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The Appeal of NGO Communication

within Generation Y

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Abstract

Generation Y is not only a very popular target group among commercial marketers but also for non-governmental organisations as they try to develop a relationship at an early stage. This thesis examines the extent to which non-governmental communication fits Generation Y's demand. For this purpose, the Welthungerhilfe is chosen as an exemplary non-governmental organisation based upon which to conduct the analysis. A secondary literature review as well as an online survey among Generation Y members are conducted to verify or reject the hypothesis that the Welthungerhilfe needs to adapt their communication strategy and measures to fit Generation Y's needs.

Based upon the existing research status of Generation Y's media consumption as well as studies stating how non-governmental organisations should approach this generation, a narrowing towards the Welthungerhilfe's three most relevant communication categories is applied, namely advertising, social media activities and events. The conducted analysis of the Welthungerhilfe's communication as well as a competitor analysis concludes that the Welthungerhilfe as well as the seven main competitors are already present in media environments where Generation Y is active. Nevertheless, the survey shows that the actual Welthungerhilfe communication measurements are only poorly to moderately appealing to Generation Y. Besides, the findings from the analysis based upon secondary sources as well as the survey are finally assessed according to the public relations theory developed by Grunig and Hunt in 1984. By applying this theory it becomes clear that the Welthungerhilfe communication does not comply with what Generation Y demands.

Therefore, it is concluded in this thesis that despite the good basis, the hypothesis stating that the Welthungerhilfe needs to adapt their communication to fit Generation Y's needs is verified.

Keywords

Generation Y

Non-Governmental Organisations

Non-Profit Organisations

Welthungerhilfe

Communication

Table of Content

List of Abbreviations

NGO   Non-Governmental Organisation

NPO   Non-Profit Organisation

PR   Public Relations

SWOT   Strength-Weaknesses-Opportunity-Threats

TV   Television

List of Figures

List of Tables

1 Introduction

Generation Y is a very popular target group among commercial marketers, given that the most marketing budget is invested in this age group (Turn, 2015), whose members are currently 20 to 35 years old (Huber, T. & Rauch, C., 2016). Indeed, this is also an interesting target audience for non-governmental organisations (NGOs). Even if the typical donor in Germany is 70 years or older (Deutscher Spendenrat e.V., 2016), NGOs try to develop a relationship at an early stage (H. Duerem, personal communication, December 8, 2016). Currently representing 20 per cent of the German population, Generation Y members are the future donors. Given that they are in the focus of marketers, thousands of messages are presented to them every day. In between this overflow of information, NGOs fight for their awareness to support a good cause. Accordingly, this thesis examines how appealing the communication of NGOs is among Generation Y members. To allow an in-depth analysis as well as meaningful results within the scope of this paper, one exemplary NGO is chosen for the analysis. The Welthungerhilfe is assessed as a fitting example, as one of the largest development aid organisations in Germany. Furthermore, world hunger is one of the major world challenges (World Food Programme, 2013) and is also perceived as such by Generation Y (The Global Shapers Community, 2016). In addition, they have a comprehensive external communication and are currently running a large campaign.

This thesis' objective is to show the extent to which the Welthungerhilfe's communication – comprising the strategy as well as the measures – fits Generation Y's needs. Given that their main target group is much older, it is hypothesised that the Welthungerhilfe needs to adapt their communication strategy and measures to fit Generation Y's needs.

In order to approach the hypothesis, two main aspects are analysed, namely the communicated content and the chosen channels. Two core research problems are stated:

1. Does the choice of channels to communicate fit Generation Y's needs?
2. Does the communicated content fit Generation Y's demand?

The remainder of this thesis is structured as follows. First, a theoretical framework is outlined, divided into two parts to cover the receiver as well as the sender side. The first part focuses on Generation Y as potential donors, whereby the terms donors as well as Generation Y are defined and characterised. Furthermore, existing studies on Generation Y's media behaviour and affinities in terms of media usage are presented. The second part provides a theoretical basis of NGO communication. Again, a definition is provided first, followed by theoretical approaches regarding the management of

NGO communication. Subsequently, existing studies on the appeal of NGO communication and most importantly the current research status on how NGOs should approach Generation Y are summarised. Following this theoretical framework, the second part follows, presenting and analysing the Welthungerhilfe's comprehensive communication strategy and measures. A brief introduction to the NGO's work, objectives and target group is provided first, as well as an overview of their communication activities. A narrowed analysis of the channels relevant for Generation Y follows. Moreover, a competitor analysis is conducted, before an interim conclusion summarising all findings up to that point in a SWOT (strengths weaknesses opportunities threats) analysis. The third main part involves the presentation of the empirical study, describing the respective method and results. Finally, the findings from the survey are applied to the existing research to ultimately reject or verify the hypothesis.

2 Methodology

Two different research methods are applied to approach the hypothesis, whereby a secondary literature review and a survey are conducted.

The first presented theoretical framework as well as the current research status is based upon secondary literature. Since the focus of this paper lays on the German market, only studies and literature that are conducted in Germany or stated to be applicable for this market are present. Furthermore, due to rapidly-changing communication possibilities as well as media consumptions, it is important to rely on recent sources and data.

Besides existing literature and studies, two supplemental interviews are conducted with Welthungerhilfe employees to gather further insights into the Welthungerhilfe's communication strategy. They are introduced in the respective part of this paper.

Moreover, for the communication measures analysis of the Welthungerhilfe as well as the competitor analyses, two well-established web-based reporting tools – Fanpage Karma and AdVision – are used. While Fanpage Karma tracks and analyses social media profiles, AdVision monitors advertising activities.

Based upon this presentation of the current research status as well as the Welthungerhilfe's communication analysis, a need for further primary research is identified. An online survey among Generation Y memers provides additional necessary insights for the final evaluation concerning whether the Welthungerhilfe needs to adapt their communication measures. The design of the study is described in detail in the relevant chapter (6.1).

The two research methods are chosen deliberately to guarantee validity, reliability and objectivity.

3 Theoretical Framework: Generation Y as Potential Donors

This first part of the theoretical framework focuses on the target group. As outlined in the introduction, NGOs rely on donations. This paper's definition of the term donor as well as statistics and motives in this context are presented in the first sub-chapter. Subsequently, Generation Y is defined and characterised before presenting the current research status regarding their media behaviour.

3.1 Donors

A very general and widely-accepted definition of donor is "a person who donates something, especially money to a charity" ("Donor - Definition," n.d.).
This is also the definition used for this paper. Consequently, a donation is not limited to a monetary gift, but can be anything that a person gives to a charity ("Donor - Definition," n.d.).

There is a wide range of opportunities to support projects with a social aim. These increasing possibilities in terms of the number of projects as well as the nature of the social projects lead to a challenge for donors to choose their way of doing something good (de Abreu, Laureano, da Silva, & Dionísio, 2015). According to the German Charity Council (2016), the willingness to donate is slightly increasing: 22.7 million people in Germany donated money in 2015, reflecting a small increase compared with 2014. Furthermore, the average amount that people donate has increased from 2012 onwards, after a long stagnation (Statista, 2016). Due to these two factors, the entire donation volume increased by more than ten per cent compared to the previous year (Deutscher Spendenrat e.V., 2016).

Looking at age first in terms of demographics, the highest percentage of people donating can clearly be found in the age group over 70. The percentages of donors within the age groups rise with increasing age and they also contribute most to the entire donation volume in Germany. Despite accounting for less than 20 per cent of the entire population, 40 per cent of the entire donation volume is provided by this age group (Deutscher Spendenrat e.V., 2016)
Furthermore, donors are mostly in good financial condition and are often religious-based. They typically have a comparable high education are interested in current world

affairs and read a lot of newspapers. Moreover, they are most likely to donate to various organisations and not only once but rather repeatedly (Crole and Besson, 2016).

Cole and Besson (2016) divide the motives to donate into four categories. The first reason for a donation is due to feelings of guilt. Second, there are people donating because it is a current trend to be socially committed, whereby this category is termed as "zeitgeist". This is not only a motive driving private people but also especially undertakings. Third, the wish to change something drives donations, which is classified as the most common motivation. Consequently, organisations have started to move from an angle communicating "help us to help" to "we help you to do good". The last category that the authors identify is a donation originating from the desire to maintain something, which can be either buildings or parts of nature.

This sub-chapter supports the assumption that Generation Y is not a key source for monetary NGO support. Nonetheless, it will be examined why this generation is an interesting target group and how it can be reached in the following sub-chapters.

3.2 Generation Y

This paper focuses on one specific generation. Accordingly, the following part aims to define this generation's most relevant influences, behaviours and mindsets by presenting the relevant literature. Finally, studies giving answers specifically in terms of their media usage are presented. As this generation's characteristics strongly vary in each country ("Weltweite Millennial-Studie," 2015), the sources for this chapter are chosen carefully to ensure validity as defined in the methodology.

3.2.1 Definition and Characteristics

This generation carries many different names. While it is referred to as Generation Y in this paper, the following terminologies are also often used in this context: millennials, echo boomers, internet generation, iGen and net generation ("Generation Y," n.d.). Generation Y is the successor of Generation X. As they are born between 1980 and 1995, they are now between the age of 20 and 35 (Huber, T. & Rauch, C., 2016).

Abicht (2016) highlights that they grew up in a time of various changes. Due to the fast-developing technological possibilities, new gadgets have constantly been introduced during their lifetimes, whereby they are challenged to adapt to them as well as other circumstances quickly. They have lived through extreme phases regarding unemployment as well as the financial crises and strong conflicts within the European Union.

Besides, this is a generation comprising people in various life phases, including instance students, young professionals as well as people with children (Turn, 2015).

Based upon the Strauss-Howe generational theory, every generation exhibits four key characteristics (Howe & Strauss, 1992). The theory was originally designed referring to American history, although it has subsequently been applied to various other cultures. Howe and Strauss (1992) assume that the comprehensive set of characteristics lead to a cycle of four archetypes. The comprehensive characteristics of this generation identified in a trend study published by Signium International (Huber, T. & Rauch, C., 2016) are presented in the following paragraph. First, from a sociological perspective, the report states a return towards communities. Networks - regardless of whether online or offline – hold strong importance. While the prior generation had a very radical approach in breaking and rejecting given structures, Generation Y aims more at re-shaping the given systems without a specific goal in mind. Second, being open-minded is another key characteristic, whereby a wide tolerance and acceptance for various lifestyles exists. Special food restrictions such as a vegan diet or homosexual marriages are a natural part of their society. Being open-minded is also demanded by organisations; for instance, in the form of transparency. Third, they have a distinctive lifestyle, clearly differentiating them from previous generations. In their private lives as well as the business world, they show a natural use of technology. Fourth, a final core element is the individual freedom of choice in various aspects of life. In this context, connectivity is important to quickly become part of a self-chosen group, community or network. Self-realisation and individual creativity are driving forces for this generation. (Huber, T. & Rauch, C., 2016)

In addition, especially in the context of this paper it is important to mention that Generation Y members feel a social responsibility, which proves - for example - their willingness to pay more for organic and fair trade products ("Millennials", 2016). Furthermore, a worldwide conducted study showed that this generation cares about global problems. The securing of food and clean water is among the top issues rated by Generation Y (The Global Shapers Community, 2016).

Overall, they are open-minded characters with high expectations, caring about social responsibility and global problems, which makes them an interesting target group for DAOs. An overview of the current research status on where this generation can be reached is the subject of the following chapter.

3.2.2 Media Behaviour

This generation is reachable anywhere at any time, given that they are almost constantly in contact with media ("Millennials," 2016). Consequently, the number of possible touchpoints is very high. The contra side of this is the difficulty to stand out among the overflow of information presented to this target audience.

Subsequent to an overview of their media consumption as well as their social media behaviour, some more specific insights into how to target this generation are presented.

The ARD and ZDF (2015) have conducted a long-term study for 50 years, which is published every five years. The latest one is from 2015, meaning that the findings are still recent and relevant for this thesis. The ARD studies the entire German population (14+ years old) as well as a young generation, which is defined from 14 to 29 years old. Even if this age group is not entirely congruent with Generation Y definition of this paper, it still demonstrates the direction in which the media consumption is proceeding. The average total media usage of the young generation in 2015 was 9.21 hours per day. Two graphs are included as an illustration (see appendices A1 and A1). In the first graph (see appendix A1), the reach in per cent is listed on the y-axis and the length per day in minutes on the x-axis, both regarding the age group from 14 to 29 years old. The second graph (see appendix A2) shows the development of time spent on average with each medium. It becomes clear that the internet is most relevant in terms of reach and length of use. This stands in clear correlation with Generation Y's natural use of technology, which is one of their core characteristics outlined in the previous sub-chapter. The young generation spends just over three hours per day on the internet. Looking at the development over time, the rapid time increase of this media type is most significant. Of course, individual messaging and medial internet also count in this figure. According to the study, the latter includes accessing television (TV), radio, videos, audio files and news content online. Furthermore, traditional TV and radio are both media types occupying a lot of time, with TV accounting for 144 minutes and radio 137 minutes per day. Moreover, both also play an important role in terms of reach. All other media types involving books, digital videodiscs, magazines and sound carriers are used on average only very little per day. The latter has dramatically declined in use, especially at the expense of online streaming services. (ARD/ZDF-Studie Massenkommunikation: 2015, 2015)

Furthermore, as the previous sub-chapter shows, networks play an important role in Generation Y's life (Huber, T. & Rauch, C., 2016). This also provides an explanation for the high usage and importance of social media. According to Professor Stephan Weichert - a media scientist - Snapchat is the most important social media platform ("Stud-

ie über Mediennutzung der Millennials", 2016). Additionally, his studies identify that people of this generation have started to delete their Facebook accounts due to the strong commercialisation of this platform ("Studie über Mediennutzung der Millennials", 2016). Nevertheless, a survey conducted by the ARD and ZDF shows that Facebook is by far the most commonly used social media network among Generation Y (Statista, 2017). The survey data is grouped into various age groups, whereby the ones relevant for this paper are 14 to 29 years old and 30 to 49 years old. While the results are identical and very clear for both age groups regarding the most commonly used social media platform, they vary regarding the second, third and fourth place (Statista, 2017). Given that the younger age group (14 to 29 years old) includes a majority of Generation Y, a clearer tendency can be derived from the younger age group. In this age group, Instagram is the second most commonly used platform and Snapchat comes third (Statista, 2017). This survey resulted that Twitter is only used by 8 per cent of those aged 14 to 29 years old and even less by all other age groups (Statista, 2017). It should be mentioned that YouTube is not considered in this study.

