers & Senn , 2018). They help to further strengthen the brand and to build meaningful connections with its target audience. Furthermore, they provide another tool to set themselves apart from their competition. Thus, the goal is to create brand experiences through visibility, simplicity, community, and communicating relevant content.

7.1. Visibility

To build meaningful relationships with potential donors, a brand needs to be visible and at the same time tangible. Otherwise they fail to be perceived real and authentic (Cavanaugh, 2020). This is especially important in a time where the whole world is digitalized. Even though the newly evolved online channels are fairly important and show higher reachability than other offline channels, there is also a risk of anonymization and of being easily substituted (Ahlers & Senn , 2018). Hence, these channels are highly effective but alone fail to build meaningful relationships. Thus, brand experiences attempt to raise interest among target groups so that they start to listen actively and care for the brand. Also, they hold promising opportunities to offer something that technology cannot and that is time (Cavanaugh, 2020).

If there is no way to organize a live-event, there is also the possibility to create memorable online experiences, such as virtual office tours or videos that show people using the learning labs could create sympathy among wiLearn 4 Life's prospects.

For wiLearn 4 Life, there are three different ways of making their brand visible to their target groups; bringing their organization to life, bringing their brand purpose to life and making the donation tangible. The following section will provide potential ideas to increase visibility and sensation. It will do so in including multi-sensory elements as recommended by Shaz Smilansky (2009) in his book "Experiential Marketing" (Smilansky, 2009).

7.1.1. Bring the organization to life

Through live events and conversations with employees, wiLearn 4 Life offers its prospects the chance to get acquainted with the organization, its personality and organizational culture (Ahlers & Senn, 2018).

Multi-sensory element	Organizing an organizational tour (physical or virtual)
Touch	Invite prospective donors to meet and get a tour through your organization. Maybe they could sign up online or they could receive invitations by mail. Maybe wiLearn 4 Life decides to invite foundations where they recently applied for funds. This way people could get a feeling of the organization and could see where the great ideas were born. Through meeting the team, they could ask questions and interact with the brand on a personal level.
See	An important part of the organization tour would be a product demonstration of wiLLi so that the people see what the learning lab is really about. It would also be important to highlight its ability to run on solar power and to let people get acquainted with the localized content, software, and videos.
Hear	When signposting the way through the different learning content, people will hear that the content is truly local and not westernized. They will get prove for the organization's good intentions and cultural openness. They will feel part of something great and useful.
Taste	Maybe there is a place wiLearn 4 Life likes to have lunch together or where they celebrate when they found enough donors for a project. The tour could be rounded off with lunch at this place. Maybe there is also a snack that Roland learned to cook on one of his journeys. It could be a gift or small snack that is provided throughout the tour.

Table 4: Example - Bring the organization to life (own ideas, presentation based on Smilansky, 2009, p.56-60)

7.1.2. Bring the brand purpose to life

Another option is to build brand experiences that familiarize prospects with the unique purpose of wiLearn 4 Life (Ahlers & Senn, 2018). Hence, the following two examples suggest possible ways for wiLearn 4 Life to present their unique purpose to their audience.

Multi-sensory element	Organizing a fundraising event at ZHAW in collaboration with NEO Networks
Touch	Organize a fundraising event that is wholly or partly organized by wiLearn 4 Life. An example would be to hold a presentation at the Zurich School of Applied Science where Roland introduces the organization and his team. A good format would be the NEO keynotes that are organized by NEO a student association of ZHAW. They are all about future challenges in different industries. So, wiLearn 4 Life could either talk about the future of learning and thus, digital learning. Or they could talk about the challenges vulnerable communities face, with having no access to reliable power and education.
See	This presentation would definitely include a project or product demonstration depending on the time available. The team or Roland could wear a shirt or cap with the logo of wiLearn 4 Life.
Hear	Furthermore a speech of Roland is a must and will make the people hear the voice behind the organization. Some personal information about how he managed to build his own NGO would also inspire many listeners.
Taste	After the presentation is ended, the members of wiLearn 4 Life will have a short get-together with their audience where people can ask questions or just start to have a conversation. They could provide the audience with some local snacks from one of their journeys, most suitable from the area where they currently have a project.

Table 5: Example - Bring the brand purpose to life (own ideas, presentation based on Smilansky, 2009, p.56-60)

7.1.3. Make the donation tangible

Often donations are characterized by being highly intangible especially when the donation is solely for a project and not for a physical product itself (Ahlers & Senn , 2018). This is why wiLearn 4 Life will be more successful if they manage to make the donations tangible and thus visible.

Multi-sensory element	Provide a small gift, certificate or thank you letter to everyone that donates money to the projects of wiLearn 4 Life
Touch	After every donation, no matter if received through the website online or via payment slip, the information of the donors should be saved and used to deliver a small thank you. This could be a donation certificate with the project name and maybe a picture of it. It could also be a small gift, like the B-Light lamp that was used in a previous campaign and that wears the logo of wiLearn 4 Life. It could also be a bracelet, that was made locally or simply a thank you letter that expresses the organization's gratitude.
See	This way the donation is visible to the donors since they receive something for the money they donated. Another positive point is that other people might see this too, which will create discussions about the brand and could also lead to word-of-mouth marketing.
Hear	Maybe wiLearn 4 Life also decides to call the donors that engaged in donating money. Thanking them for their support would be a nice gesture as well.

Table 6: Example - Make the donation tangible (own ideas, presentation based on Smilansky, 2009, p.56-60)

7.2. Simplicity

First, to prevent misunderstandings and misinterpretations of the brand, wiLearn 4 Life's brand purpose, as well as brand messages, should be simple and coherent (Ahlers & Senn , 2018). This requires their presentation to be consistent throughout all the different marketing channels so that people know exactly what the brand is about and what they can expect when interacting with it. Moreover, wiLearn 4 Life should stay away from long-winded texts and complex product and project descriptions. Not every potential donor is a professional in the field. The key is to use clear and simple messages that trigger emotions and signal trust, rather than highly complex or technical content that is difficult to understand (Ahlers & Senn , 2018). If there are people who want to know more, there is always the chance to include PDF documents that contain more technical or detailed information that can be downloaded.

Second, the brand should also be simple in terms of convenience (Ahlers & Senn , 2018). Thus, time-consuming complex donation processes most probably discourage prospects to support the cause of wiLearn 4 Life. Donations need to be easy on the donor's side (Swissfundraising u. Stiftung Zewo, 2019). Possible ways could be online donations via PayPal, Twint, or credit card. There should also be the opportunity to pay with a payment slip, not everyone trusts online payment mechanisms. There should always be the chance to get in contact with the brand in case people have questions regarding their donation. Timely responses are a must. Furthermore, brand-specific information should be easily found on wiLearn 4 Life's website.

7.3. Communities

Successful brands manage to create a feeling of belonging among their target customers (Ahlers & Senn , 2018). Consequently, they actively promote communities around their brand and therefore, bring people together that share the same interests and values. In general, communities are based on shared identification with the organization or topic (Ahlers & Senn , 2018).

First, identifying with the organization means that donors build relationships with the brand wiLearn 4 Life. They feel part of a shared cause, vision, or activity which makes them a part of the organization and no longer only the financing source. People indeed engage a lot more in word-of-mouth marketing when they feel a connection with the brand.

Second, some people strongly identify themselves with the topic or purpose of wiLearn 4 Life or with a certain feeling associated with the brand (Ahlers & Senn , 2018). In the context of community building this means that similar people with similar interests and mindsets find

together to fight for the same cause or goal. Since, every human being requires social acceptance this can be highly satisfying for some of wiLearn 4 Life's potential donors.

Communities also allow for a high level of transparency around the brand. This is especially the case with private donors. People need others to tell them that the organization is trustworthy and reliable in order to build confidence in the brand. For example providing a forum on the website where people can leave comments, feedback, or ask questions could be a way of engaging wiLearn 4 Life's audience. But, these channels have to be actively managed in order to be effective. Questions and feedback have to be answered in time and the quality of the responses must be high.

Finally, communities benefit considerably from virtual or live events where they can interact with each other. Like the small get-together after the presentation that was mentioned beforehand. It will give them the opportunity to connect in meaningful ways and to build a stronger bond with the brand wiLearn 4 Life. In a society that honors meaningful engagement and that demands more authenticity in their lives, brand experiences hold great potential (Cavanaugh, 2020).

7.4. Content

Online marketing and especially social media marketing represents the new normal for every company that wants to build a strong brand (Ahlers & Senn , 2018). It comes with an increased presence not only of the younger generations but also for the older ones. It is where people interact with each other and share opinions and ideas. Thus, every organization should engage in Social Media marketing somehow. But in order for social media marketing to be successful, the content has to be relevant for the target audience. Otherwise efforts to build relationships with prospects will be of no avail.

Content marketing is the solution to the problem, since it makes sure that prospects receive informative and entertaining content that awards them in return for their time and attention (Grunert, 2019). This most of the time works through communicating interesting topics, that are somehow correlated with what the organization is doing. In the case of non-profit organizations, a vast variety of exciting content is available that only waits to be transformed into compelling stories (Ahlers & Senn , 2018). All in all, the following section will consider the theories of content marketing and aims to equip wiLearn 4 Life with a relevant content marketing strategy for their two most important channels; Website and LinkedIn.

7.4.1. Website Content Plan

The following website content plan (see appendix IVa) aims to inspire wiLearn 4 Life's Website, by offering interesting and relevant content for its audience. It will further provide ideas on how to best present the content online. Thus, different formats such as blog posts, videos, infographics, pictures and downloadable content in the form of PDF's are used to make the information appear lively and entertaining for wiLearn 4 Life's audience.

First, wiLearn 4 Life's starting page should include, one to three banners with the most recent posts or news with corresponding pictures to grasp the user's attention. Ideally, these banners appear on top of the page, already providing some hints about the organization. After that, the web front page must include a short introduction about the organization. This could be a personal message from the CEO. For instance a photo of Roland, and a short statement whereas the one from his LinkedIn profile ("...MIND THE GAP!") would suit perfectly. To receive the maximum attention, Roland should address the audience directly with "you". Another effective way would be to write a short intro next to wiLearn 4 Life's logo. The following example provides an idea of how such an introductory statement could look like.

Short Intro wiLearn 4 Life

(Format: Logo + Blog Post)

WiLearn 4 Life is a non-profit organization that was founded in July 2018 by Roland Diethelm and eight of his appointed board members. WiLearn 4 Life views knowledge and technology as a means to close the gap and reduce poverty. Together they strive for a world where everyone has equal opportunities to live a self-determined life. This is why they focus their unique purpose on facilitating access to digital learning platforms for people that are living in the most rural areas and whose education is disrupted by poverty, humanitarian crisis, or conflict. By providing access to quality education resources the organization supports life-long learning for all generations in marginalized communities. They participate in existing projects of other national and international NGO's through supporting them with their unique knowledge and technology. WiLearn4 Life stands for life-long learning. Nobody shall be left behind!

There is also the possibility to install links to other communication channels. In the case of wiLearn 4 Life, there needs to be a link to their LinkedIn profile.

Second, there will be the About section of wiLearn 4 Life. In general, this category includes all the information about the organization. The reader must get a feeling for wiLearn 4 Life's character and values. Under the sub-category "Our Philosophy", wiLearn 4 Life could mention

their unique vision and mission statements. Visual icons could help the reader process the information better. Then the unique history of wiLearn could be displayed in the form of a timeline. Unlike using a text format to describe the founding of the organization, a timeline helps to simplify this information and thus make it memorable for the prospect.

Then the “Our Team” section holds the opportunity to read more about the people behind wiLearn 4 Life. Portraits of the board members together with a short description of their personality and experience is an excellent way to give the organization a face. Maybe the portraits could be enhanced with a personal message to the donors to make them feel recognized.

Next, the website proceeds with “Our Work” highlighting wiLearn 4 Life’s reason for existence. Thus, the section aims to describe what wiLearn 4 Life is doing. It might include facts and figures about the problems wiLearn 4 Life wants to solve. It is recommended to implement infographics for rather complex facts, in order to be easily understandable on the receiver’s side. Thus, wiLearn 4 Life should highlight the fact, that many children and communities live without reliable power and the internet. It could also include other facts, for example average school years in rural areas in the world. The UNICEF reports represent a useful source to retrieve data needed to make an argument or to come up with these facts and figure passage. All in all, the reader should get the feeling that there is a problem that has to be solved.

Further down the readers will receive the answer to the problem by introducing the tools and technology of wiLearn 4 Life. Easy product descriptions and photos of Rachel, wiLLi and moLLi follow. Keep this information simple, otherwise there is the risk of losing the reader’s attention. There is always the chance to include detailed product descriptions for the most hungry interested parties. Furthermore, a short video could enhance the understanding and need for wiLearn 4 Life’s products. For example the video could show a school class of children working with wiLLi. It could also include a video of Roland where he is holding one of his introductory courses.

Then the “Project” section aims to provide information about the different projects wiLearn 4 Life supports at the moment. Again, this information should be kept straightforward and clear to understand. Pictures are favorable in this case since they provide a feeling for what the projects are about. In order to bring these projects alive the website could for example share real-life stories. These stories could be told in the form of portraits. For example a portrait of a child that first got in contact with a learning lab of wiLearn 4 Life might be a heart-warming story to tell. Or a portrait of a community leader that received a wiLLi case for their community library. Furthermore, a portrait of a partnering NGO talking about the collaboration with wiLearn 4 Life in the field might also be interesting and would highlight the fact that wiLearn 4 Life is not having

its own projects but rather holds an expert function to support other NGO's. It is important that stories are positive and should not display any form of violence. So, wiLearn 4 Life should display pictures where people are happy. Laughing faces after getting in contact with wiLearn 4 Life's exciting product. This should make the audience want to help since they see that this actually makes a change.

Furthermore the News and Blog category will allow wiLearn 4 Life to talk about topics that are relevant for their cause and their target groups. In general, wiLearn 4 Life should only address topics that suit their purpose. This includes the topic of education and school systems as well as vocational training and digital learning (also including education disruptions because of for example Covid-19), entrepreneurship, culture and traditions of communities they support, living a disconnected live, safe use of the internet, equality and empowerment of women, children and men as well as the UN's Sustainable Development Goals (SDG's).

The following example provides an idea of how such a blogpost could look like in order to match the identity and purpose of wiLearn 4 Life.

**wiSupport the UN in achieving the Sustainable Development Goals (SDG's)
to be achieved in 2030**

(Format: Blog Post)

The Origin of the Sustainable Development Goals (SDG)

The Sustainable Development Goals (SDG's), were established in 2012 at the United Nations Conference in Rio. To create a more sustainable future, seventeen global goals were defined to tackle the many severe challenges the world faces today (United Nations, n.d.). All in all, they address important global issues such as poverty, malnutrition, global warming, illiteracy, inequality, water scarcity, the lack of reliable and clean energy, unemployment, pollution, overconsumption, deforestation, the extermination of animals and plants as well as injustice and violence (United Nations, n.d.). To achieve these goals by 2030, each country needs to cooperate and is responsible to implement these agreed guidelines into their national policies. All in all, these goals are all interconnected with each other (United Nations, n.d.). Thus, if there is progress in one measure, this positively influences other measures.

Goal number four – Quality Education

For example the goal of quality education for everyone. It is the fourth goal and demands quality learning opportunities for all (United Nations, n.d.). This means that every girl and boy has the right to attend school and to benefit from equitable learning tools and materials (United Nations, n.d.).