In addition, various studies show a high preference for moving images among this generation (SevenOne Media, 2016; "Studie über Mediennutzung der Millennials", 2016; Turn, 2015). However, the individual's life phase – for instance, being a student, working person or having children - influences the extent of their consumption of videos (SevenOne Media, 2016). The use of video portals such as YouTube decreases with age (SevenOne Media, 2016). Nonetheless, more than 50 per cent of the oldest members of Generation Y watch videos almost every day (SevenOne Media, 2016). The marketing platform Turn (2015) published a report stating that different life phases have an influence on the entire media behaviour. They identify four different marketing types and present respective insights into how to reach each of them. Even if the insights are clearly designed for commercial businesses selling a product or service, it can be derived that it is a heterogeneous group, with individual demands regarding the communication (Turn, 2015). In this context, it is also relevant to mention that they want to be perceived as an individuum and targeted respectively ("Millennials", 2015).

The most relevant findings for this paper are that this generation can be reached mostly online. In this channel, especially moving images are gaining in importance. Moreover, communities not only play a vast role offline but also online in the form of social media. Even if Snapchat and Instagram are highly interesting for this generation, Facebook is still most commonly used. Even if there are comprehensive trends and media behaviours, Generation Y demands individualised content.

Thus far, a definition and the current research status of the target group's side has been presented. Therefore, the following part focuses on the NGO side.

4 Theoretical Framework: NGO Communication

This second part of the theoretical framework provides a definition of the term NGO as well as a theoretical basis for the management of NGO communication. Furthermore, the current research status regarding the appeal of NGO communication as well as a specific study on how NGOs should approach Generation Y is presented.

4.1 NGO Definition

As the Welthungerhilfe is a German organisation and only the German market is analysed, a definition established by an official German governmental institution - the Federal Agency for Civic Education - is used.

As the name implies, NGOs are independent from the state; instead, they are private initiatives with aims referring to transnational political, social or economic issues. They take part in the process of articulating, aggregating and implementing a political will. They achieve this by placing certain topics in the media, with the objective to draw attention towards a certain issue or by concrete projects. Development policies, human rights, humanitarian aid and ecology are political fields in which they mainly get involved (Schubert & Klein, 2016).

Finally, the correlation between NGOs and non-profit organisations (NPOs) is classified. By definition, NPO is the overall category under which NGOs fall (Helmig & Boenigk, 2012). Nevertheless, comprehensive research has concluded that they are mostly used as synonyms in the public. This is also outlined as such in established sources discussing this term (Helmig & Boenigk, 2012; "Definition » Non-Governmental Organization (NGO) «," n.d.). Hence, in this thesis secondary literature discussing NPOs is also considered applicable.

4.2 NGO Communication

Having defined the term NGO above, this chapter draws attention towards NGOs' external communication. First, a theoretical framework regarding NGO management is given for the purpose of classifying where the communication strategy and the according implementation fits in. The primary focus lays on management components relevant for the external communication. Subsequently, a communication model for this

context is presented. Finally, the existing research status regarding effective NGO communication is examined.

4.2.1 NGO Communication Management

Helmig and Brunig (2012) developed a concept for managing NPOs (see appendix B for an illustration). As the previous chapter concluded, NGOs are NPOs and thus it is clearly applicable for this paper. They identified two different levels of NPO management. On the one side, they state that four fundamental principles influence every NPO: (1) the NPO's transparency and accountability, (2) the NPO's economic action, (3) impact orientation and (4) clear task assignment among the governing body. On the other hand, they have developed eight consecutive steps in their concept that are influenced by the four principles. These steps start with an analysis of the own organisation as well as the environmental factors. In this context, the positioning of the NPO within the market holds relevance. The aim is to find a favourable position regarding aspects determining competition. According to Purtschert 2005 (as cited in Helmig & Boenigk, 2012), other than for commercial businesses the positioning of the entire organisation is most important. This is the priority over positioning single services or products. Moreover, the management concept includes the importance of studying the relation to the government and the market in advance.

Helmig and Brunig (2012) highlight that for NPOs the formulation of a clear vision and mission is even more important than for commercial companies. As the mission is the purpose of the organisation, it should be subordinated to all topics, reflecting the second step. Subsequently, the objectives need to be formulated. At this point, the convergence of social and economic objectives is highlighted. Furthermore, within a NPO various stakeholders need to be segmented and managed, defined as the fourth step. On this basis, they divide a NPO strategy into three levels: the first level refers to the organisation, the second to the stakeholders and the third to the measurements and projects. The sixth and seventh steps involve the implementation of the previously-defined objectives and strategies. The sixth step is divided into NPO marketing and fundraising. In the seventh step, it is stressed that it is important for NPOs to continuously adapt the measures. Finally, the control of the NPO's success is the purpose of the eighth step to generate a long-term social value.

Furthermore, all customers of an NPO can be segmented into four different categories: direct, intern and indirect customers as well as donors. The direct customers are those people benefitting from the service or products that an NPO is offering. In the case of DAO, those are the people receiving support. Moreover, the internal customers are the

active volunteers working for a NPO. Indirect customers are not members of a NPO but they still support the mission fulfilment regardless; for instance, this can be the public or the media. The last segment are donors, which includes people supporting the NPO with money as well as goods or time. This segmentation is the basis for a comprehensive marketing strategy and consequently for the communication measures. For each segment, an individual communication strategy has to be applied (Helmig, Michalski, & Thaler, 2009).

As the communication target group of interest in this thesis, in the case of the Welthungerhilfe Generation Y can potentially be part of each customer segment aside from the direct customers. From this, it can be derived that a differentiated communication strategy is necessary to approach Generation Y.

The communication mix of NPOs pursues four objectives: (1) increasing the awareness of the entire NPO as well as their services, (2) improving the NPO's image, (3) influencing the public's opinions and values and (4) initiating actions such as donations or participation (Helmig & Boenigk, 2012).

The communication measures applied to achieve the objectives are either institutional, marketing or dialogue communication. Institutional communication comprises measures influencing how the public perceives the organisation's image. Public relations (PR), events and classical advertising image campaigns are mostly used for this purpose. The second category - labelled as marketing communication - summarises measures specifically targeting the needs of one stakeholder group. The communicated content can refer to either specific projects or the entire NPO. Direct communication between the NPO and its stakeholders is the third category and the one mostly increasing in relevance. This can involve personalised letters, phone calls as well as social media communication (Helmig & Boenigk, 2012).

4.2.2 Grunig and Hunt's PR Theory

Having identified the communication mix objectives as well as the according measures, in this chapter the public relations theory developed by Grunig and Hunt in 1984 is presented. It is a very fundamental theory classifying organisational communication in four different models (Grunig & Hunt, 1984). The type of communication increases in complexity among the four stages. Grunig and Hunt's definition of PR states that "public relations activities are part of the management of communication between an organisation and its publics" (Grunig & Hunt, 1984, p.7-8). However, their model not only allows for a classification of PR measures but also any form of communication between an organisation and its stakeholders. It is included in this paper as it provides a theoretical

basis for the evaluation concerning whether the communication measures and strategy used by the Welthungerhilfe meet Generation Y's demand.

The first two models are based upon one-way-communication and the second two include two-way communication. All four are described in further detail in the following (see Appendix C for an illustration of the four models).

The first stage - the fundament - is called publicity, for which the defined goal is awareness. This means that an organisation spreads content that is supposed to lead the public to a favourable opinion of the organisation. It is also called the Propaganda Model as the criterion of truth is not fulfilled. Unlike in the first stage, in the second stage the information that an organisation provides to the public has to be true. The main goal of the so-called Public Information Model is the procurement of content. In both cases, solely the organisation spreads content to the its stakeholders and not the other way around. The content can be delivered - for instance - via their official homepage or press releases. Moreover, advertising such as OOH posters or radio spots fall into the category of one-way communication. What has been outlined thus far is the basis for the two following, more complex stages comprising two-way communication. (Grunig & Hunt, 1984)

The Two-Way Asymmetrical Model is the third stage, with the aim of convincing the public. At this stage, an organisation's communication is designed to get the recipient active and receiving feedback on the organisation's content and information. By asking for feedback, they expect to create a more lasting favourable opinion. However, the communication remains unbalanced. Consequently, another level is added in the fourth model. At this stage - called the Two-Way Symmetrical Model - the organisation and its stakeholders are engaged in dialogue at eye level. Initiating a dialogue is also the goal of this stage. A mutual respect and understanding on both sides should be accomplished by using communication to negotiate with the public. Moreover, market research as well as assemblies with the entire segment of the public or their representatives is part of this. According to Grunig and Hunt (1984), the latter-introduced model is the ideal approach regarding how organisations should communicate with their stakeholders. (Grunig & Hunt, 1984)

4.2.3 Existing Studies on the Appeal of NGO Communication

Having outlined a comprehensive theory regarding NGO communication activities from a management as well as communication theory side, this sub-chapter presents the current research status regarding the appeal of NGO communication.

Looking at DAOs' advertisements, they often seem to evoke certain emotions, whereby many existing research studies explore this aspect. The provoked feelings can be either positive, negative or even a mix of both. The way in which different images and slogans prompt various emotions and the behavioural consequences has been studied in depth specifically for NGOs. Bennett (2014) identifies four levels improving as a consequence of charity advertisements with a highly-emotional appeal: (1) the memory of an organisation's advertising material, (2) the public's attention, (3) the person's favourable opinion on a matter and (4) the likelihood of the viewer supporting the charity. Furthermore, as previously mentioned NGO advertisements convey not only positive or negative emotions but also often a combination of both. Studies reveal "that, properly used, the arousal of mixed emotions via advertisements can facilitate charity fundraising" (Benett, 2014, p. 205). The favourable impact is even greater when the positive emotions exceed the negative ones. Moreover, leading the viewer to perceive positive emotions at the end of the sequence of mixed feelings enhances the two aspects (Benett, 2014).

In this context, Chang and Lee (2011) highlight that it is essential to choose and test messages as well as visuals carefully to avoid results among the viewers that are unintended by the organisation. A level of appropriateness needs to be ensured. It is no singular case in which people who entered into contact with an advertisement sent complaint letters or expressed their emotional feedback via another channel due to communication measures that they experienced as being too overwhelming (Bennett, 2014).

Put briefly, an advertisement with a high emotional appeal increases the viewer's favourable opinion of the organisation as well as the likelihood of supporting it. Both increase even more when negative and positive emotions are used, especially with positive ones at the end of the sequence.

4.3 Existing Research on NGOs Approaching Generation Y

During the research for this paper, one study was found specifically investigating the impact of NGO communication within Generation Y. As this is highly relevant for this paper, the research is briefly outlined.

Urbain, Gonzalez and Gall-Ely (2013) studied Generation Y's conception of giving towards ascertaining how NPOs and charities should target specifically this generation. As outlined in chapter 4.1, NGOs also fall into this category. The authors conducted research among a sample of 276 French people born between 1979 and 1991 (Generation Y) using the free association technique. They claim that due to the design of the study the results are not only valid for French young people but also worldwide. The

results of participants who had donated within the last 12 months and those who had not (givers and non-givers) are compared. Finally, their published paper suggests the following behaviours for charities and NPOs to approach Generation Y: they should give this generation the opportunity to attend events or buy things, where the proceeds will go (partially) to a social project as well as encouraging people to work for the organisation. Another recommended action is the use of social networks. Furthermore, NGOs should not trigger a feeling of duty or guilt.

5 Case Study: Welthungerhilfe

Having outlined the theoretical foundation as well as the research status quo in this field, at this point the Welthungerhilfe and their communication strategy as well as measures are analysed. For the analysis of the Welthungerhilfe communication strategy, two supplemental interviews are conducted. The first interviewee is Kerstin Bandsom, who is responsible for the internal and external communication within the PR and information department. Harald Duerem, the second interviewee, is head of fundraising in the marketing department. Due to both giving approval to record the interview, the audio files can be found attached (see appendices D1 and D2).

The overall organisation of Welthungerhilfe is introduced first, followed by an analysis of their communication activities, as well as a competitor analysis. Eventually, all findings are brought into connection with Generation Y's media behaviour and characteristics, concluded in chapter 5.4 in a SWOT analysis, functioning as an interim conclusion.

5.1 Overview

The facts of the following overview are based on the 2015 annual report published by the Welthungerhilfe, as well as their official website (http://www.welthungerhilfe.de).

The Welthungerhilfe is a German development aid organisation working internationally, established in 1962. The organisation is independent of religion and politics, with 27 voting members. These members have positions in other organisations, churches as well as political offices. Even the federal president Joachim Gauck is on board and a key person. Since the start, federal presidents have supported their work. Furthermore, according to the Deutsches Zentralinstitut für soziale Fragen ("German Central Institute for Social Issues") (n.d.), they have 348 full-time employees. On the one hand, they support projects aiming to guarantee long-term food security, while on the other hand they are also active in disaster relief. In 2015, they provided support in 40 overseas

countries with 387 projects. Additionally, 23 domestic projects were initiated to raise awareness among the general public as well as German and European politics. Thus, educational work is another important part of their work. In order to achieve long-term success with the projects, they work together with local partner organisations. As outlined in chapter 4.2.1 the vision and mission of an organisation is subordinate to all their actions. The Welthungerhilfe states a principle and a vision on their official website:

- Principle: "helping people to help themselves" ("Our world", 2016)
- Vision: "A world in which all people can exercise their right to a self-determined life in dignity and justice, free from hunger and poverty." ("Our world", 2016)

According to the NPO management concept developed by Helmig and Boenigk, on this basis the goal is formulated, which in the case of the Welthungerhilfe is the following: "Improving living conditions in a sustainable way" (Our world", 2016).

5.2. External Communication

While the previous chapter offered a broad overview of the organisation, this chapter's focus lays on the external communication. Direct insights into the communication strategy as well as the according measures are provided based on the two conducted interviews with Welthungerhilfe employees. Besides this, information concerning their strategy is presented, based on the information provided on the website. However, the analysis of their communication channels holds most relevance to approach the hypothesis.

5.2.1 Target Groups and Communication Objective

In the theoretical framework of NPO management in chapter 4.2, it became clear that a definition of target groups as well as a differentiated way of communicating with the stakeholders is necessary. From the two interviews with Welthungerhilfe employees, insights into their target group segmentation as well the communication objectives within each one is outlined as follows in this sub-chapter.

They have one compelling message that they want to bring across to all target groups. However, each group is addressed in a different way in terms of content type, use of language and channel. The message that they want to convey is that it is possible to overcome worldwide hunger. Both interviews as well as the website add a time-specific objective, namely to eradicate hunger by 2030. (K. Bandsom, personal communication, December 2, 2016; H. Duerem, personal communication, December 8, 2016; "Deine Stimme gegen den Hunger", 2016).

Within the Welthungerhilfe, the age group of those 70 years and older is the strongest monetary donor group (H. Duerem, personal communication, December 8, 2016), which correlates with the general situation in Germany (Deutscher Spendenrat e.V., 2016). Nevertheless, their focus lays on working people between the ages of 49 to 65 years old (H. Duerem, personal communication, December 8, 2016). Their main goal within this age group is to generate donations. In this respect but also generally, they differentiate between donors and non-donors (K. Bandsom, personal communication, December 2, 2016). Donors would like to be informed about success stories and what exactly happens with their donation. Non-donors need to be convinced of the Welthungerhilfe's work to show more interest in them and not any other DAO (K. Bandsom, personal communication, December 2, 2016).