Why it matters

As already explained, since these goals are all interacted so is the effect of education on society. As a fact higher education is the main factor to lift people out of poverty (United Nations, n.d.). Education improves lives by empowering people to live a more decent life and to make better decisions. It also grants opportunities in live and thus reduces the gap between nations. Moreover, there is evidence that it reduces conflicts by promoting tolerance among communities. Also, it promotes a sustainable lifestyle. This is because knowledge comes with responsibility. All points considered, promoting education is key to successfully achieve all other goals.

Facts and Figures

Even though education comes naturally for many people living in the western world, it presents a severe challenge in many developing regions as the following facts and figures show. According to the United Nations (n.d.), there are still 262 million youth and adults not participating in school. Adding to that, there are 617 million people that lack minimum skills in reading and math worldwide (United Nations, n.d.). Overall, fifty percent of all children not enrolled in school, live in areas that are affected by conflict (United Nations, n.d.). Drawing a comparison between nations, the Sub-Saharan African countries show the worst conditions (United Nations, n.d.). Thus, fifty percent of all children not attending school stem from this area. Together with Southeast- and Central Asia they show the highest illiteracy rates (United Nations, n.d.). Resulting in 80% of all primary and secondary school kids struggling with reading.

Areas for improvement

There are a lot of challenges corresponding to education in rural areas. In Sub-Saharan Africa for example, the difficulty lies in procuring basic resources, providing adequate vocational training for teachers as well as viable infrastructure (United Nations, n.d.). In many cases, schools are not sufficiently equipped with reliable electricity and drinking water (United Nations, n.d.). Furthermore, there is no access to computers or the internet available in these areas (United Nations, n.d.). But access to education is also a gender question, resulting in significantly higher school entry boundaries for girls compared to boys. As a consequence, girls miss out on acquiring the necessary skills to compete in the labor market.

WiLearn 4 Life's contributions

WiLearn 4 Life stands for quality learning and is known to have a focused approach when it comes to providing digital learning hardware and software to the very poor and rural communities disrupted by poverty, humanitarian crisis, and conflict. Thus, we support other national and international NGO's with our unique learning platforms. These so-called learning labs are designed especially to manage the lack of reliable power, the lack of reliable connectivity, and the lack of information available. It is a package solution that comes with a solar panel and makes use of regionally produced learning content. Thus, all these features combined make it a highly adaptable tool that could be used in many ways from classroom teaching and library service to providing vocational training in various economic sectors. To make up for the missing teacher training, these learning labs come with an introductory course by the developer himself, our CEO Roland Diethelm and are conducted directly in the field. With our year-long experience in developmental project work we aim to make a change. Together we promote education so that everyone has the chance to live a self-determined life and for life-long learning so that no one is left behind! Maybe you soon become part of the wiLearn 4 Life family too – we would be honored!

This blog post could be supported by the infographic designed by the UN that is to be found under the following link:

https://www.un.org/sustainabledevelopment/wpcontent/uploads/2019/07/E_Infographic_04.pdf

Since it clearly highlights the challenges and justifies all of wiLearn 4 Life's efforts, it is highly recommended to include on wiLearn 4 Life's webpage

Furthermore the section News and Blog could also highlight current or upcoming events and campaigns. Such as the B-Light campaign that is always taking place around Christmas.

7.4.2. LinkedIn Content Plan

The following LinkedIn content plan (see appendix IVb) will provide wiLearn 4 Life with suitable ideas for future LinkedIn posts. Since, the main goal of publishing content on LinkedIn is to drive traffic towards wiLearn 4 Life’s website, blog posts make only sense if the website is ready to be visited. It is recommended to post regularly in times where foundations and private donors typically make their decisions. To come up with suitable and creative content, wiLearn 4 Life should plan their blog post for special events. Therein, the consultation of a social media calendar is recommended. Thus, appendix V provides a list of different occasions to create a post on LinkedIn, like for example “The World Humanitarian Day 2020”. This allows wiLearn 4 Life to address topics that are related to the cause of wiLearn 4 Life. In general, the same topics as already mentioned under the website section “News/Blog” work for LinkedIn too. It is also possible to share a video or comment posts of other related organizations in the field. The following blog post serves as an inspiration for wiLearn 4 Life’s future LinkedIn contributions.

**International Children’s Day #ChildrensDay or
International Youth Day #YouthDay**

(Date: Jun14 / Aug 12, 2020)

Happy International Youth Day, everyone! #YouthDay

We from wiLearn 4 Life are highly grateful to be able to work with so many highly talented young people around the world. Even though there are many challenges when it comes to transforming education for the better, we see the potential and unrealized capabilities of our society. Thus, we are happy to announce that we look back to a year of progress with our learning labs. Even though Covid-19 posed a huge challenge for our small organization as well, we announce that we will not stop fighting until the last of these very vulnerable communities receives quality education. Thus, we will further provide our wireless learning labs to the most rural regions. This would not be possible without our national and international partners. We are so grateful to be part of so many flourishing and promising projects in Kenja, Nairobi, South Sudan, Zimbabwe, Benin, Namibia, and Nepal. Thank you for the truly enriching relationship and for integrating our wireless learning labs into your operations. It is always a pleasure to work with you and to be part of a shared movement and to initiate change. Furthermore, we also thank our donors for their great support and for making it possible that children living in the most rural areas receive access to our quality learning labs. Together we go ahead, and look for a world where everyone can live a self-determined life. Let’s celebrate!

Check out our website in case you do not know us and become part of the wiLearn 4 Life family!

8. Conclusion

All points considered, there is significant evidence that building a strong brand has a positive effect on fundraising success. Since, wiLearn 4 Life engages in a new fundraising initiative this summer and seeks support in presenting their brand in a trustworthy, professional and at the same time relevant way, this thesis aimed to use existing literature in marketing and branding to develop a strong brand for wiLearn 4 Life.

Therefore, a six-step brand building process based on the research paper “Bedeutung der Marke einer NPO für das Fundraising” written by Markeike Ahlers and Tim Senn (2018) was applied. This research presents a practical guide on how to strengthen a brand through strategic brand-building. Thus, the first two steps in the brand building process aimed to analyze the brand from the inside and outside. Accordingly, this analysis was crucial to capture the current situation of the brand and to summarize what the brand is all about. Then in a third step the findings from the analysis section were used to determine the brand purpose, brand personality, brand promise as well as brand behavior. As a result, the thesis came up with a unique positioning for wiLearn 4 Life that also serves as a brand strategy and builds the basis for future brand communication and decision-making. Furthermore, the thesis identified three key brand elements that wiLearn 4 Life needs to push more actively in their brand communication:

- ⇒ WiLearn 4 Life’s unique and refined learning labs and that they manage to work in the most rural areas through combining hardware, software, and power supply (solar panel) in one product. Compared to other products on the market, they are affordable, portable and content can be customized to local needs. Further, the products are delivered and introduced by the founder himself, directly in the field. No other organization offers a package solution like wiLearn 4 Life does.
- ⇒ The only cost that incurs at wiLearn 4 Life are project-related costs. Thus, money donated is not soaked up by extensive overhead or administration costs.
- ⇒ The team of wiLearn 4 Life consists of experts in developmental project work, fundraising, and information technology. Together they worked already as previous co-workers and thus build a strong and rehearsed team.

The paper then proceeded with the fourth, fifth, and sixth steps of the brand-building process, namely integrated brand communication, integrated brand design, and brand experiences. These last three steps are all based on the wiLearn 4 Life’s positioning and shed light on how to best present the brand to the outside world. Whereas the chapter of brand communication elaborates on the topics of brand messages, storytelling and promising communication channels, the section of the brand design describes all the visual brand design aspects that support a consistent brand

communication. At last, the brand experience part describes the way prospects should experience the brand wiLearn 4 Life. It further suggests ideas to make the brand tangible, and thus provides the organization with many useful examples of how this brand experiences could be created through visibility, simplicity, community building, and content.

8.1. Key Recommendations

In general, the thesis proposed the following key recommendations for wiLearn 4 Life:

- ⇒ Use wiLearn 4 Life's actual strengths and personality to build an authentic and trustworthy positioning. Hence, core values are an integral part of brand communication and have to be weaved into all the brand's activities.
- ⇒ Know your target audience, to create relevant content for your brand.
- ⇒ Define a brand strategy, that is clear for everyone inside and outside of the organization; your brand must stand for something to prevent misunderstandings and misinterpretations of your brand.
- ⇒ Make sure that your brand presentation is clear and consistent throughout all communication channels, including visual brand design and the way you create donor experiences.
- ⇒ Use clear and straight-forward brand messages, simplify concepts that are more complex in real life, make the website more user-friendly and less technical (you could always offer PDF's to download for the most hungry prospects), use different formats to present ideas and information such as infographics, video, and pictures.
- ⇒ Optimize your website professionally; since it represents the most important touchpoint between you and your target audience; thus the website has the power to strongly influence donor decisions.
- ⇒ Use LinkedIn to drive traffic to your website as soon as it is ready; let yourself be inspired by the social media calendar since it proposes interesting topics to discuss with your audience.

8.2. Limitations and Future Outlook

This thesis paper represents a highly practical application to build a strong brand in the non-profit sector. Thus, analyzing the external brand perception of wiLearn 4 Life's target groups was not part of the paper. Also, the creation of a private donor customer journey would have gone far beyond the scope of the thesis and would have required a market survey. If wiLearn 4 Life should decide to start focusing on private donors in the future, it would be recommended to engage in a market survey to find out how the brand is perceived by its private donors. Another possible way to identify customer perception is to ask existing donors for feedback. Questions like how was

your experience with wiLearn 4 Life and would you recommend us to a friend are very simple, cost-efficient, and makes the firm look professional and caring for their customers.

Furthermore, all the brand-building efforts are based on wiLearn 4 Life's current situation, and therefore do not consider changes in the external environment for example technological progress. Since the area of marketing is changing at a very fast pace, communication channels identified as most promising today, might be outdated in a few years and replaced with other more popular ones.

All in all, it can be concluded that this thesis paper contributes to the topic of branding in the non-profit sector since it represents the practical application of literature on this topic. It could be used by other NGO's searching for a practical guide on how to build a strong brand themselves.

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Appendix

Appendix I: Questionnaire Interviews wiLearn 4 Life

Questionnaire Roland:

Introduction:

The following interview aims to learn about WiLearn 4 Life's unique character and identity. It aims to define eternal brand values and messages that represent the core of the brand WiLearn 4 Life. Therefore the goal of this questionnaire is to answer the questions: Who are you? What are you doing? Why are you doing it?

History/ Origin:

1. What was the trigger for you Roland when you decided to create wiLLi? Was it before WiLearn 4 Life was founded? How long before?
2. What was the situation at that time? What was going on in your life or in the world that made you do it?
3. What was your first achievement with WiLearn 4 Life (ex. first time wiLLi was fully operational, first project, find first investor etc.)? How did it feel and who was already by your side that is still part of the team today?
4. Do you have any traditions at WiLearn? Like when you get a customer on board do you have a small celebration?

About WiLearn 4 Life:

5. Where do you see the strength of WiLearn 4 Life? What are potential weaknesses?
6. Tell me more about the collaboration in your team. Do you think everyone knows what WiLearn 4 Life is about? How do you communicate with each other?

Target Groups / Potential Donors and Investors:

7. What experiences do you have with your target groups? Was there a case where they called you because they became aware of your service? What was the type of communication used that got to them?
8. How did you approached them so far?
9. Do you invite them to your office or hold presentations? (personal selling?)
10. Do you have investors that donate on a regular basis?

Identity Negotiation:

11. What makes WiLearn 4 Life unique or how is it different from other Non-Profit associations? What within its essence makes it stand out the crowd/competition?
12. What is at the very core of WiLearn 4 Life? Meaning what values will always be part of WiLearn no matter how different the environment will look in 10 years' time?
13. If you would have to use only three words to describe WiLearn which one's would it be?
14. How did you come up with your vision?
15. Why is orange the color of WiLearn? What is the logo about?
16. What are your future plans with the brand? Will there be an update of wiLLi / new projects?
17. How do you want to be perceived by your potential investors?

Figure 7: Questionnaire Interview Roland (own representation)

Questionnaire Rachel:

Introduction:

The following interview aims to learn about WiLearn 4 Life's unique character and identity. It aims to define eternal brand values and messages that represent the core of the brand WiLearn 4 Life. Therefore the goal of this questionnaire is to answer the questions: Who are you? What are you doing? Why are you doing it?

History/ Origin:

1. Why did you join the cause / WiLearn 4 Life? What was the situation at that time? What was going on in your life or in the world that made you do it?
2. What was an achievement you will always remember at WiLearn 4 Life (ex. first project, first investor etc.)? How did it feel?

About WiLearn 4 Life:

3. Where do you see the strength of WiLearn 4 Life? What are potential weaknesses?
4. Tell me more about the collaboration in your team. Do you think everyone knows what WiLearn 4 Life is about? How do you communicate with each other?

Target Groups / Potential Donors and Investors:

5. What experiences do you have with your target groups? Was there a case where they called you because they became aware of your service? What was the type of communication used that got to them?
6. How did you approach them so far?
7. Do you invite them to your office or hold presentations? (personal selling?)
8. Do you have investors that donate on a regular basis?

Identity Negotiation:

9. What makes WiLearn 4 Life unique or how is it different from other Non-Profit associations? What within its essence makes it stand out the crowd/competition?
10. What is at the very core of WiLearn 4 Life? Meaning what values will always be part of WiLearn no matter how different the environment will look in 10 years' time?
11. If you would have to use only three words to describe WiLearn which one's would it be?

Figure 8: Questionnaire Interview Rachel (own representation)

Questionnaire Daniel:

Introduction:

The following interview aims to learn about WiLearn 4 Life's unique character and identity. It aims to define eternal brand values and messages that represent the core of the brand WiLearn 4 Life. Therefore the goal of this questionnaire is to answer the questions: Who are you? What are you doing? Why are you doing it?

History/ Origin:

1. Why did you join the cause / WiLearn 4 Life? What was the situation at that time? What was going on in your life or in the world that made you do it?
2. What was an achievement you will always remember at WiLearn 4 Life (ex. first project, first investor etc.)? How did it feel?

About WiLearn 4 Life:

3. Where do you see the strength of WiLearn 4 Life? What are potential weaknesses?
4. Tell me more about the collaboration in your team. Do you think everyone knows what WiLearn 4 Life is about? How do you communicate with each other?

Identity Negotiation:

5. What makes WiLearn 4 Life unique or how is it different from other Non-Profit organizations? What within its essence makes it stand out the crowd/competition?
6. What is at the very core of WiLearn 4 Life? Meaning what values will always be part of WiLearn no matter how different the environment will look in 10 years' time?
7. If you would have to use only three words to describe WiLearn which one's would it be?