Besides their main target group (49-65 years old), they also define a target group segment including young people from the age of 14. Their main goal within the younger generation is to raise awareness to build up a lasting relationship (K. Bandsom, personal communication, December 2, 2016). According to H. Duerem (personal communication, December 8, 2016) and K. Bandsom (personal communication, December 2, 2016), the additional consciousness-raising and educational work is especially important among the younger generation. They also stress that the younger generation is more interested in doing something on their own: in other words, they want to be a part of activities and events. In this context, the Welthungerhilfe aims to use existing or developing formats fitting these needs (K. Bandsom, personal communication, December 2, 2016).

In addition, a post within their own online blog reveals two principles of their communication: as a member of the Association of German Development NGOs, they are obliged to visualise people supported by the Welthungerhilfe only in a positive manner. The individual's dignity has to be respected at all times. Moreover, the interested donor should not be overwhelmed under any circumstances. (Grossmaas, 2014)

Overall, their communication strategy for the young generation complies with the study findings that NGOs should give Generation Y possibilities to participate. However, their target group segmentation includes only a separation of the "young" generation, including people from the age of 14, whereby Generation Y is not considered separately. This is the basis for the following analysis of the communication measures.

5.2.2 Communication Measures

The previous chapter outlined aspects of the Welthunegrhilfe's goal, target group definitions and strategy in regards to their target groups, which are components of step thre, four and five within the NPO management concept (Helmig & Boenigk, 2012).

This chapter focuses on the measurements, which should be defined subsequently in step six (Helmig & Boenigk, 2012). After providing a brief overview of the entire external communication, a narrowing towards the channels relevant for Generation Y is applied.

The Welthungerhilfe categorises their various external communication measures into eight different categories (H. Duerem, personal communication, December 8, 2016):
(1) mailings, (2) direct contact (with existing donors), (3) advertising, (4) media cooperation, (5) corporate online channels, (6) events/activities, (7) phone campaigns and (8) publications.

Due to the scope of this paper, not all channels can be analysed in depth. Therefore, a narrowing towards the three most relevant channels within Generation Y is applied. The first one is (3) advertising, given that one of the two main objectives within the "young" generation is to raise awareness (K. Bandsom, personal communication, December 2, 2016). To achieve this, advertising activities play a significant role. Second, in the description of Generation Y's media behaviour it is clearly identified that social media plays a vast role in their lives, which falls into the category of (5) corporate online channels. Furthermore, as previously mentioned, Urbain, Gonzalez and Gall-Ely's (2013) study shows that social media is also a specifically relevant communication tool for NGOs to reach this target group. Besides their social media accounts, their official website and the blog hosted by the Welthungerhilfe also belong to this category. For the reasons stated, this category is narrowed even further to the Welthungerhilfe's social media activities. Nonetheless, a short description of their website and blog content and structure is included. (6) Events and activities is chosen as the third channel, given that the same study conducted by Urbain, Gonzalez and Gall-Ely (2013) states that Generation Y is strongly interested in participating. In addition, at this point in the paper the two overall research problems are specified in three research questions respective to the channels in focus:

Research Question 1: Does the Welthungerhilfe's media mix and current advertising material fit Generation Y's demand?

Research Question 2: Does the Welthungerhilfe's social media activities concerning channel and content comply with Generation Y's demand?

Research Question 3: Do the events and activities offered by the Welthungerhilfe fit Generation Y's demand?

Advertising

This is the first category examined in greater detail concerning the channels used as well as the content.

In order to approach a comprehensive demonstration of their advertising activities, their media mix is analysed first, followed by a more detailed analysis of their current campaign visual. The media mix analyses are conducted using the web-based tool Ad-Vision. It is a website offering the largest data bank concerning media monitoring with various options for individualised market and competitor analysis ("Our Company", 2016). For the monitoring, the following conditions are applied:

- Time Period: 1.1.2015 – 31.12.2016
- Distribution Place: Only Germany
- Media Type: All

Figure 1 illustrates the media mix based on the gross advertising spending per medium. The sums of 2015 and 2016 are accumulated in this diagram. With more than one-third, online advertising accounts for the largest share of the gross ad spending budget. However, TV follows closely with almost 30 per cent and newspapers with 23 per cent. The Welthungerhilfe also invested advertising budget in magazines. In this respect, general magazines have been booked much more frequently (14 per cent) than specialised journals (1 per cent). However, this graph only demonstrates advertisements that have been
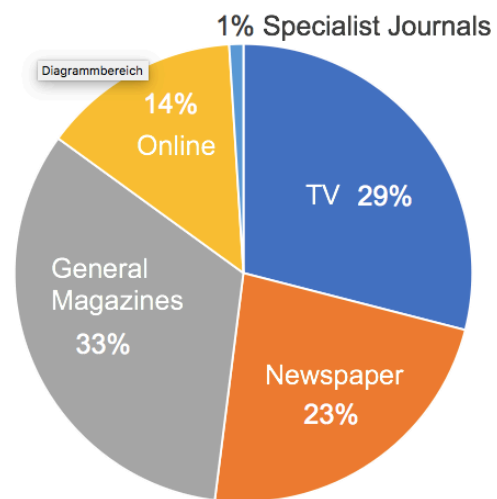

Figure 1: *Welthungerhilfe Gross Ad Spending in the Media Mix accumulated from 2015 and 2016. Source: based on AdVison, 2016.*

paid for. Pro bono advertisements - whereby an organisation gains media presence for free - are common among charities. Therefore, it is additionally interesting to consider the number of advertisement appearances per channel (see appendix E1 for a diagram of the advertisement appearances). Online appearances take up over 99 per cent of all single ad appearances in 2015 and 2016. However, there is a significant difference in a single online banner and - for instance - one OOH poster or TV spot regarding its reach. Taking this into consideration, it is significant that they aired 274 TV spots in the two given years. Consequently, does TV not only accounts for a large percentage of the gross budget - as the previous pie chart demonstrated - but is also the second most frequented channel. Furthermore, additional channels appear in the graph that are not included in the ad spending. Most likely the reason for this is that they were pro

bono advertising positions. Those two media types are posters and info screens. In both channels, comparably few advertisements have been placed.

Overall, considering both graphics, it can be said that they are present in online channels, although it is not their only focus.

At this point, the attention is drawn towards the current campaign visual. First, it is interesting to mention that this is the only motif for the current Welthungerhilfe campaign. Apart from the visual, the slogan is written in capital large letters on the entire poster. "ES REICHT! FÜR ALLE. MIT IHERER HILFE." (= "IT IS ENOUGH! FOR EVERYONE. WITH YOUR HELP.") The slogan contains a double

Figure 2: *Welthungerhilfe Campaign Visual. Source: Welthungerhilfe, 2016.*

meaning. 'It is enough!' can be interpreted that a line is about to be crossed and thus it needs to stop now. Alternatively, resources such as food or water are enough for everyone. The online banners also include a call to action button ("Jetzt spenden" = "Donate now") and the slogan is shortened to "With your help" (see appendix E2 for an example).

According to the 2015 annual report published by the Welthungerhilfe, large-scale market research was conducted beforehand to choose a visual as well as a slogan with the best impact. Several hundred people of all age groups who were donors of the Welthungerhilfe at that point of time or used to donate answered the survey (K. Bandsom, personal communication, December 2, 2016). This market research revealed the insight that previous visuals - representing the positive outcomes of the organisation's support - concluded in the assumption that there is no need to donate any further to this organisation. It even triggered the emotion of envy in people viewing the picture (Welthungerhilfe, 2015 & K. Bandsom, personal communication, December 2, 2016). The market research further concluded that the double meaning in the current campaign is understood by everyone (H. Duerem, personal communication, December 8, 2016).

Corporate Online Channels

The website (www.welthungerhife.de) contains comprehensive information about the organisation, their projects, current affairs and general facts of interest in the field de-

velopment work. It is interesting to mention that the content is different in the English and German languages. On the one hand, the German version comprises more sites than the English one and on the other hand the links on the home page vary. One out of the five main sections is a link to their blog, which is in German language and called "Was uns bewegt" (= what moves us.) (www.welthungerhilfe.de/blog). Additionally, they have included a few English posts, available in the top menu. Topics that the blog covers include catastrophes and crises, hunger and food security and volunteer portraits. The authors of the blog entries are briefly portrayed in one section. Employers, volunteer workers of the Welthungerhilfe as well as externals write about their own experiences, the Welthungerhilfe's support in foreign countries and domestic actions. There is a large number of authors with a vast variety in origins. Furthermore, on the bottom of each site, users are offered the possibility to sign up for a newsletter via the blog as well as the website. In the top right corner, links to their accounts on Facebook, Instagram, Twitter and YouTube are integrated. The same social media platforms are linked from their official website (on the bottom).

This leads to the next category of corporate online channels, namely online social networks.

They are active in the four aforementioned social media networks but they do not have a Snapchat channel. The social media activities are analysed in the following using Fanpage Karma, an online tool for monitoring and analysing social media profiles (status as of 17th December 2016). Key performance indicators such as the number of fans as well as engagement and growth rates are revealed (for an overview displayed in a table, see appendix F). In addition, to include not only a quantitative but also a qualitative analysis, the type of content posted on those platforms is analysed in a second step.

The first finding is the extremely high number of followers on their Twitter account (https://twitter.com/welthungerhilfe). More than six times as many people are following the Welthunegrhilfe on Twitter compared with their Facebook account (https://de-de.facebook.com/Welthungerhilfe/), not to mention Instagram (https://www.instagram.com/welthungerhilfe/) or YouTube (https://www.youtube.com/user/Welthungerhilfe). However, the number of new followers each week is higher on Facebook (indicated by the average weekly growth). The Welthungerhilfe certainly delivers more content on Twitter due to the average number of six posts per day compared to only one on Facebook. On Instagram, the post frequency is less than one post every two days. The account on Instagram is comparably strong in another category of key performance indicators, namely those indicating the level of user interactions with the posted content. The engagement rate as well as the post interaction reflects this. It is noticeable that the Facebook posts generate much more interaction than tweets. With not even one

comment per video on YouTube, this account is not interactively used. (AdVision, 2016)

Therefore, it can be stated that the Twitter account has by far the most followers as well as posts per day, although the users' reactions are comparably very low. In this field, the performance on Facebook and Instagram is much better.

As previously mentioned, an analysis of the content is also conducted. The post's content is categorised in six groups: information about the organisation, informaton about projects they are supporting, information about volunteer programs, information about initiatives in Germany, facts about developing countries and world problems, news regarding developing countries as well as one final category comprising all posts that do not fit into one of the previous categories. The outcome is presented in figure 3.
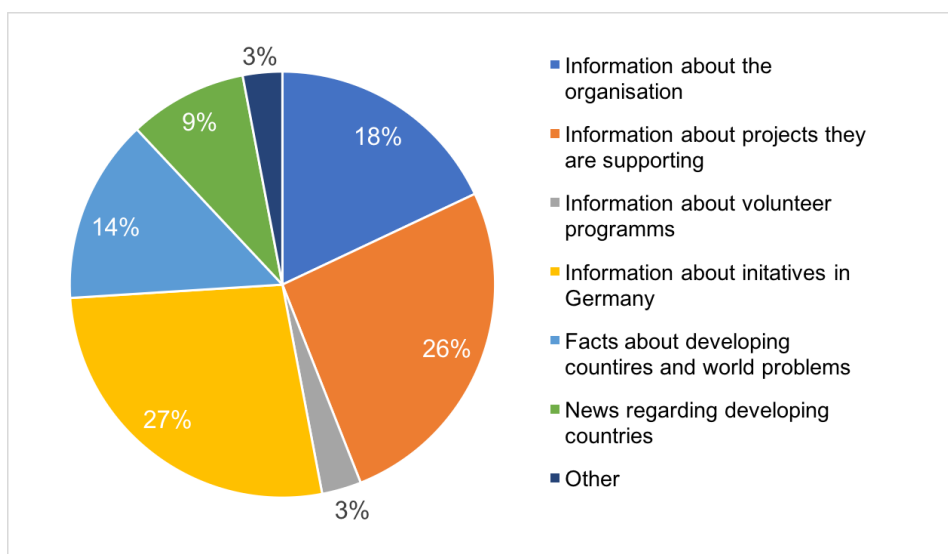

Figure 3: *The Welthungerhilfe's Post Content. Source: own Illustration, 2016.*

The focus lays on two content types, namely reports on their abroad project support (26 per cent) as well as domestic initiatives (27 per cent). Posts containing information about abroad projects mostly present some numerical facts and always a link to a section on their official website. The latter-mentioned category contains domestic initiative announcements and results, which often are posted in combination with acknolodgements. These are events such as charity runs or other fundraising activities. About one-quarter of those posted events are realised by schools. Moreover, approximately one-quarter of all entire initiatives are tips on how an individual can do something to minimise the waste of food. Another strong portion of their Facebook account's posts relate to content concerning the organisation. This involves the annual report or current numbers and figures, information regarding new partnerships as well as personnel changes. Besides direct reports on their support in developing countries, they also post general facts regarding these countries or world problems as well as current news. As can be seen in figure 3, they post many more facts describing the

general situation (14 per cent) than current events (9 per per cent). The posts describing general sitautions are often combined with a donation call and always a link to their official website. Moreover, current affairs posts mostly contain a link to an article on their blog. A really small portion are posts on volunteer programs (3 per cent). The 'other' section comprises posts featuring online games or a general event tip, for instance.

During the research, it became clear that there is no stringent tonality or structure of text among the posts, whereby they strongly vary from serious to coloquial. A clear disctinction regarding the tonality is noticable between posts informing on development work or current situations and domestic initiatives. The latter contain a more coloquial choice of words, often in combination with direct speech. Reports on happenings in developing countries are written more seriously and do not comprise direct speech, aside from a occasional donation or "learn more" call at the end.

Another finding is that the Welthungerhilfe delivers replies to some comments underneath their posts. Some replies do and some do not contain a personalised salutation. The same applies to the usage of direct speech. They mostly only reply once to each comment, often followed by a link to their official website fitting the comment's topic. Therefore, it cannot be labelled as a dialogue.

Furthermore, out of all Facebook posts in 2016, 63 included a video, 135 a picture and 161 only a link (Fanpage Karma, 2016). Concerning the latter, during the analysis of the post's content it was noticable that they hardly link to external sources. This is different on Twitter, where they share many news articles from various publishers, such as Die Süddeutsche, Der Tagesspiegel or the Guardian. Moreover, they retweet private tweets from volunteers and employees in developing countries. Content-wise, the focus on Twitter definitely lays on news, facts and work in developing countries. Tweets about domestic initiatives and organisational concerns are comparably few. The same applies to their YouTube content. Additionally, one category on YouTube gathers videos of prominent people supporting the Welthungerhilfe. The topics posted on Instagram are similar to those on Facebook.