Figure 9: Questionnaire Interview Daniel (own representation)

Appendix II: Interview Summaries

Interview with Roland Diethelm (CEO)

Date and Time: April 2, 2020, 13:00 – 14:15

Participants: Roland Diethelm (Interviewee) and Michelle Furrer (Interviewer)

Type of Interview: Online Interview via Zoom

Michelle Furrer: (Interviewer)	What was the trigger for you Roland when you decided to create wiLLi? Was it before wiLearn 4 Life was founded? How long before?
Roland Diethelm: (CEO wiLearn)	<ul style="list-style-type: none"> - Was responsible for looking into crisis situations back when he was working in the department of Humanitarian Affairs - Became aware that education is urgently needed in these areas but that it was disrupted by wars - Knew about the stabilizing factor of education for children as well as adults within the community - Education means knowledge and knowledge means people making informed decisions about their life - Goal was to help them be prepared for life. - Mobile phones were everywhere so the idea for mobile learning came to live because it was also future looking - Main driver for creating wiLLi was that it is portable and also works in remote areas where there is no electricity - Roland also learned the importance of energy when he was working in development projects - He observed that major advancement in rural areas were positively correlated with the progress in energy supply - Combination of energy and learning lead to his focus of providing digital learning tools - Another goal was to use local content and produce the technology with very low input so that it could be produced locally - This aimed to encourage them to be entrepreneurs
Michelle Furrer: (Interviewer)	What was the situation at that time? What was going on in your life or in the world that made you do it?
Roland Diethelm: (CEO wiLearn)	<ul style="list-style-type: none"> - Worked at World Vision at that time - Tried to engage World Vision to integrate his idea

	<ul style="list-style-type: none"> - Idea was born in 2013, first product was the Rachel-Server - Got more and more engaged privately and wanted to commit more time to it – decided to become independent and to support other organizations with his expert knowledge, to develop a focus approach - Looked out for people within his network that already knew his mission and that believed in him - Other five team members were all people he knew before, some of them were previous co-workers - Founded the association and got their support, they are all board members - When looking for people he wanted to make sure that different skills are provided and that the values are the same - They all share the Christian worldview - CHF 500 member payment every year, same amount as one server per school
Michelle Furrer: (Interviewer)	What was your first achievement with wiLearn 4 Life (ex. first time wiLLi was fully operational, first project, find first investor etc.)? How did it feel and who was already by your side that is still part of the team today?
Roland Diethelm: (CEO wiLearn)	<ul style="list-style-type: none"> - Pilot project in Nairobi with 316 children in primary school and 10 teachers - First introductory workshop in Nairobi was held in November 2018 - Was a one year project that ended in January this year - Still in the finalizing state, writing the final report right now - The Nairobi project was the first fully sponsored operation - Another agreement with “Learning for all” (another Swiss NGO) was also a milestone - Collaboration since 2013 together with “Fachhochschule Nordwestschweiz” in Zimbabwe - Roland supports them technically in Zimbabwe and already supplied five schools with servers and supervision there - Christmas Campaign in South Sudan called “B-Light” - Buy a power light and share one with a South Sudanese - Something they decided to do all year round now because it was very successful

Michelle Furrer: (Interviewer)	Do you have any traditions at wiLearn 4 Life? Like when you get a customer on board do you have a small celebration?
Roland Diethelm: (CEO wiLearn)	- No not yet.
Michelle Furrer: (Interviewer)	Where do you see the strengths of wiLearn 4 Life? What are potential weaknesses?
Roland Diethelm: (CEO wiLearn)	<p>Strengths:</p> <ul style="list-style-type: none"> - Niche Product because offline learning is not at all common in the world - Provide a complete solution (Solar Power Unit, Hardware and Software) - A technical solution that comes with a learning workshop (technical and pedagogical skills combined) - Highly adaptable in terms of content, can serve as school tool, library etc. <p>Weaknesses:</p> <ul style="list-style-type: none"> - Too small to create scientific evidence on the learning outcomes, barring us from the major donors and major funding capital - Major funding capital is more likeably spoken when there is scientific proof that the technology has an impact - WiLearn 4 Life too small to engage in scientific studies at the moment (e.g. randomized control trials) - Whole operation is based on one person, Roland - Critical because if he would fall sick everything stops which creates an unsolid basis for investors to support the projects (too risky) - A lot of interest into the product but not yet enough confidence to really scale it - Relatively young, not enough resources and capacity - So many tasks next to what really matters: “the projects”
Michelle Furrer: (Interviewer)	Tell me more about the collaboration in your team. Do you think everyone knows what wiLearn 4 Life is about? How do you communicate with each other?
Roland Diethelm: (CEO wiLearn)	<ul style="list-style-type: none"> - Through board meetings every second month. - Phone, E-Mail

Michelle Furrer: (Interviewer)	What experiences do you have with your target groups? Was there a case where they called you because they became aware of your service? What was the type of communication used?
Roland Diethelm: (CEO wiLearn)	<ul style="list-style-type: none"> - The strategy from the beginning was to connect with foundations based in Switzerland - It is important to do research before contacting a foundation - Important is to know their purpose and the timing when they disperse their funds as well as what type of proposal they want to see (individual requirements) - Foundations the basic approach for now, because the mass market needs more man-power - Good short texts needed non website - Every foundation has its boundaries in which they operate (Foundation purpose)
Michelle Furrer: (Interviewer)	How did you approached them so far?
Roland Diethelm: (CEO wiLearn)	<ul style="list-style-type: none"> - More on a personal level - Needs a professional and well structured website in place for people to gain enough information - Website still a bit of a sore point – needs to be more professional - Large Network from times of being part of World Vision or when working as a pilot - Shares some content over LinkedIn - Not much funds received from that side more to raise awareness
Michelle Furrer: (Interviewer)	Do you invite them to your office or hold presentations?
Roland Diethelm: (CEO wiLearn)	<ul style="list-style-type: none"> - The first goal is to meet. Everything is done so that there is a meeting taking place. - It is important to raise the interest level so that wiLearn gets invited and can do a presentation - Demonstrations are so important because people cannot really imagine how it is to be without internet anymore, its too far away from our daily life - Use any tool e-mail, phone and LinkedIn to connect with potential donors

Michelle Furrer: (Interviewer)	Do you have investors that donate on a regular basis?
Roland Diethelm: (CEO wiLearn)	<ul style="list-style-type: none"> - Yes. There is one foundation where a relative of Roland is working. - They have a close collaboration, Roland is also an advisor for their foundation - They funded the project in Kenya - Roland also does other projects for them that are not related to wiLearn 4 Life
Michelle Furrer: (Interviewer)	What makes wiLearn 4 Life unique or how is it different from other Non-Profit associations? What within its essence makes it stand out the crowd/competition?
Roland Diethelm: (CEO wiLearn)	<ul style="list-style-type: none"> - Roland saw a lot of organizations producing software or hardware in rural projects but nobody really had the skill to combine the lack of reliable power, the lack of reliable connectivity and the amount of information that is available. So he started to combine these elements in his wiLLi case (hardware, software and remote internet) - WiLLi works remotely, without internet or electricity, can live 6 hours without re-charging and works with solar power - Produced with very low technical input so that they can be produced locally in the field. - There are similar products but none of them is that mobile (light weight) and adaptable (use of local content) → major advantages - Roland used the Swiss-Pocket Knife as a rolemodel how his technology should work – small gadget but multiple functions - He calls it the Swiss Pocket knife for school and e-learning - Other offerings also come with too high of a cost - Product that is ready for the future
Michelle Furrer: (Interviewer)	What is at the very core of wiLearn 4 Life? Meaning what values will always be part of wiLearn 4 Life no matter how different the environment will look in 10 years' time?
Roland Diethelm: (CEO wiLearn)	<ul style="list-style-type: none"> - Christian Identity will always remain - Mutual respect - Entrepreneurial Spirit (liberate people to be free and acquire their own knowledge and truth, so that they can live a self-determined life and shape their own life) - Equal opportunities (same chances) - Education as a vehicle. Where should it take you?

Michelle Furrer: (Interviewer)	How did you come up with your vision?
Roland Diethelm: (CEO wiLearn)	<ul style="list-style-type: none"> - We empower communities in fragile contexts to gain digital learning skills for a self-determined life - We do not want to impose something on somebody that does not want it. But we want to give him the opportunity - Fragile context is people who have no chances to break out of their own environment - definitely those people who are suffering the most - So we would like to prepare the people to some degree how to select and to avoid the information tsunami experience right from the beginning by giving them a specific area of secure learning environment
Michelle Furrer: (Interviewer)	Why is orange the color of wiLearn 4 Life? What is the logo about?
Roland Diethelm: (CEO wiLearn)	<p>wiLearn:</p> <ul style="list-style-type: none"> - Stands for Wireless Learning – that’s why there is a wireless logo on the “i” - Also the misspelling; one learns from mistakes <p>The 4 in wiLearn 4 Life:</p> <ul style="list-style-type: none"> - 4.0 for the industrial/ information revolution - The four dots: - Because of the famous speech of Steve Jobs on connecting the dots - Connect the dots and you receive a symbol, a face that relates to children <p>Colors Orange and Blue:</p> <ul style="list-style-type: none"> - Just liked the color combination - Similar to World Vision but not the same shade of orange is used
Michelle Furrer: (Interviewer)	What are your future plans with the brand? Will there be an update of wiLLi / new projects?
Roland Diethelm: (CEO wiLearn)	<ul style="list-style-type: none"> - Works with medical doctors in South Sudan at the moment. Health sector has more money than education sector - Thus, going in the direction of supporting clinical officer training more vigorously - Rising demand of vocational training in this sector

	<ul style="list-style-type: none"> - Looks for new specialist in terms of logistics and organizational development like design, photo- and video-taking - Use the Nairobi pilot project to create a module that can be used in other areas in East Africa as well - The goal is to reach 100 communities with this prototype - Challenge: WiLearn really needs to become more significant if they want to grow. And in order to do that, money is needed, so it is kind of a trade-off right now.
Michelle Furrer: (Interviewer)	How do you want to be perceived by your potential investors?
Roland Diethelm: (CEO wiLearn)	<ul style="list-style-type: none"> - Want to be relevant in today's age - We want to be relevant in the education sector - Want to be perceived as reliable partner with an innovative edge - Want to be perceived as being focused and affordable - And to have the right "Absicht" to empower and not enslave people <ul style="list-style-type: none"> - proof is that the organization strongly pushes for open source, because with licencing everybody becomes enslaved today - In short: trustworthy, straightforward, affordable and self-sustaining

Table 7: Summary Interview with Roland Diethelm

Interview with Rachel Wille (Board Member)

Date and Time: April 2, 2020, 16:00 – 17:15

Participants: Rachel Wille (Interviewee) and Michelle Furrer (Interviewer)

Type of Interview: Online Interview via Zoom

Michelle Furrer: (Interviewer)	Why did you join the cause wiLearn 4 Life? What was the situation at that time? What was going on in your life or in the world that made you do it?
Rachel Wille: (Board Member)	<ul style="list-style-type: none"> - Knows Roland from Collaboration at World Vision - Worked there for approx. six year's in different departments such as Marketing and Fundraising (specialized "Förderstiftungen", fundraising Swiss institutional donors) - Change to international program department/fundraising (still fundraising), Roland was Team Head - Good collaboration, good match because different characters (Rachel has a Marketing background, Roland has more a technical focus) - Roland asked Rachel if she would like to join wiLearn 4 Life - Timing was right, personal situation as mother of two and one leg in business with wiLearn 4 Life was a good match - Gut-Feeling
Michelle Furrer: (Interviewer)	Where do you see the strengths of wiLearn 4 Life? What are potential weaknesses?
Rachel Wille: (Board Member)	<p>Strengths:</p> <ul style="list-style-type: none"> - The technology and tools - Unique, and useful - Future of Education – digital - Close the gap, providing better standard - Works in remote areas (USP) - Works with Solar Power - No Internet needed (offline available) - Reaching these very vulnerable communities - Motivation for the product is high in these countries, bigger than bringing books there - Technology can used for many different things not only schools, also medical, library etc.

	<ul style="list-style-type: none"> - Very important area of projects, bring content that is needed to where it is needed most (do so with a tool that people are motivated to use) - Tool for closing the gaps as an extension of the services and products that are already here <p>Weaknesses:</p> <ul style="list-style-type: none"> - Missing Strategy (which projects to accept): - Strategic handling probably not all on the same page - Until now, Roland one man show (his baby), and team did support, go for it, we have your back - But he has know-how and network in the field to build something like wiLearn 4 Life - Rachel: good for beginning, point to decide if organization wants to stay small, continue like before or strategic vorgehen, invest in website and do it right - Fundraising for foundations needs professional appearance - Website not yet there - First impression counts - Not very professional - Too technical - Purpose – What wiLearn 4 Life is really doing not clear - Not ready to do fundraising - Different Target Groups (NGO’s, Foundations, Private Donors) – Website has to be clear for everyone - Private donors might like to know how much money does have how much of an impact - Clear Concept is missing - Corporate Identity, Wording (use same words again, Tone etc.) - Marketing / Communication Basics missing
Michelle Furrer: (Interviewer)	Tell me more about the collaboration in your team. Do you think everyone knows what wiLearn 4 Life is about? How do you communicate with each other?
Rachel Wille: (Board Member)	<ul style="list-style-type: none"> - Generally yes. We know what we want to achieve and which beneficiaries could help us to get there - WiLearn does not make projects on their own - Heart in the same place - Strategy thinking might differ a bit

	<ul style="list-style-type: none"> - If you would ask about the strategy probably everyone has another answer, because not too clear defined yet - Roland did use all the opportunities that were occurring not specifically in a strategic way (operative) <p>How:</p> <ul style="list-style-type: none"> - Board Meeting every two month - Important decisions made - Always a lot to discuss, time not always enough to cover al the topics
Michelle Furrer: (Interviewer)	<p>What experiences do you have with your target groups? Was there a case where they called you because they became aware of your service? What was the type of communication used that got to them?</p>
Rachel Wille: (Board Member)	<ul style="list-style-type: none"> - People have knowledge, are skilled people that might even worked in programs themselves - In-depth knowledge needs to be provided - Foundations donate money for specific purposes, causes they want to promote - Foundations expect a certain level of professionalism - Foundation fundraising comes with a procedure where you have to send your dossier to the potential donor first (first impression counts, and Website is the first thing they will do when considering a donation) - Therefore, foundation fundraising has to wait until website and other marketing instruments are ready - Goal: to apply for fundraising money in summer since, many foundations decide only once or twice a year (spring & autumn) which project they want to support - Website Content German and English has to be the same - Right now Website very technical - Two types of fundraising: Public fundraising / Foundation fundraising (direct Mailing, Flyer etc.) and Partner/Field Fundraising (collaboration with other NGO's) - Fundraising Partner institutions (Roland), Public Foundations (Rachel) - Everyone in the board donates CHF 500 on a yearly basis - Private donors known from the network - Other project specific donors (foundation of Roland's relative)

Michelle Furrer: (Interviewer)	How did you approached them so far?
Rachel Wille: (Board Member)	<ul style="list-style-type: none"> - Logical Framework incl. Implementation Plan for planned activities (Budget, project description, planned output, long-term impact in the field) - Foundations want to see what an organization is doing, why it is doing it and what will be achieved - The people behind these foundations often come from the field work themselves and are experts - But there are also foundations that do not have that knowledge which is why it is up to the fundraiser to decide whom to send what information - German is the main language, Logical Frame is the only exception which can be sent in English - One Pager with the most important information of the organization (like an application dossier) - Have to stand out the crowd - Because so many apply for these funds, only a few minutes are used to get a first impression of the organization where the website plays an important navigating tool (first impression counts) - Visual presentation is important, must catch attention - People within the foundation are predominantly older people, some like fresh ideas some prefer to stick with the traditional way of doing things
Michelle Furrer: (Interviewer)	What makes wiLearn 4 Life unique or how is it different from other Non-Profit associations? What within its essence makes it stand out the crowd/competition?
Rachel Wille: (Board Member)	<ul style="list-style-type: none"> - No overhead cost, meaning admin cost is kept to a minimum and the majority of funds flows into the projects (problems of many big organizations) - The only salary is received by Roland when he goes into the projects and teaches the people there how to use the technology (thus also project cost), no offices → USP - USP for the foundations since they want to see their money reaching the projects