Overall, the Welthungerhilfe offers a lot of content through their own online channels. They post regularly on their social media accounts, with a strong focus on Twitter, where they also have most followers. While the posts on Facebook and Instagram mainly cover topics concerning projects abroad, the Twitter and YouTube account mainly contain news, facts and work in developing countries. It is also striking that the Facebook and Instagram profiles obtain greater engagement rates.

Events/Activities

The Welthungerhilfe offers a great variety of events targeted at different age groups. On their official website, they have a whole rubric labelled as "Take Action". This section includes one site "Jetzt aktiv warden" (=take action now) that is only available in the German version ("Jetzt aktiv werden", 2016). It lists all events and all activity possibilities. In addition, a selection field is offered at the top of the page, giving the user the opportunity to select the amount of time and number of helpers that he/she has. For both categories, three options are given. When a user defines one of the two variables, only the events complying with those conditions are displayed. Overall, it seems that the highest percentage of events is targeted at schools. There is even a separate section for this target group. In the following, three examples are presented that are potentially interesting for Generation Y.

The first one is called "Party in a box" and - as the name already implies - it supplies a supporter with useful material for throwing a party ("Party in a box", 2016). In return for receiving these supplies, the host places a box somewhere, collecting money for for entrance, drinks or using the cloakroom, for instance. The Welthungerhilfe sends the host a package including admission wristlets, coasters, straws, stickers, brochures, posters and of course the box. As with every event, at the end of it the collected money is transferred into a Welthungerhilfe bank account. To date, according to the website 21 of such parties have already been hosted. Another event is "Die DenkBar" (= double meaning: the thinking bar/conceivable) ("DenkBar", 2016). This is a workshop hosted by the Welthungerhilfe twice a year. Participants are in Bonn for one week and receive free board and lodging. Its aim is it to develop new ideas and activities for PR work. The last event given as an example is "Backen und Helfen" (=bake and help) ("Plätzchen backen und helfen", 2016). This activity asks supporters to distribute their homemade Christmas biscuits by collecting donations in return.

Besides this rubric listing events that take place repeatedly or motivating supporters to host an event of their own, the Welthungerhilfe hosts large events collecting donations via the entrance fees. One of these is "Rock gegen den Hunger" (= Rock against hunger). It is a two-day band battle where businesses' music groups are on stage ("Rock gegen den Hunger", 2016). The group members are of all age groups and as a result the audience and people also following this event (K. Bandsom, personal communication, December 2, 2016). Moreover, she highlighted that "Rudi rettet Reste" - a cooking event - is aimed at younger people.

In summary, a variety of events and actions are offered giving Generation Y the opportunity to support the Welthungerhilfe. However, during the research it became clear that the majority of activities are set up for schools.

5.3 Competitor Analyses

After having presented the Welthungerhilfe and analysed their way of communicating in depth, this chapter focuses on a competitor analyses. It aims to provide benchmarks for the evaluation regarding whether the Welthungerhilfe's communication measures fit Generation Y's demand. The competitors are identified first, followed by an analysis regarding their media mix and social media activities. The findings are ultimately summarised in a positioning cross as well as a SWOT analysis.

According to Wiggill (2011), NGOs and thus the Welthungerhilfe operate in a highly competitive environment. They are not only competing with aid organisations but any organisation offering a possibility to do something good. This would subsequently include institutions such as the Hamburger Tafel, who supply homeless people with meals, or organisations encouraging young people to spend time with old people in need. Therefore, relevant criteria need to be selected to classify the main competitors. During the research, three fundamental factors are identified: (1) based on monetary funding, (2) operates globally and (3) present in Germany. Nonetheless, even with this first narrowing there are countless aid organisations with which they are competing. Therefore, fourth and fifth criterion are added, concerning which course the NGO supports, with a narrowing to (4) developing aid organisations and (5) the size. Based on the mentioned criteria, the Welthungerhilfe's main competitors are Brot für die Welt, Plan International, Unicef, SOS Kinderdörfer, Save the Children, Misereor and Ärzte ohne Grenzen. (See appendix G for an overview of all eight organisations, including the Welthungerhilfe.)

Even if all main competitors of the Welthungerhilfe are development aid organisations, they can be distinguished in their focus of work as well as the other categories included in the table. Based on this organisational structure and orientation, Brot für die Welt can be considered as the largest competitor mainly due to their similar focus on the global fight against hunger. Furthermore, they have a greater amount of money available for their projects, administration and communication as well as more members. Nevertheless, the Protestant origin makes a significant difference. As Generation Y demands strong transparency (Signium International, 2016), it is important to mention in this overall comparison that the Welthungerhilfe is rated as one of the aid organisations with the highest transparency ("Die transparentesten Hilfsorganisationen", 2014).

The Welthungerhilfe communication analysis (in chapter 5.2.2) concluded that the most relevant communication channels to approach Generation Y are advertising, social media and events. Consequently, these communication channels are also considered in the competitor analysis in the same order.

Advertising Media Mix

The advertising competitor analysis is conducted based on the AdVision media monitoring database. The same monitoring variables as for the Welthungerhilfe's media mix analysis are applied. For a good illustration, three graphs are generated (see appendix H). The bar chart "Total Gross Ad Spending - of each NGO" (see appendix H1) provides an overview of the amount that each organisation uses based on the total gross ad spending. It is striking that three organisations clearly invest the most in advertising and the Welthungerhilfe is not among them. An illustration regarding the media mix used is displayed in the graph "Media Mix Percentage Share" (see appendix H2). Apart from Ärzte ohne Grenzen and the Welthungerhilfe, all organisations focus on one channel (either online, TV or newspapers). Ärzte ohne Grenzen and the Welthungerhilfe spread their advertising budget wider throughout various channels. It should be highlighted that Unicef and Plan International are most present in online channels. A third component is added with the graph "Total Gross Ad Spending - within each channel" illustrating, namely which channel is invested most in, accumulating the gross ad spending of all main competitors (see appendix H3). Not online but TV is comparably the media type most invested in. The reason for this lays in the high amount that Save the Children spend on TV. Nonetheless, online follows in second place at a large distance, while the third most invested advertising channel is newspapers.

The most relevant finding for this thesis is that in comparison DAOs other than the Welthungerhilfe are much more present in online channels, where Generation Y can mostly be reached regarding the media mix.

Social Media

The chosen social media accounts are those linked on their official German website. This is important to mention as all of them have more than one account on many social media platforms. Which social media accounts they implement on their website differs. Facebook and Twitter is always linked, apart from Plan International, because they do not have these links at all. They solely have buttons to share (on Facebook), tweet (on Twitter) or post (on google+) the presented content under a few sites, but no links to their accounts. For instance, Ärzte ohne Grenzen even has a link to Xing.

As a first finding, to date only Unicef has used Snapchat as a communication channel. An article published by the Huffington Post reports about a successful campaign for the purpose of protecting children affected by Boko Haram. Engagement and the expression of own opinions were the objectives of this campaign (Keady, 2015).

Table 1 offers an overview of the main competitors' social media activities. The findings are outlined in the following.

Overview of the Welthungerhilfe's and its main competitor's social media activities (01.01.-18.12.2016)

(01.01. - 18.12.2016) NGO Name	Facebook			Twitter			Instagram			Youtube		
	Fans	Posts per day	Engagement Rate	Follower	Tweets per day	Engagement Rate	Follower	Post per day	Engagement Rate	Subscriber	Amount of Videos	Likes pro Video
Welthungerhilfe	21 k	1	0.35%	125 k	6.1	0.031%	1.3 k	0.6	2.8%	996	24	4.6
Brot für die Welt	32 k	0.7	0.68%	29 k	1.3	0.019%	-	-	-	270	9	2.1
Plan International (GER)	70 k	0.9	0.45%	3.2 k	4.1	0.44%	754	0.2	1.5%	4.5 k	58	4.5
Unicef (GER)	76 k	0.8	0.25%	24 k	0.6	0.043%	64	0.005	0.08%	1.1 k	30	11.1
SOS Kinderdörfer	72 k	1	0.37%	5.7 k	2.6	0.38%	791	0.2	2.0%	6.6 k	26	36.3
Save the Children (GER)	30 k	0.6	0.94%	6.7 k	0.6	0.049%	343 k	1	0.91%	69.1 k	46	5
Misereor	12 k	0.6	0.92%	5.7 k	1.7	0.089%	-	-	-	510	33	2.3
Ärtze ohne Grenzen	4.7 k	0.5	0.17%	21 k	4.6	0.44%	2.8 k	0.1	0.94%	1.7 k	99	3.7

Table 1: *Overview of the Welthungerhilfe's and its main competitors' social media activities (01.01.-18.12.2016). Source: based on Fanpage Karma, 2016.*

Looking at the post frequency per day on Facebook, they are all relatively close together with between one post every two days and one per day on average. The engagement rates are all low as none of the NGOs reaches a rate over one per cent. Nonetheless, the Welthungerhilfe's account has one of the lowest rates. The same applies to Twitter, where the engagement rates are even lower and again in comparison the Welthungerhilfe's Twitter account performs poorly in terms of engagement. This is different for the tweets per day. In this context, the Welthungerhilfe tweets by far most with an average of six post per day. Looking at Instagram, all accounts perform very poorly compared to Facebook and Twitter. It is striking that Brot für die Welt and Misereor do not host their own Instagram channel. Nevertheless, the Welthungerhilfe's Instagram account is one of the best performing in terms of post frequency and engagement, but not in terms of followers. The fact that there is potential for DAO on Instagram shows the surprisingly well performing Instagram account hosted by Save the Children. The last social media channel analysed with Fanpage Karma is YouTube. In general, it should be mentioned that this channel - just like Instagram - is not used much by the considered NGOs. While they all only receive very few likes per video, the Save the Children account has a surprisingly high number of followers.

In summary, this social media competitor analysis shows that on average aside from Save the Children, the considered DAOs all only seem to seriously use Facebook and Twitter. Even if Save the Children has many followers and subscribers on Instagram and YouTube (as the only DAO), they do not interact with the frequently-provided content.

Events/Activities

Potentially Interesting Events and Activities offered by the Welthungerhilfe and their Main Competitors for Generation Y

NGO Name	Domestic events and activities potentially intersting for the Generation Y	Concrete events/ activities intersting for the Generation Y
Welthungerhilfe	Attend a charity concert or charity run, "DenkBar", "Party in a Box"	+
Brot für die Welt	Backing for donations, Self-organised charity concerts (all with a religious background)	- -
Plan International	Charity concerts, own donation website, women run, flea markets, join an Action Group	-
Unicef	Press or social media work, dinner for friends, initiate a bottle deposite donation box, selling greeting cards etc.	+ +
SOS Kinderdörfer	Organisation of an own fundraising event, online banner for your website	- -
Save the Children	Organisation of an own fundraising event (flea market, birthday, run, cake sals), integration of online banners	-
Misereor	Organisation of an exhibition, selling selfmade braeds, coffee or cocktails for donations	+
Ärtze ohne Grenzen	Organisation of an own fundraising event, Speeches at universityies	-

Table 2: *Potentially Interesting Events and Activities offered by the Welthungerhilfe and their Main Competitors for Generation Y. Source: based on "Jetzt aktiv warden", 2016; "Gemeinsam engagiert in der Einen Welt", 2016; "Mitmachen in einer Aktionsgruppe, 2016"; "Junge Leute aktiv für Unicef", 2016; "Werden Sie aktiv für die SOS-Kinderdörfer", 2016; "Wege zu helfen", 2016; "Engagieren für Misereor, 2016"; "Engagieren Sie sich!", 2016.*

An overview as well as a rating of the potentially interesting events for Generation Y are listed in table 2. As a result of a comprehensive comparison, it has become clear that not all competitors have the section "Take Action" presented on their website, unlike the Welthungerhilfe. Moreover, even if all DAOs motivate people to initiate a fundraising event, the concept varies as only a few competitors present comprehensive ideas. Some even offer a package of especially designed material for a specific event. The filter options regarding the available time and helpers is unique on the Welthungerhilfe's website. By comparison, the Welthungerhilfe offers many possibilities to simply attend rather than hosting charity events.

By considering how the possibilities to participate are presented - including the categorisation, naming, description and photos - on the organisations' websites, another crucial aspect can be derived. All considered DAOs target their events at school children - often summarised in their own category - or adults in general, aside from Unicef and the Welthungerhilfe. With "Party in a Box" and "Denkbar", the Welthungerhilfe offers two events specifically targeted at Generation Y. However, on the Unicef website an entire section is labelled as "for young adults". Furthermore, the nature of the participation possibilities listed in this section is unique by asking for support via press or social media work for Unicef.

Taking into account all criteria mentioned throughout this paragraph regarding the events and activities offered, a final evaluation from - - to + + is included in table 2. It

shows that in conclusion the events and activities offer by the Welthungerhilfe specifically for Generation Y are good in comparison. Nonetheless, it should be stressed again that only Unicef is actively targeting this generation and the Welthungerhilfe with the two mentioned events, albeit not in a separated section.

Overall, this competitor analysis provides a comprehensive picture of how well the Welthungerhilfe is performing within each of the channels.

5.4 SWOT Analysis

As a final step of this chapter examining the Welthungerhilfe's communication strategy and measures, a SWOT analysis is conducted. A SWOT analysis is one of the major tools to evaluate the strategy of one department within an organisation (Schneider, Minning & Freiburghaus, 2007). On the one hand, the strengths and weaknesses are the organisational characteristics in comparison to their competitors. On the other hand, the developments and changes within the environment and the market are the opportunities and threats.

The tool is applied in this paper for the purpose of evaluating the Welthungerhilfe's communication strategy regarding Generation Y's needs based on the existing studies and the organisation's communication analysis. In other words, its aim is to present an interim conclusion summarising and connecting all findings up to this point. For this reason, the matrix presented below comprises four categories. Three of the Welthungerhilfe's communication channels are assessed as being most relevant for Generation Y. Respectively, one category is labelled for each channel. The final category comprises general organisational characteristics and environmental components relevant to Generation Y.