Michelle Furrer: (Interviewer)	What is at the very core of wiLearn 4 Life? Meaning what values will always be part of wiLearn no matter how different the environment will look in 10 years' time?
Rachel Wille: (Board Member)	<ul style="list-style-type: none"> - Christianity – Everyone is from equal worth - Motivation of helping people that have not the privilege of growing up in Switzerland - Compassion for others - Empowerment through knowledge - Life-long learning
Michelle Furrer: (Interviewer)	If you would have to use only three words to describe wiLearn which one's would it be?
Rachel Wille: (Board Member)	<ul style="list-style-type: none"> - Good intention and motives - Hearts in the right place (warmth and Wohlwollen) - Trustworthy - Professional

Table 8: Summary Interview with Rachel Wille

Interview with Daniel Kast (Board Member)

Date and Time: April 15, 2020, 16:00 – 16:30

Participants: Daniel Kast (Interviewee) and Michelle Furrer (Interviewer)

Type of Interview: Online Interview via Zoom

Michelle Furrer: (Interviewer)	Why did you join the cause wiLearn 4 Life? What was the situation at that time? What was going on in your life or in the world that made you do it?
Daniel Kast: (Board Member)	<ul style="list-style-type: none"> - Background: <ul style="list-style-type: none"> o Worked as a teacher for a few years o More than 20 years at World Vision Switzerland - Knew Roland from World Vision, followed his development and found it interesting - Rachel-Server first product at that time - No special moment in life, but realization that wilearn 4 Life can build something that can help a lot of people in refugee camps and schools in general - Rachel Server allows to access information, it is like a Wikipedia or Intranet - Is responsible for IT and to procure OER-material that is later uploaded to the Rachel-server and designs the learning tools for the communities - OER= Open Education Resources - OER is provided by education ministries and education institution like schools and universities and made available free of charge for everyone to use
Michelle Furrer: (Interviewer)	What was an achievement you will always remember at wiLearn 4 Life (ex. first project, first investor etc.)? How did it feel?
Daniel Kast: (Board Member)	<ul style="list-style-type: none"> - The realization that even in Lesotho up in the mountains in this small boarding school the Rachel-server can really serve well. Another achievement was just seeing how people are excited in Mongolia about the RACHEL-server right now - They can't proceed because of lack of material in Mongolian, but Daniel is working on that
Michelle Furrer: (Interviewer)	Where do you see the strengths of wiLearn 4 Life? What are potential weaknesses?

Daniel Kast: (Board Member)	<p>Strengths:</p> <ul style="list-style-type: none"> - Small and flexible organization, that still can be molded - No bureaucracy and bulky processes - Roland; his passion and his expertise in education and training <p>Weaknesses:</p> <ul style="list-style-type: none"> - Still need to find their niche - Not enough people that are actively involved - A lot of day to day activities burden on Rolands shoulders alone - People have their jobs, wiLearn 4 Life is not a full-time employment, it is completely voluntary - Limited resources that do not allow to employ more people - Turnover is too small to actually achieve, great success stories. - Website - clear structure: make sure that we get rid of too much stuff that may be not relevant for the context - Statistics needed: donors will also be looking more and more for facts and figures - Option for online donations (PayPal, Twint etc.)
Michelle Furrer: (Interviewer)	Tell me more about the collaboration in your team. Do you think everyone knows what wiLearn 4 Life is about? How do you communicate with each other?
Daniel Kast: (Board Member)	<ul style="list-style-type: none"> - Worked together at World Vision - Someone recently left the board but the rest remains - Christina only person that did not work at World Vision before - High level of trust - Communication somewhat difficult <ul style="list-style-type: none"> o Dropbox, Board Meetings o Rather fragmented communication o Because everyone uses his/her own communication systems (e-mail, whatsapp etc.) it also happened that people were left out just by accident not on purpose
Michelle Furrer: (Interviewer)	What makes wiLearn 4 Life unique or how is it different from other Non-Profit associations? What within its essence makes it stand out the crowd/competition?
Daniel Kast: (Board Member)	<ul style="list-style-type: none"> - Came across other NGOs that have similar offers, like a small little server that an NGO or a school can buy, not that unique

	<ul style="list-style-type: none"> - The number of connections in the NGO world, in missions, organizations and in schools is unique - Well thought through offer e.g. wiLLi case - WiLearn trains teachers, trains community leaders - no unique selling points yet that would make a difference worldwide - Not yet the leader of a particular solution but work is in progress - But cover both the rational and the emotional also telling stories and transfer feelings - would like to see is bigger donors like grants that can support us for particular projects. - at the moment our focus is not necessarily B2C, it's more B2B - not working towards increased numbers of new members and we are not working towards B2C - online donation is important as well so, o PayPal needs to be automated, it has to be easy on the sponsor or on the donor
Michelle Furrer: (Interviewer)	What is at the very core of wiLearn 4 Life? Meaning what values will always be part of wiLearn 4 Life no matter how different the environment will look in 10 years' time?
Daniel Kast: (Board Member)	<ul style="list-style-type: none"> - want to connect disconnected - want to help people learn how to learn - honest and stay excited about the small progress as well - don't think that we aim to become a big organization, but we want to make impact in those needing communities, refugees and children in faraway places
Michelle Furrer: (Interviewer)	If you would have to use only three words to describe wiLearn 4 Life which one's would it be?
Daniel Kast: (Board Member)	- Curiosity, teachable and growing
Michelle Furrer: (Interviewer)	How do you want to be perceived by your potential investors?
Daniel Kast: (Board Member)	<ul style="list-style-type: none"> - honest and transparent - true to oneself

Table 9: Summary Interview with Daniel Kast

Appendix III: Competition

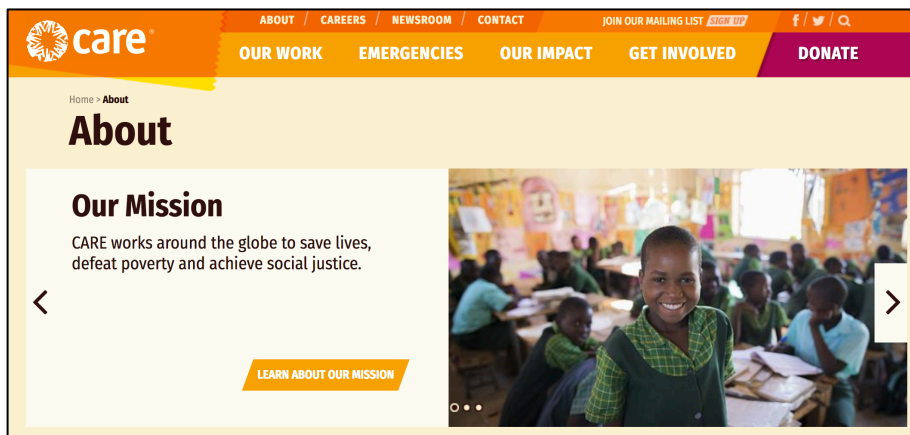


Figure 10: Website CARE (Screenshot)



Figure 11: Website Pratham (Screenshot)

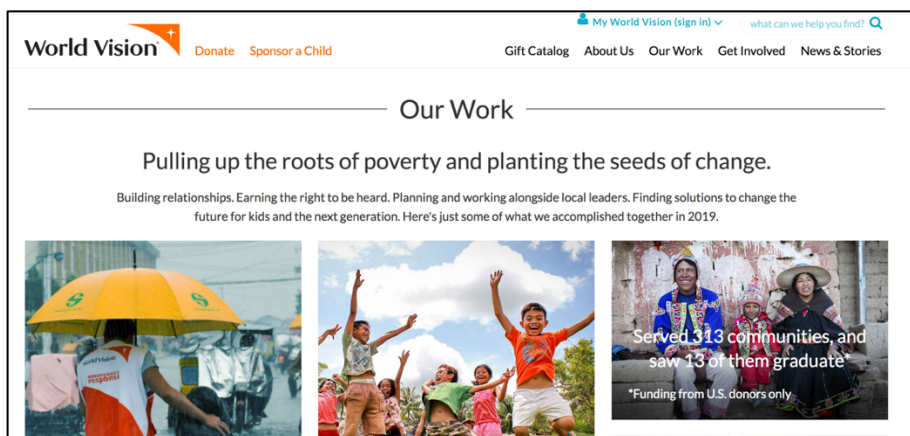


Figure 12: Website World Vision (Screenshot)