One very noticeable aspect in this analysis again is the fact that the Welthungerhilfe not only competes with DAOs to reach Generation Ys' attention but any other undertaking with a distinctive advertising campaign or social media performance.
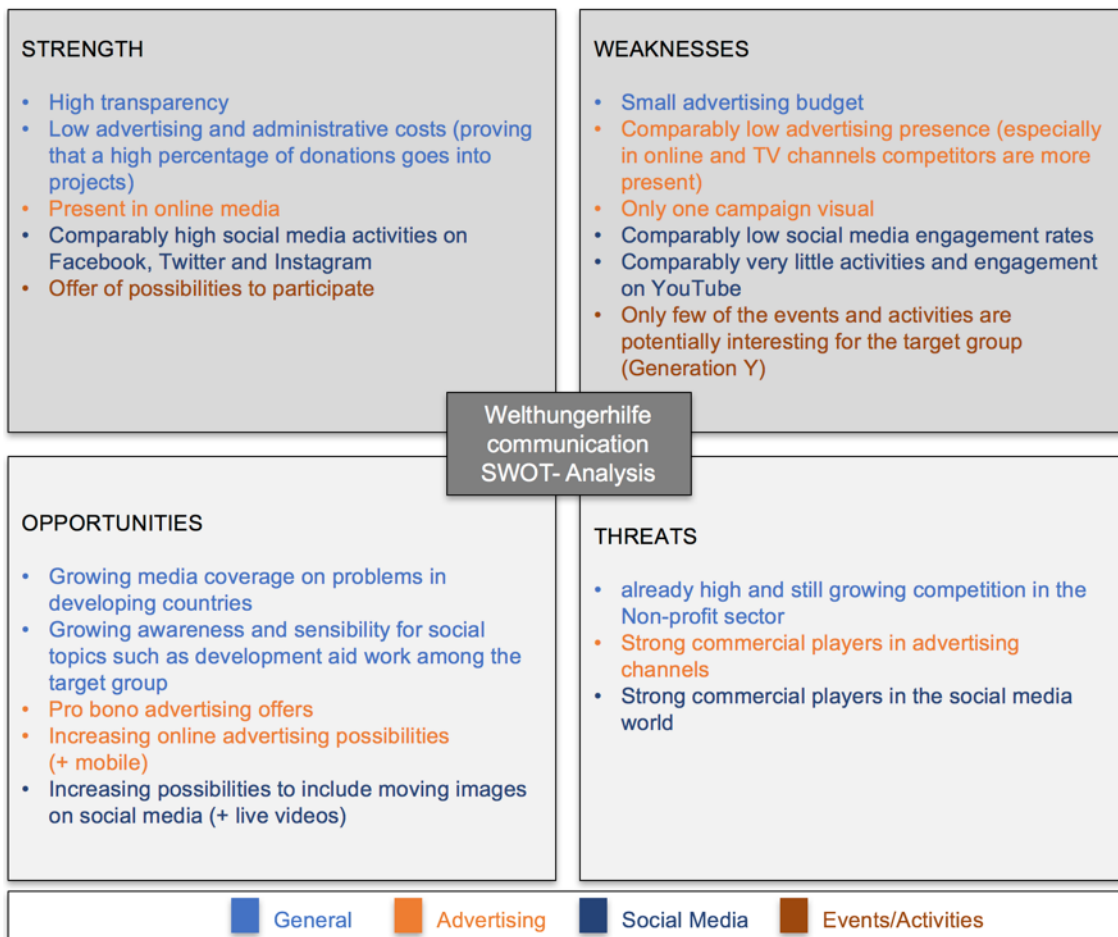
STRENGTH

- High transparency
- Low advertising and administrative costs (proving that a high percentage of donations goes into projects)
- Present in online media
- Comparably high social media activities on Facebook, Twitter and Instagram
- Offer of possibilities to participate

WEAKNESSES

- Small advertising budget
- Comparably low advertising presence (especially in online and TV channels competitors are more present)
- Only one campaign visual
- Comparably low social media engagement rates
- Comparably very little activities and engagement on YouTube
- Only few of the events and activities are potentially interesting for the target group (Generation Y)

Welthungerhilfe communication SWOT- Analysis

OPPORTUNITIES

- Growing media coverage on problems in developing countries
- Growing awareness and sensibility for social topics such as development aid work among the target group
- Pro bono advertising offers
- Increasing online advertising possibilities (+ mobile)
- Increasing possibilities to include moving images on social media (+ live videos)

THREATS

- already high and still growing competition in the Non-profit sector
- Strong commercial players in advertising channels
- Strong commercial players in the social media world

General   Advertising   Social Media   Events/Activities

Figure 4: *Welthungerhilfe Communication SWOT Analysis. Source: own illustration, 2016*

Given that there is only very little research conducted challenging the NGOs' communication specifically regarding its appeal among Generation Y, there is a need for further research. Due to the access to AdVision as well as Fanpage Karma, the NGOs' provided communication is already evaluated and comprehensively examined. At present, there is comparably little information available on how Generation Y demands to interact with the DAO and even more important for answering the hypothesis their opinion on the communication strategy and measures used specifically by the Welthungerhilfe. Hence, an empirical study is conducted and presented in the following chapter.

6 Empirical Study: Survey

In order to answer the three research questions and ultimately the hypothesis whether the Welthungerhilfe needs to adapt their communication strategy and measures to fit Generation Ys' needs, further insights into Generation Y's side are necessary. For this purpose, primary research among Generation Y members is conducted.

All aspects of the research questions are challenged again in the survey, aside from the demanded media mix. Given that this would need an extensive study, due to the scope of this paper this part of the research question focuses on the findings derived from the secondary literature review.

The method, sample and relevant results of the empirical study are briefly presented in this chapter. Subsequently, the results are discussed in relation to the findings up to this point in the final chapter 7.

6.1 Method

The empirical method conducted for the course of showing Generation Y's perception of the Welthungerhilfe's communication is deliberately chosen. An online survey is assessed as being the most suitable method.

According to Scholl (2009), the goal of an empirical survey involving socio-scientific methods is to generate reliable and valid information about the subject of research through regulated communication. A survey is evaluated as being more fitting compared to a few qualitative interviews given that the study's representability rises with the number of participants. To ensure validity and representability, a minimum of 100 participants was a major requirement.

The internet as a medium for for distributing the questionnaire is chosen, due to the fact that it widens the geographical radius of distribution and fits the participants' media usage. A link with the questionnaire was created with the tool www.umfrageonline.de.

To guarantee that students as well as working people are among the participants, two methods of distribution are chosen. On the one hand, the online survey link was posted in private and public university Facebook groups. Various general as well as semester or course-specific Facebook groups of the following universities were used as distribution channels: the University of Hamburg, Macromedia Hochschule University of Applied Sciences (Hamburg and Germany-wide), Europe Business College and Leuphana University Lüneburg. On the other hand, the survey was also distributed via undertaking intranets and email lists of different branches. With an introductory sentence as well as a comment within the email or post mentioning the age requirement, it is ensured that only those aged 20 to 35 years old participate in the survey. Besides, one question asks for the participants' age.

The questionnaire's structure is outlined in the following and the exact questions are attached (see appendix I for an exact outline of the questions). The first part asks general questions regarding the respondents' NGO support and awareness. The preference and usage of corporate online channels with a focus on social media is the subject of the second part. While up to this point the questions are formulated regarding DAOs in general, the following questions point at concrete Welthungerhilfe communication measures. The third part of the survey questions the effect concerning the current Welthungerhilfe campaign visual. In the fourth part, the participants' opinions on three events initiated by the Welthungerhilfe are asked. The final part comprises questions regarding the participants' demographics.

The sample of 104 participants are spread from 20 to 35 years old. 54 per cent are students and 44 per cent are employees or employers. Only in each case one stated being an apprentice or none of the aforementioned. Furthermore, 65 women and 39 men participated. An outline of their answers is presented in the following.

6.2 Results

In this part, the online survey results are presented in accordance with the questionnaires structure (see appendix J for all results). Therefore, the results from the first two parts deliver insights into the participants' general awareness of DAOs as well as their social media demand regarding DAOs. The last two parts' findings represent the participants' opinions on four concrete Welthungerhilfe communication measures.

The participants were asked to name the first five DAOs coming to their mind. As can be seen in the graph (see appendix K1) displaying all organisations mentioned by at least four people, the Welthungerhilfe is mentioned by only 15 people. In terms of the unsupported brand awareness, Unicef achieves by far the highest percentage. Slightly over 60 per cent listed them among the first ones coming to their head. Only very few listed five and not less organisations. In regrads to the supported brand recognition, the Welthungerhilfe performs much better, whereby 87 people (out of 104) know the organisation (see appendix K2 for a graph showing the responses). Nonetheless, in comparison to their main competitors they are not among the most commonly known. The survey also shows that the participants feel very little informed about all listed organisations. When the participants were asked to rank how informed they feel from one to five (very well to not at all), the organisations' means range from 1.9 to 3.11. In this respect, the Welthungerhilfe is performing in the middle (mean: 2.31). Only two felt very well informed, while most stated being poorly informed (39 participants). Furthermore, the female participants feel slightly more informed than men about every NGO. Another

finding is that clearly most participants would choose to look for information about an organisation and their work on the organisation's official website. In second place are both news portals and social media, while most of the participants rated blogs in fourth place.

A similar question also considering receiving content is asked regarding social media platforms, which is the beginning of the survey's next section. In this respect, one source is clearly ranked first by most (77 participants), namely Facebook. On average, students rank Instagram and YouTube mostly in second place, Twitter in fourth and Snapchat last. Employers and employees are on average even more likely to search or receive content on YouTube compared with students. However, only one-third follows an DAO and only slightly more stated having interacted with one. Moreover, the participants were asked to select which content they would find most interesting to see on DAOs' social media accounts. A graph illustrating the data is included in the following application of the results chapter (figure 6). Information on supported projects (88.5 per cent) is clearly demanded most and initiatives in Germany least (35.6 per cent). The survey also delivers insights into the potential for NGOs to interact with Generation Y via Snapchat. The most commonly demanded content on this platform is coherent with the demanded content for social media overall, namely reports on projects that they are supporting. 21 per cent stated considering following an DAO on Snapchat.

The first finding regarding the current Welthungerhilfe campaign visual is that only 51 per cent have seen it. Looking at the answers on how appealing they find the advertisement, it becomes clear that they are widely distributed with a mean at moderately appealing. Furthermore, sadness is clearly the most triggered emotion as it is selected by 84 participants, while anger (46) and pity (41) are also selected comparably often. Only 17 participants stated that hope is among the emotions triggered by this advertisement. This question offered an "other" section. Among only a few other emotions (none mentioned repeatedly) is the following comment: "Please not another one of those ad [sic!]". Additionally, four other comments delivered a similar message.

The mean regarding how likely it is that they will look for more information (Scaling from 0-100) is at 28.74. The likelihood of donating (23.74) and supporting (22.60) are on average even lower. It is also striking that for all three activities not even five participants rate the likelihood over 60.

Finally, the findings from the participants' answers regarding three Welthungerhilfe activities are presented in the following. On average, the participants rate the likelihood of

attending a charity concert at 56.07 (Scaling from 0-100). Even if the answers are spread from 1-100, clearly more rated it with a likelihood of over 50 per cent.

The mean to host a fundraising party as a reaction to a description of the concept of "Party in a Box" is at 43.39. The likelihood of attending the Welthungerhilfe event "DenkBar" is rated on average at 38.77 (Scaling from 0-100), with rather few rating the likelihood at over 70. For both events, the answers are spread widely, while many state that they cannot imagine it at all (under 5).

The application of these findings for the purpose of verifying or rejecting the hypothesis by answering the research questions as well as the application of the Grunig and Hunt communication theory is conducted in the following chapter.

7 Application of Results

This chapter connecting the survey results to the findings based on secondary literature and the communication measure as well as competitor analysis is separated into three parts. First, the three research questions - each concerning one of three most relevant communication channels - are discussed and finally answered. Second, the survey results in correlation with all other findings are applied to the Grunig and Hunt communication theory, which subsequently allows verifying or rejecting the hypothesis concerning whether the Welthungerhilfe needs to adapt their communication strategy and measures to fit Generation Y's needs. In the third sub-chapter, the research design and results are critically reflected.

Research Question 1: Does the Welthungerhilfe's advertising media mix and the current advertising material fit Generation Y's demand?

As previously mentioned, whether the choice of channels (media mix) fits Generation Y's demand is assessed solely based on secondary literature. From the existing studies regarding Generation Y, it result that this target group can be reached mainly online. The second most important media channel is TV. By comparing this with the Welthungerhilfe's media mix, it can be ascertained that they are present in the respective channels. However, three of their main competitors invest even more in online advertisements.

Through the survey another level is added, aiming to answer the second part of the research question, namely whether the content is appealing to Generation Y.

During the secondary research it became clear that in their current campaign they use the same advertising material - only one visual - throughout all channels. This does not fit their demand of individualised communication. On average, the Generation Y members who participated in the survey find the campaign visual moderately appealing.

Consequently, even if this advertisement might be voted by the broad public as being very appealing - which the Welthungerhilfe's market research showed - it is not perceived as appealing within the target group of interest in this paper. This might also be a reason why it caught the attention of only half of the survey participants.

Moreover, existing studies prove that triggering mixed emotions with an overweight of positive ones increases the user's favourable opinion on the organisation and it also increases the likelihood of support. Looking at the emotions triggered within the survey participants by considering the advertisement, negative feelings clearly overweigh. Moreover, the likelihood of looking for further information or support after having seen the ad is rated as rather low. In this context, it is also relevant that people stated additionally that the campaign visual does not differ from stereotypical charity advertisements. From this, it can be suggested that an overweight of positive emotions also increases the favourable opinion and support behaviour among Generation Y. However, further research would be necessary to validate this assumption.

Based on all findings, even if advertising material is placed in channels where the Generation Y has high affinities, the advertising content raising mostly negative emotions does not genuinely attract this generation.

Research Question 2: *Does the Welthungerhilfe's social media activities concerning channel and content comply with Generation Y's demand?*

To answer the second research question, the survey results are first applied to assess whether the social media activities regarding the channel fit and second in terms of the content. A key finding is that not only is Facebook still the most commonly used social network among this target group, but it is also voted by a majority as the first choice to search and receive content from DAOs. A reason for this might be also because this is where they mostly expect to find content and even if it might not be there preferred channel. Despite the Welthungerhilfe posting regularly on Facebook, the social media key performance indicators analysis concluded that the Welthungerhilfe's focus in terms of social media lays on Twitter, with six posts a day (compared to one post per day on Facebook). However, it is unlikely that they attract or reach the target group via this platform. While the secondary literature review has already concluded that this is a rather uninteresting platform for Generation Y, the survey shows that it is also rather unlikely that the generation searches or receives content from DAOs via Twitter.

Moreover, it is interesting to elaborate on the demand and potential of Snapchat. This is the only social media account on which the Welthungerhilfe as well as all their main competitors are not active, except from Unicef. Even if the number of people from this generation using Snapchat is still comparably low (Firshing, 2017), it is rated as one of the most important social media platforms among this generation ("Studie über Medi-

ennutzung der Millennials", 2016). Therefore, the actual demand for Snapchat content provided by DAO is questioned within the survey. Despite being voted on average as the last social media account to search or receive content, eight participants also stated that this is their first choice. Additionally, one-fifth of the participants stated to consider following a DAO on Snapchat. Considering all findings, it is unlikely to reach a majority of this generation over Snapchat directly, although this channel could involve potential for awareness purposes. Given that among their main competitors only Unicef has undertaken a campaign on this channel before, it would be something new that the press is likely to report on. Through this media coverage, more Generation Y members might become interested. However, further qualitative research would be necessary to validate this assumption.

Furthermore, a preference for moving images is identified within this generation (SevenOne Media, 2016) and in line with this a high affinity for YouTube. Interestingly, among the survey participants this social media channel is also rated on average as the second most relevant channel to search or look for information. By comparing the Welthungerhilfe's YouTube activities to their other social media channels as well as their main competitors, it becomes clear that their performance is very weak on this account. Before drawing a conclusion regarding the research question, the attention is now focused towards the content. In this thesis, the Welthungerhilfe's Facebook posts are analysed and categorised in six topics. Moreover, clear tendencies are identified for the other channels, without categorising each post. Given that within the survey the participants were asked to state what kind of content they would find interesting to see on DAOs' social media channels, a direct comparison can be conducted. In this comparison, the Facebook content is also examined in further detail. Nonetheless, an evaluation for the other accounts is subsequently concluded. As an illustration, two bar charts are included, allowing a direct comparison (figure 5 and 6). The bars of the graph displaying the actual content of the Welthungerhilfe's Facebook profile show how many posts fall into the different six categories, indicated by percentages adding up 100 (figure 5). The second bar chart (figure 6) demonstrates the survey participants' demand by indicating what percent voted for each category. Because multiple answers were allowed, the percentages do not add up to 100. Due to the different type of data, they cannot be joined in one graph. It is most noticeable that the category most reported on by the Welthungerhilfe - information about initiatives in Germany - is the content that fewest chose to be interesting for the survey participants. The gap between very few posts on the Welthungerhilfe's Facebook account containing information about volunteer programs is striking, even if 45 per cent of the survey participants are interested in this type of content. Nonetheless, the topic demanded by most participants (89 per cent) - information about abroad projects - is also one of the two types most

frequently posted about by the Welthungerhilfe. In this comparison, it also becomes clear that the little organisational content posted by the Welthungerhilfe complies with the relative low demand. In summary, it can be stated that on Facebook the Welthungerhilfe only partially meets the demand tendency towards abroad topics (information about abroad projects, facts about world problems and news from developing countries). In addition, it can be stated that the findings also apply to the Instagram account as the research for this paper concluded that the selection of posted topics is very similar. In terms of Twitter, it is concluded in the social media analysis that they mostly tweet about news, facts and work in developing countries. A similar distribution can be found on the YouTube channel. Consequently, regarding the content topic-wise, it can be derived that they do not fully meet Generation Y's needs on Facebook and Instagram. They meet their interests better on YouTube and Twitter. One final relevant finding in this paper concerning social media is the fact that 17 per cent of posts on Facebook (in 2016) included videos. Due to the high
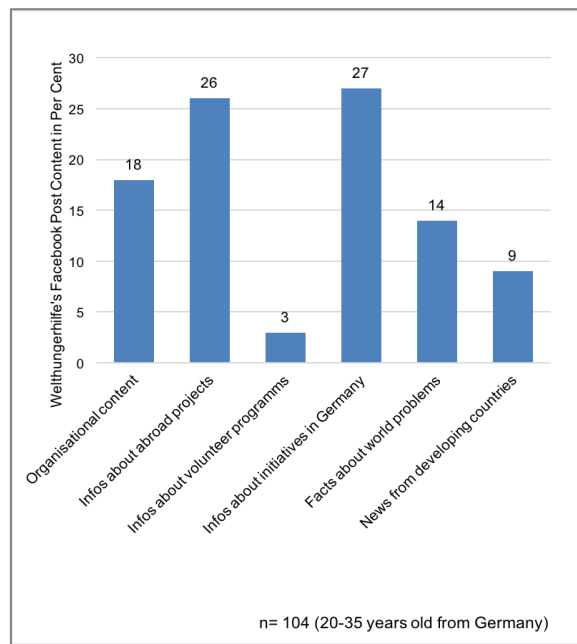
Figure 5: *Welthungerhilfe's Facebook Post Content. Source: own Illustration, 2017.*
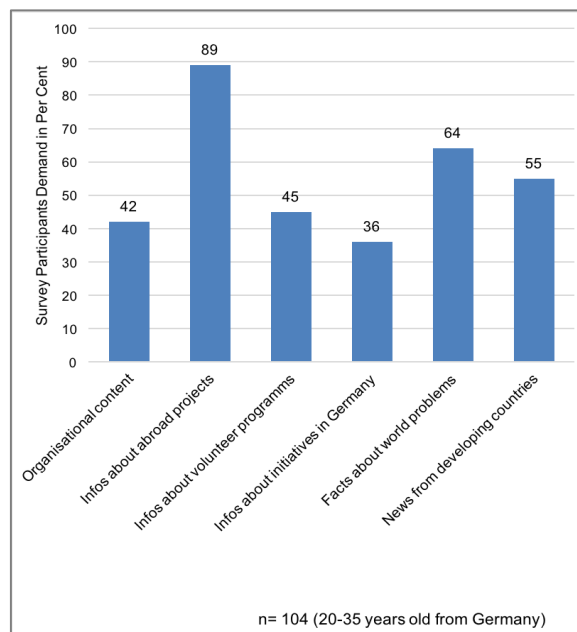
Figure 6: *Survey Participant's Demand of Social Media Content Demand. Source: own Illustration, 2017.*

preference of moving images among Generation Y, a higher amount of video content would comply even more with their needs.

Overall, the Welthungerhilfe is active on social media and in comparison to the competition it is also among the top organisations in terms of post frequency. Nevertheless, a closer look reveals that their clear focus on Twitter as well as the content on Facebook does not perfectly comply with Generation Y's demand. Especially for YouTube, a relatively high potential can be assumed from all findings. Moreover, Snapchat could be an interesting platform to reach Generation Y.

In other words, they have a good starting point yet there remains room for improvement to reach Generation Y even better in the social media channel that they are using most with content in which they are mainly interested. In order to fully answer the research question, the other social media platforms would also need to be analysed in depth.

Research Question 3: *Do the events and activities offered by the Welthungerhilfe fit Generation Y's demand?*

The Welthungerhilfe's strategy for the young generation includes giving them options to participate and there is a whole section on their website (K. Bandsom, personal communication, December 2, 2016; "Take action", 2016). The analysis of these events has already concluded that a majority are designed and aimed at schools. The competitor analysis showed that there is a general lack of events especially targeted at this generation. Those three in the survey included options to support the Welthungerhilfe other than by donations that are potentially interesting for Generation Y are rather moderately appealing to the participants, given that they rated the likelihood of participate on average below 50 per cent. Charity concerts still achieve the highest likelihoods, followed by "Party in a Box" and "DenkBar". It can be derived that at least the three selected events and activities do not sufficiently attract the target group of interest in this paper. The findings allow the assumption that the expenditure of time plays a role. Moreover, events fitting more into their digital lives - as implemented by Unicef - might gain more attraction. Both are only assumptions and require further research for a validated answer.

In conclusion, the possibilities to participate do not truly fit Generation Y's demand, which answers the last research question.

Returning to the two stated research problems in the beginning from which the three research questions are derived, it can be stated regarding the chosen channels that the Welthungerhilfe is already present in the channels where Generation Y shows the highest affinities and also offers participation possibilities. Nevertheless, looking at the media mix, other competitors are much stronger in online channels and on social media they also miss a large potential with their focus. In terms of the content, being the subject of the second research problem, it also became clear that the advertising material as well as the social media content (on the most relevant platforms) only partially complies with Generation Y's needs. In this respect, the events are not only few for this generation but they are also not sufficiently attractive for the target group. From all of these findings, it is suggested that to reach Generation Y a communication specifically targeted at and designed for them would be necessary.

Given that all research questions are answered, a final step is added by assessing all findings on the theoretical framework developed by Grunig and Hunt in the following sub-chapter.

7.1 Application of the Grunig and Hunt PR Theory

Due to the fact that the PR theory by Grunig and Hunt was first introduced decades ago (Grunig & Hunt, 1984), varies criticisms exist. It is mostly criticised for having an overly-idealistic approach and the missing consideration of a public multiplicity (Heath & Vasquez, 2001). Nonetheless, for the purpose of this paper it is assessed as a relevant theory to apply given that Generation Y seems to be reached best via this idealistic symmetrical communication. From findings such as the fact that they want to have a say, participate, demand individualised communication and the importance of social media - which proves the desire to interact with the organisation - it can be derived that they demand a balanced dialogic communication with the aim of being part of the organisation's decisions. Therefore, in this sub-chapter the Welthungerhilfe's communication measures are classified within the four models to identify the extent to which they fit Generation Y's demanded type of communication. In this context, the survey results are useful to provide a more realistic picture by considering how attractive Generation Y finds the concrete communication measures. In accordance with the previous structure, the advertising is classified first, followed by the social media activities and finally the events and activities offered by the Welthungerhilfe.

Their current campaign motif - which is placed as advertising in various channels - is clearly one-way communication. Even if the online banners comprise a clickable button, this type of media is not classified as two-way communication according to this theory, because it does not give the user the chance to provide feedback. As the content is not only pure propaganda but dissemination of true information about their organisation and the respective projects, this communication measure is part of the Public Information Model.

The second considered communication measures are grouped together as social media. All of the considered platforms include varies possibilities to provide feedback and interact with the Welthungerhilfe, which categorises these communication measures within one of the two models comprising two-way communication. Social media generally provides opportunities to interact with the public, aiming at creating a mutual understanding, which makes it the ideal symmetrical communication. However, the analysis of the Facebook posts has revealed that they reply to some posts yet do not enter into a dialogue with the users to negotiate, which would be relevant to classify it within

the symmetrical model. Besides, their engagement rates are relatively low in comparison to their competitors, aside from Instagram, where they have only a few followers regardless. However, it is also part of the third model to activate the public to interact with the organisation and ask for feedback. During the Facebook post content analysis, it became clear that their posts are not designed in the aforementioned way. They only ask the users to donate or include a link to their website or blog. Due to the mentioned criteria, the Welthungerhilfe's social media activities cannot clearly be classified as asymmetrical two-way communication. When they only provide information without achieving an interaction, it would rather fall into the second model.

Finally, their possibilities to participate are assessed. Among them is the communication measure complying most with the fourth model, which is the event "DenkBar". The event's aim is to take the young generation's ideas and opinions on board (H. Duerem, personal communication, December 8, 2016), which corresponds with the fourth model's purpose. However, the empirical study among Generation Y showed that the likelihood of attending this event is rated as rather small. In this context, it should be highlighted that they do this event only once a year. The other considered events that are interesting for Generation Y - such as "Party in a Box" and charity events - also ask for engagement with the organisation. Those events are difficult to classify within the theory based on the given information. They are designed to get the target group active and it is highly likely that the person hosting an event is also in direct contact with the organisation. Furthermore, along with all events, the participant or the host receives additional information on the organisation and their work. To make the decision to host an event, it is highly likely that the organisation negotiates and tries to find a mutual understanding with the interested person. However, based on the information available on the website, it is theoretically also possible to host a "Party in a Box" without having any direct dialogue with the organisation, given that the party kit and the account number are available online ("party in a Box", 2016). Finally, it can be concluded that the events and activities can be used as a measure fulfilling the criteria for the Symmetric Two-way Communication Model. Nevertheless, these two mentioned events are also not evaluated as highly interesting for this target group within the survey.

By applying this theory, it has become clear that only one communication measure used by the Welthungerhilfe and considered in this paper complies with the idealistic Symmetric Two-way Communication Model demanded by Generation Y. It can also be derived that there is a lot of room of improvement to use the tools in a more "idealistic" manner, especially in the field of social media communication as well as possibilities to support the Welthungerhilfe other than through donations. For instance, campaigns via social media motivating them to show their support or express their opinion are likely to be very appealing to Generation Y.

Therefore, from this theory's perspective the hypothesis stating that the Welthungerhilfe needs to adapt their communication strategy and measures to meet Generation Y's needs could clearly be verified. However, the conclusions drawn regarding the three research questions show that the Welthungerhilfe's communication strategy and measures already partially meet Generation Y's needs. Nonetheless, as this paper has identified various components that need to be adapted, the hypothesis can be verified. Before the conclusion of this thesis is outlined, the study's limitations are identified and the results are critically reflected upon.

7.2 Critical Reflection

The purpose of this sub-chapter is to critically examine the research conducted and outlined in this thesis. General limitations due to the choice of method are described as well as a critical reflection on the study execution, including the questionnaire.

Scholl (2009) defines the advantages and disadvantages of an online survey, highlighting the control of sample as the critical part of surveys conducted online. In his view, it is almost impossible to guarantee the representativeness of the given target audience, due to the self-selection of the participants. Moreover, on the one side, the anonymous nature of the internet is an advantage as it leads to more open-minded answers. However, on the other side, the risk of false statements regarding specific questions is considered even higher than with other forms of surveys. In addition to these overall issues to guarantee representability, limitations arose due to the sample size and choice of survey distribution. Due to the procedure of the latter, a representability of educational levels cannot be guaranteed.

Furthermore, even if an exemplary NGO is chosen to allow a more in-depth analysis, the overall quantitative research approach involves limitations. Due to the scope of this paper and a low existing research status in the specific field of the appeal of NGO communication among Generation Y, the chosen method was assessed as most suitable as a starting point. However, including a number of open questions in the questionnaire would have been necessary to gain more qualitative findings.

Therefore, as the results have a very general character it would be interesting to conduct more qualitative research to assess which concrete communication measure has the highest potential.

Especially in the field of the advertising media mix, only a very overarching conclusion is drawn. Given that they are made based on Generation Y's general media behaviour, further research is necessary to assess which channel is most fitting in specific for NGO advertisements. Furthermore, due to the scope of this paper, not the entire

Welthungerhilfe communication is taken into account but only the three categories evaluated as most relevant. In this context it is important to mention that the survey responses show that nearly half of the participants stated to have donated multiple times or on a regular basis or. This finding makes also the other categories potentially interesting to evaluate in terms of their appeal among Generation Y.

Regarding the questionnaire, three aspects should be critically highlighted. First of all, the formulation of questions might lack precision. This notably relates to the first two questions, missing definitions for "donation" and "support". As a consequence, the respective findings are not further interpreted. Moreover, one out of the social media content categories given in questions out of the social media part on page four should have been formulated more precisely in both cases, as the meaning "initiative in Germany" might not be clear. This could be an explanation for the low demand in this category even if the subject itself is rated as highly appealing for Generation Y. Second, the content categories are given to allow a direct comparison of the offered post's content and the demanded content. Nonetheless, one last option open for "other" answers might have revealed further insights. Finally, aside from one question the survey includes only closed questions, allowing quantitative results. Hence, a more open approach on what Generation Y demands is an interesting field of future research.

8 Conclusion and Future Outlook

It can be concluded that not only the Welthungerhilfe but also their main competitors are already surprisingly present with advertisements in online channels as well as on social media platforms. Nevertheless, throughout this paper components have been identified where the Welthungerhilfe does not meet Generation Y's demand.