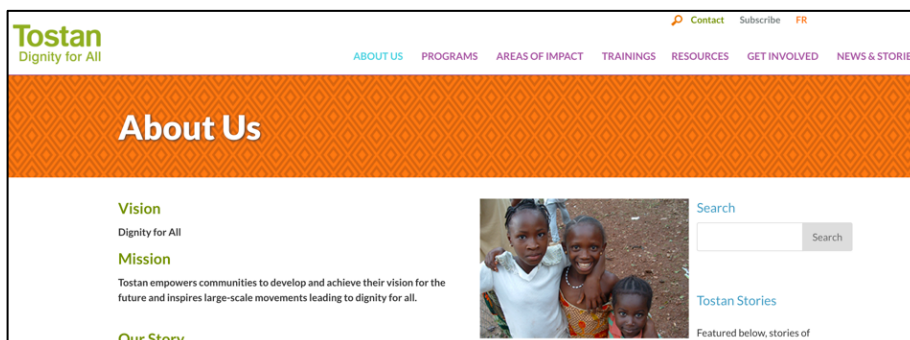


Figure 13: Website Tostan (Screenshot)

Appendix IV: Content Marketing Plan

Appendix IVa: Website Content Plan

Website		
Target Group	Foundations and Private Donors	
Goals and Benefits	Consideration, relationship-building, donation	
Topics	About the organization wiLearn 4 Life, education, the future of learning = digital learning, equality (gender), entrepreneurship, culture/traditions/learning about rural communities, vocational training, schooling, children, events	
Formats	Infographics, Videos, Blog Posts, PDF's for downloads, Pictures	
Tonality	Warm and caring, trustworthy, dedicated	
Front Page		
Home	Photo Banners	Latest News Feed: for example about Covid-19
	Infographic	Facts and Figures
	Text	Latest News, Events
	Links	To LinkedIn profile
About Us		
Our Philosophy	Text	Vision: “We envision a world where vulnerable children, youth and communities in deprived environments and fragile contexts are empowered to learn for life using 21st century digital skills to develop their full potential becoming an active member of society.” (WiLearn 4 Life, 2020)
	Text	Mission: “We aim to inspire all generations in marginalized communities, by establishing regular access to wireless learning labs, offering open educational resources and digital libraries relevant to their environment.” (WiLearn 4 Life, 2020)
	Video	Video with Roland about founding wiLearn 4 Life

Our History	Infographics	History: Create a timeline for wiLearn 4 Life's History, marking milestones and success moments.
Our Team	Photographs and Text	Team: Introduce the team with portraits, shortly explain the role, the expertise and what they love about being part of wiLearn 4 Life or what is from great importance to them.
Our Work		
Projects	Pictures	Photographs of smiling people, schools, classrooms or libraries.
	Text	Project Descriptions
	Infographics	Facts & Figures
	PDF to be downloaded	Detailed Project Information, Budget, Timeframe, Partner
Stories	Portraits	Children (girl and boy): Learning with wiLLi
		Nairobi Doctor; Vocational Training
		Community Leader: Library
		Partnering NGO: About collaboration
	Videos	Roland giving an introductory course or showing children working with learning labs
Products	Photographs and text	RACHEL
		wiLLi
		moLLi
	PDF to be downloaded	Detailed Product Descriptions incl. all the technical details and learning contents (Open Education Resources)
Partners	Text and Logos / Faces	Example: WiLearn 4 Life does not have its own products, it occupies an expert function and participates with other national and international NGO's. We successfully collaborated with the following partners already: ⇒ Pictures and short descriptions when clicking
News / Blog		
Latest News	Blog Post	Covid-19 threats, disrupts education
	Blog Post	Living without the internet – still a thing in some areas

	Blog Post	UN-Sustainable Goals
	Blog Post	The Future of Education is Digital /Education goes Digital
	Blog Post	How education improves lives in marginalized communities (Source: UNICEF, UN)
Campaigns	B-Light	Campaign Descriptions
Upcoming Events	Blog Post	Calendar with upcoming events and information. Also registration forms.
Forum	Text	Forum Discussions, Feedback or idea exchange with potential prospects (community building)
Get Involved		
Volunteer	Text	<ul style="list-style-type: none"> - Become part of the wiLearn 4 Life family - Help us make a change – Volunteer! - Link Benevol or other websites with job offer - Picture of young and happy person (should embody a volunteer happy about working with wiLearn 4 Life) - Motivating text, directly addressed, become part of the wiLearn family, make a change, every support helps!
Donate	Text	<ul style="list-style-type: none"> - Explain the donation process, different projects to supports etc.
Contact		
Contact	Text	Address: wiLearn 4 Life Zürcherstr. 36 8426 Lufingen Switzerland
		Phone: +41 76 215 09 63
		Email: info@wilearn.org
		Skype: rodiwv
Leave a Message / Question / Feedback / We're there for you, ask us everything! / Subscribe to our Newsletter!		
iDonate		
iDonate	Text	Payment Instructions → Paypal, Payment Slip, Online Banking Transaction THANK YOU!
		Subscribe for WiReport «Newsletter»

Table 10: Website Content Plan for wiLearn 4 Life (own representation)

Appendix IVb: LinkedIn Content Plan

LinkedIn	
Target Group	Foundations and Private Donors
Goals and Benefits	Brand awareness, Expand audience, drive traffic toward Website, start interacting with prospects and exchange ideas , build networks in the industry
Timing	Frequency: Regular Blog Posts (every 1-2 weeks with increase during the time foundations make their decisions) Social Media Calendar: prepare blogposts or videos for special events like for ex. the International Children’s Day. Write a matching post about for example Children and digital Learning in Nairobi/Kenya Start: After Website is ready, will increase traffic and raises awareness
Topics	About the organization wiLearn 4 Life, education, the future of learning = digital learning, equality (gender), entrepreneurship, culture/traditions/learning about rural communities, vocational training, schooling, children, events, social media calendar (e.g. World Women Day, National Holidays etc.)
Formats	Blog Posts, Videos, Articles shared, Infographics
Tonality	Passionate, visionary, knowledgeable

Table 11: LinkedIn Content Plan (own representation)

Appendix V: Social Media Calendar for wiLearn 4 Life

Social Media Calendar for wiLearn 4 Life	
Feb 11	Safer Internet Day #SID2020
Feb 11	Inventors Day #InventorsDay
Feb 17	Random Acts of Kindness Day #RandomActsOfKindnessDa
Mar 8	International Women's Day #IWD2020 #EachforEqual
Mar 20	World Storytelling Day #WorldStorytellingDay
Apr 25	World Malaria Day #EndMalariaForGood
May 1	International Workers Day #IntWorkersDay
May 5	Thank a Teacher Day #ThankATeacher
May 15	International Day of Families #FamilyDay
Jun 14	International Children's Day #ChildrensDay
Jun 20	World Refugee Day #WorldRefugeeDay
Jul 15	Two Year Anniversary wiLearn 4 Life
Aug 12	International Youth Day #YouthDay
Aug 19	World Humanitarian Day #WorldHumanitarianDay
Sep 5	International Day of Charity #CharityDay
Sep 15	Online Learning Day #OnlineLearningDay
Oct 24	United Nations Day #UNDay
Nov 13	World Kindness Day #WKD
Dec 10	Human Rights Day #HumanRightsDay

Table 12: Social Media Calendar wiLearn 4 Life (based on Altimese, 2020)