One main finding is that their current large advertising campaign is unlikely to attract Generation Y, as the possibility of a motif that they find on average only moderately appealing catching their attention is rather low.
Regarding their social media activities, they are strong on Facebook, which is not only in general still the most commonly used platform among Generation Y but also based on this thesis study the first choice to search and receive content from an DAO. Nonetheless, throughout this paper a relatively high potential for YouTube and even for Snapchat is identified, where the Welthungerhilfe is only minimally active and on Snapchat not at all. This paper has identified that the DAOs considered in this paper have vast room for improvement in the social media channels interesting for Generation Y besides Facebook. Moreover, the Welthungerhilfe's Facebook content is only little en-

gaging and differs topic-wise from what the survey participants rated as being most appealing.

Furthermore, the Welthungerhilfe as well as their main competitors - aside from Unicef – only offer a limited number of events targeted at Generation Y. From the three event included in the survey, only charity concerts show real potential in terms of Generation Y's participation.

Moreover, one of the Welthungerhilfe's main objectives among the young generation is to build a relationship (H. Duerem, personal communication, December 8, 2016), for which they have a number of events and activities for school kids. However, to maintain their interest, communication measures should also be targeted specifically at the age group who have finished school, although this is not yet within the core target group for donations, namely Generation Y. First, this supports the assumption that they are a relevant target group. Second, this thesis analysis shows that none of the considered measures - aside from "Party in a Box" and "DenkBar", which are only attractive for a very small percentage of Generation Y - are targeted specifically at Generation Y.

This has become even clearer by assessing the Welthungerhilfe's communication measures on a more theoretical basis by applying the four models developed by Grunig and Hunt. The application of the theory to the findings indicates that despite already being present in media environments where Generation Y is active, the communication does not comply with what Generation Y is demanding.

Put briefly, the objective of this thesis was to demonstrate the current appeal of the Welthungerhilfe's communication within Generation Y. Given that a rather overarching approach is chosen, many future research possibilities are stated throughout this paper. Especially a more qualitative and open study among Generation Y regarding what communication measures attract them would be interesting. This overarching approach also resulted in a lot of conclusion, which requires further research to guarantee validity. Therefore, this paper can be assessed as a starting point for future more qualitative research concerning the kind of communication strategy and measures with which NGOs should approach Generation Y.

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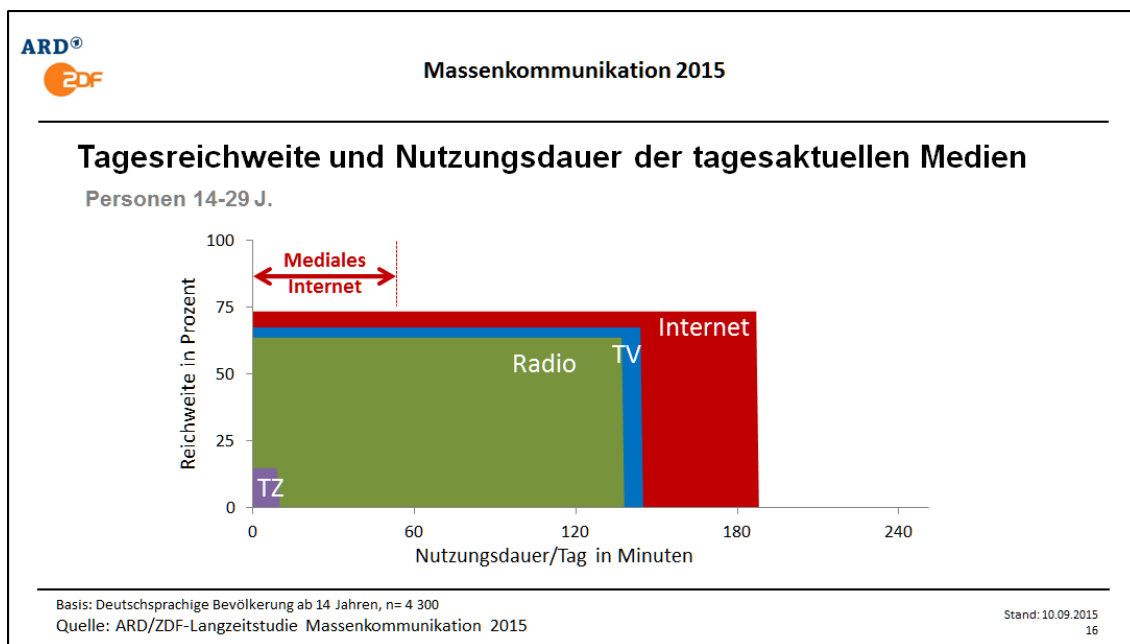Millennials und iBrains: Zwei generationen verändern Märkte. (2016, September 19). *Gfk.com.* Retrieved 8 January 2017, from http://www.gfk.com/de/landing-pages/landing-pages-de/millennials/

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10. Appendices

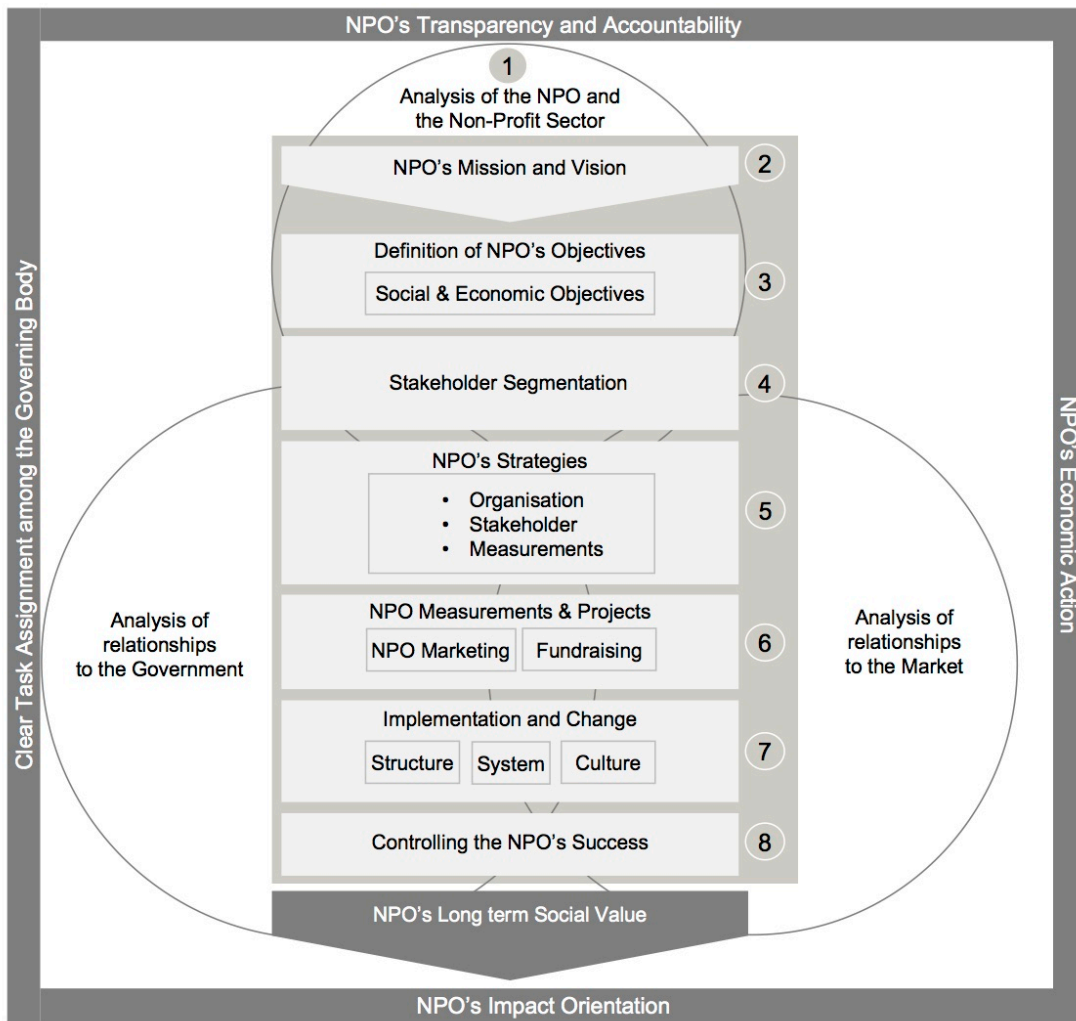## Appendix A1: Daily Reach and Length of Usage

Appendix A1: *Daily Reach and Length of Usage. Source: "ARD/ZDF-Studie Massenkommunikation: 2015",*
2015.

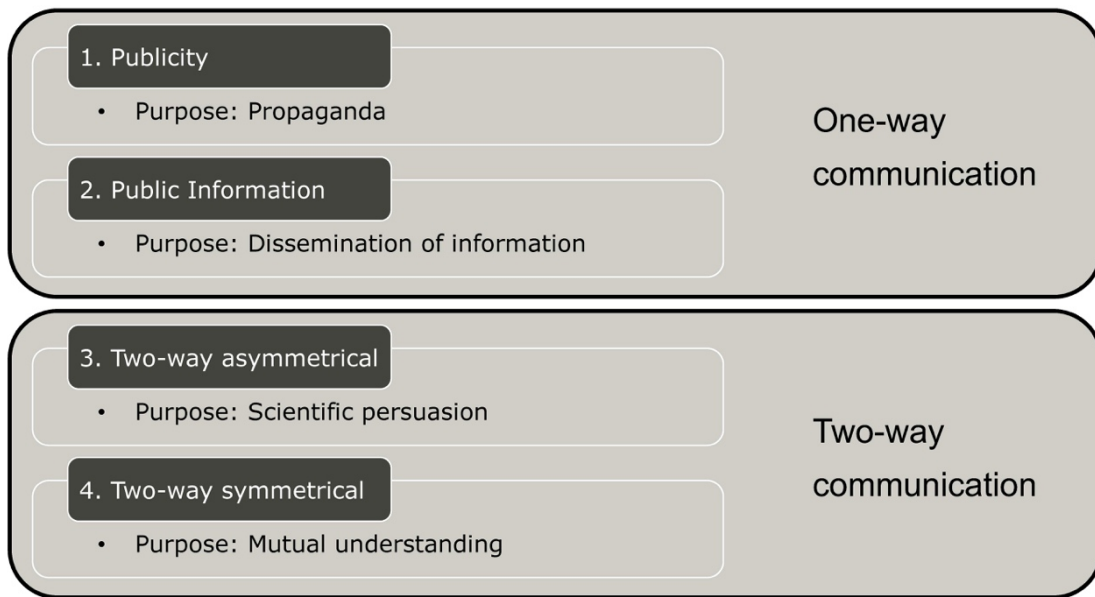## Appendix A2: Length of Usage among 14 to 29 Year Olds

Appendix A2: *Length of Usage among 14 to 29 Year Olds. Source: "ARD/ZDF-Studie Massenkommunika-*
tion: 2015", 2015.

Appendix B: Helmig and Boenigk NPO Management Concept

Appendix B: *Helmig and Boenigk NPO Management Concept. Source: based on Helmig & Boenigk, 2012, p. 71.*

Appendix C: Grunig and Hunt PR Theory

1. Publicity
- Purpose: Propaganda

2. Public Information
- Purpose: Dissemination of information

One-way communication

3. Two-way asymmetrical
- Purpose: Scientific persuasion

4. Two-way symmetrical
- Purpose: Mutual understanding

Two-way communication

Appendix C: *Grunig and Hunt PR Theory. Source: based on Grunig & Hunt, 1984.*

Appendix D1: Interview with Kerstin Bandsom: Audio file (see DVD)
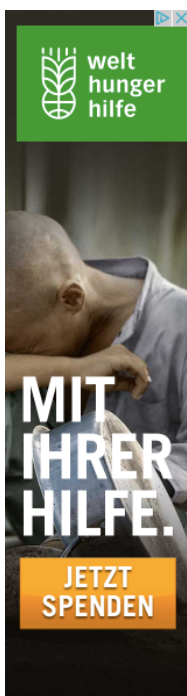
Appendix D2: Interview with Harald Duerem: Audio file (see DVD)

Appendix E1: Welthungerhilfe Ad Appearances in the Media Mix
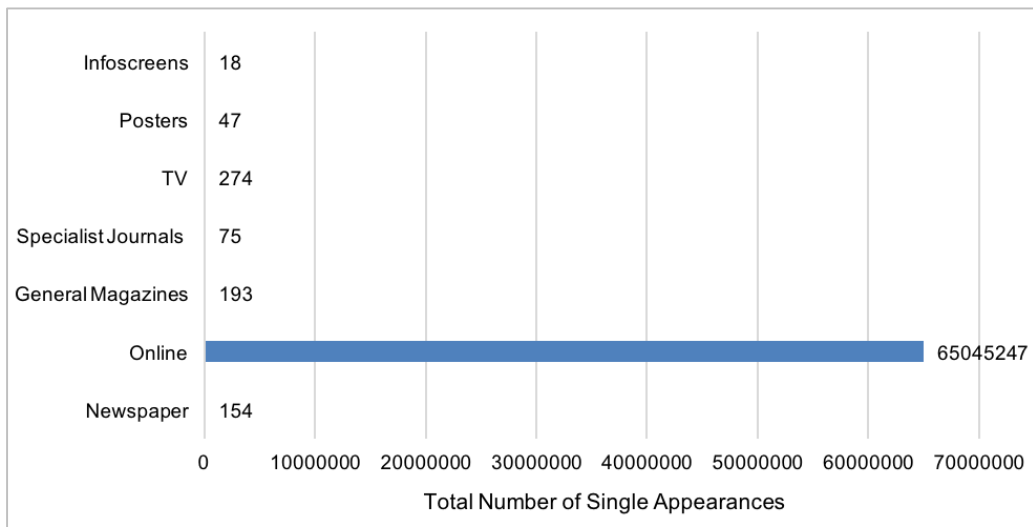
Appendix E1: *Welthungerhilfe Ad Appearances in the Media Mix. Source: based on AdVision, 2016.*

Appendix E2: Welthungerhilfe Online Banner

Appendix E2: *Welthungerhilfe Online Banner. Source: Welthungerhilfe, 2016.*

Appendix F: Key Performance Indicators of the Welthungerhilfe Social Media Accounts (01.01.-18.12.2016)

| Key Performance Indicator	Facebook	Twitter	Instagram	Youtube
Follower/Likes/ Subscribers	20 k	125 k	1.3 k	1 k
Average weekly growth	0.37%	0.18%	-	-
Posts per day	0.991	6.12	0.4	-
Engagement	0.35%	0.03%	1.8%	0.4 (comments per video)
Post Interaction	0.36%	0.0063%	4.7%	-

Appendix F: *Key Performance Indicators of the Welthungerhilfe Social Media Accounts (01.01.-18.12.2016). Source: based on Fanpage Karma, 2016.*

Appendix G: Organisational Overview of the Wethungerhilfe and Their Main Competitors

| NGO Name	Founding year	Background	Activities	Number of Countries	Total Revenue in EUR	Donations in EUR	Advertising and Administration Costs
Welthungerhilfe	1968	independent	Eradicating hunger and malnutrition & other development work in agriculture and humanitarian aid	40	198 Mio (2014)	39 Mio (2014)	low
Brot für die Welt	1959	Protestant	Food security, health and education promotion, overcoming violence & fight against HIV and Aids	>70	255 Mio (2014)	60 Mio (2014)	low
Plan International Deutschland e.V.	1988	independent	Support for children and young adults by godparenthoods & projects securing good living conditions for children	50	149 Mio (2015)	122 Mio (2015)	reasonable
Deutsches Komitee für UNICEF e.V.	1956	independent	Supporting the UN child welfare organisation protecting children's rights, own programs for better living conditions for children and families	>150	91 Mio (2014)	65 Mio (2014)	reasonable
SOS Kinderdörfer	1963	independent	SOS-Kinderdorf institutions worlwide give children a new permant home embedded in tehir familiar surrounding	134	139 Mio (2015)	125 Mio (2015)	reasonable
Save the Children Deutschland	2004	independent	Protecting children rights and their living condictions & emergency and reconstruction assistance during wars and natural catastrophes	>120	16 Mio (2014)	10 Mio (2014)	acceptable
Misereor	1960	Catholic	Supporting projects in all forms of development work		220 Mio (2015)	58 Mio (2015)	low

Appendix G: *Organisational Overview of the Wethungerhilfe and Their Main Competitors. Source: based on Deutsches Zentralinstitut für soziale Fragen, n.d..*

Appendix H1: Total Gross Ad Spending of the Welthungerhilfe and their main competitors (in 2015 & 2016)
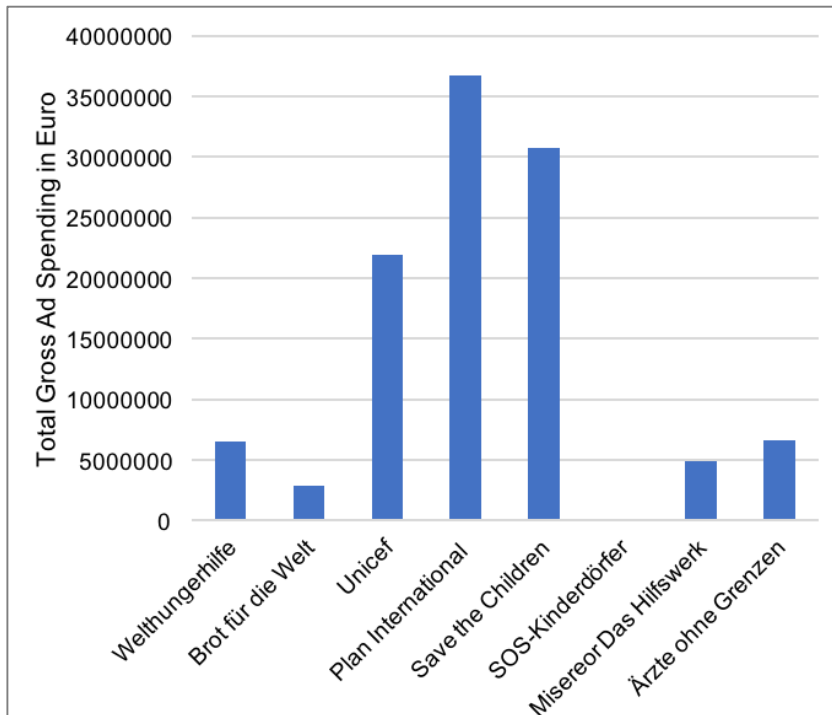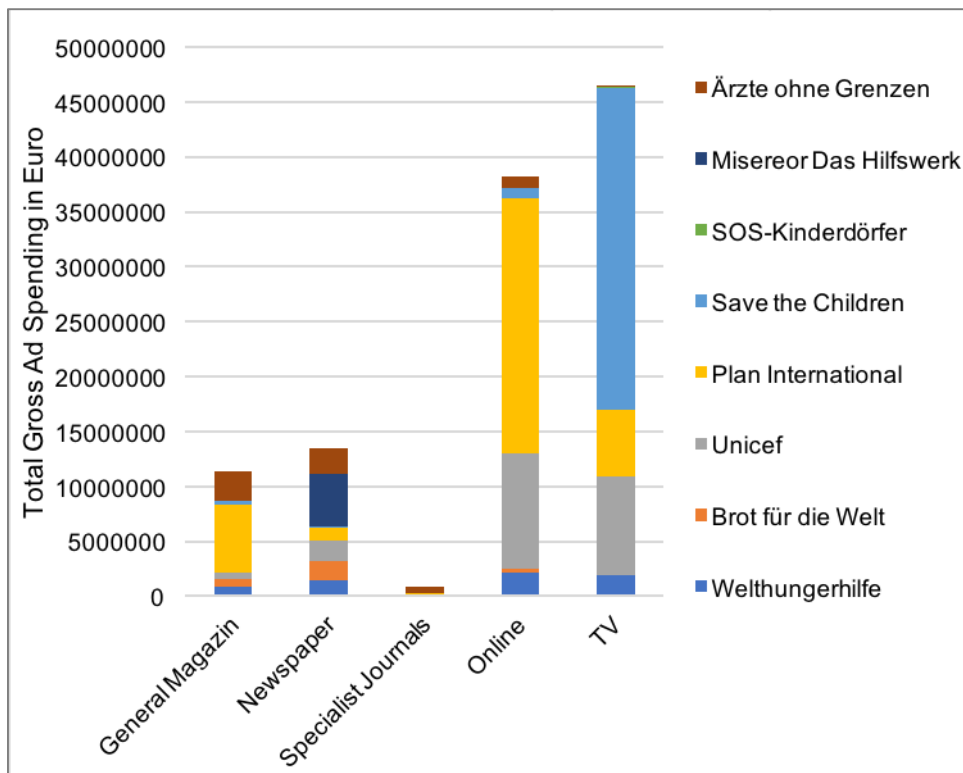
Appendix H1: Total Gross Ad Spending of the Welthungerhilfe and their main competitors (in 2015 & 2016). Source: based on AdVision, 2016.

Appendix H2: Media Mix Percentage Share of the Welthungerhilfe and their main competitors (in 2015 & 2016)
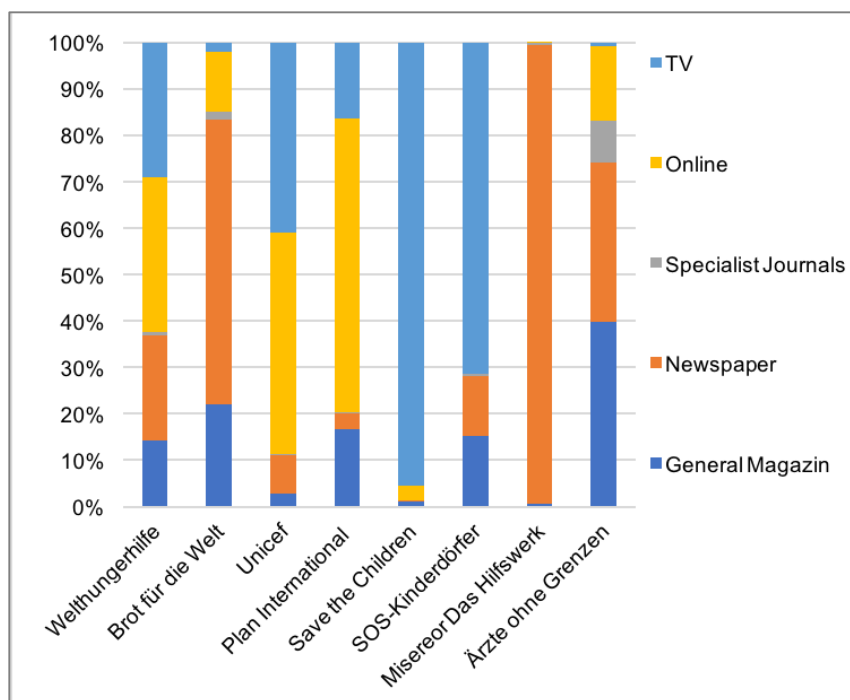
Appendix H2: Media Mix Percentage Share of the Welthungerhilfe and their main competitors (in 2015 & 2016). Source: based on AdVision, 2016.

Appendix H3: Accumulated Total Gross Ad Spending within Each Channel (in 2015 & 2016)

Appendix H3: *Accumulated Total Gross Ad Spending within Each Channel (in 2015 & 2016). Source: based on AdVision, 2016*.

Appendix I: Online Survey Questionnaire Outline

Page 1

You are between 20-35 years old? Then I thank you very much in advance for answering this survey. Please take a few quite minutes to answer it faithfully.

Internationally working development aid organisations (=International tätige Entwicklungshilfeorganisation)

Page 2

Have you donated to a development aid organisation?
- Yes, once
- Yes, multiple times (unregularly)
- Yes, on a regular basis (e.g. monthly, weekly)
- No, never

Have you supported a development aid organisation? (multiple answers possible)
- No
- Yes, by attending one of their events
- Yes, as a volunteer abroad
- Yes, as a volunteer in Germany
- Yes, by/as … (Please define)

Which internationally working development aid organisations do you know? Please list the first five coming to your mind.

Page 3

Which of the following development aid organisations have you heard of? (multiple answers possible)
- Misereor
- UNICEF
- Plan International
- Welthungerhilfe
- SOS Kinderdörfer
- Brot für die Welt
- Save the Children
- Ärtze ohne Grenzen

How informed are you about the organisations and their work? (Not at all – Very Well, 1-5)

- Misereor
- UNICEF
- Plan International
- Welthungerhilfe
- SOS Kinderdörfer
- Brot für die Welt
- Save the Children
- Ärtze ohne Grenzen

Page 4: Organisation's Corporate Media Channels

Through which channel are you most likely to search for content about an organisation and their work? Please rank the listed below from 1-4.

- Their official website
- Blog
- News Portals
- Social Media

Looking at Social Media only, please rank, which platforms listed below you are most likely to use to receive/search for content about an organisation? Please rank the listed below from 1-4.

- Snapchat
- Facebook
- Instagram
- Twitter
- Youtube

Are you following a development aid organisation on a social media platform? Yes/No

Why are you or are you not following a development aid organisation?

Have you interacted with a development aid organisation via Social Media Platforms (likes, comments, shares)? Yes/No

What kind of content would you find interesting to see on social media channels from a development aid organisation? (multiple answers possible)

- Information about the organisation
- Information about projects they are supporting
- Information about volunteer programs
- Information about initiatives in Germany
- Facts about developing countries & world problems
- News regarding developing countries

Page 4: Looking at Snapchat in specific

Would you consider following a development aid organisation on Snapchat? Yes/No

What kind of content would you find interesting to see on their Snapchat channel?

(multiple answers possible)

- Live visualization (+information) of the organisation volunteers and employers in Germany
- Live visualization (+information) of the volunteers abroad
- Live visualization (+information) of projects they are supporting abroad
- Live reporting from events/activities taken place in Germany (e.g. development aid concerts)
- Facts about developing countries & world problems
- News regarding developing countries

Page 5: Advertising

Campaign Motif Welthungerhilfe

Looking at the advertisement above:

Have you seen this advertisement before? Yes/No

How appealing do you find this ad? (Not at all – Extremely, 1-5)

What kind of emotions does this ad trigger in you? (multiple answers possible)

- Envy
- Anticipation
- Fear
- Happiness
- Anger
- Trust
- Sadness
- Hope
- Pity
- Disgust
- other

How likely is it that you are going to search for more information about this organisation

and their work? (Not likely - Very likely)

How likely is it that you are going to donate to this organisation as a consequence? (Not likely - Very likely)

How likely is it that you are going to support the organisation in a different way than a monetary donation (e.g. attend or host one of their events)? (Not likely - Very likely)

Page 6: Events

How likely is it that you would attend a development aid concert to do something good? (Not likely – Very likely)

"Party in a Box"
A development aid organisation motivates people to host their own charity event (of any size from a small student flat party to a large business party) by offering a party kit for free. Included are straws (Strohhalme), coasters (Bierdeckel), admission wristlets (Eintrittsbändchen) as well as stickers, brochures and of course a donation box. The host is asked to collect little donations for instance for the entrance or drinks.

How likely is it that you would host an event like this? (Not likely - Very likely)

How likely is it that you will tell your friends about this action? (Not likely - Very likely)

"DenkBar"
An organisation initiates a workshop two times a year. Participants are in Bonn for one week and receive free accommodation and food. Its aim is it to develop new ideas and activities for the organisation's public relations work.

How likely is it that you would participant an event like this? (Not likely - Very likely)

How likely is it that you will tell your friends about this action? (Not likely - Very likely)
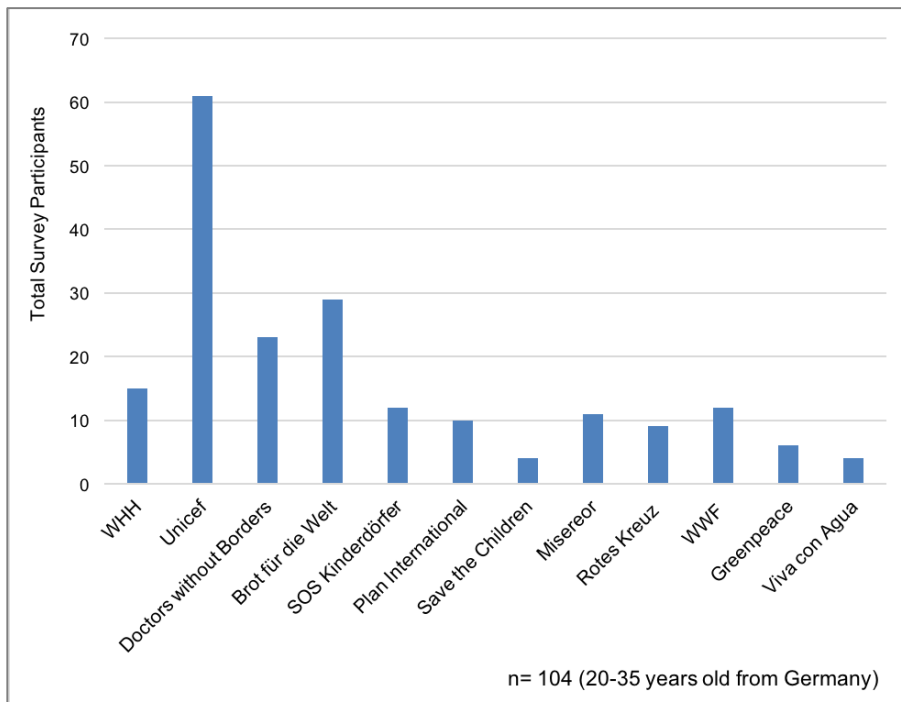
Page 7: Demographics

Please select your gender: female/male

Please select your age (20-35)

Please select your profession (student, apprentice, employee/employer, none of the mentioned)
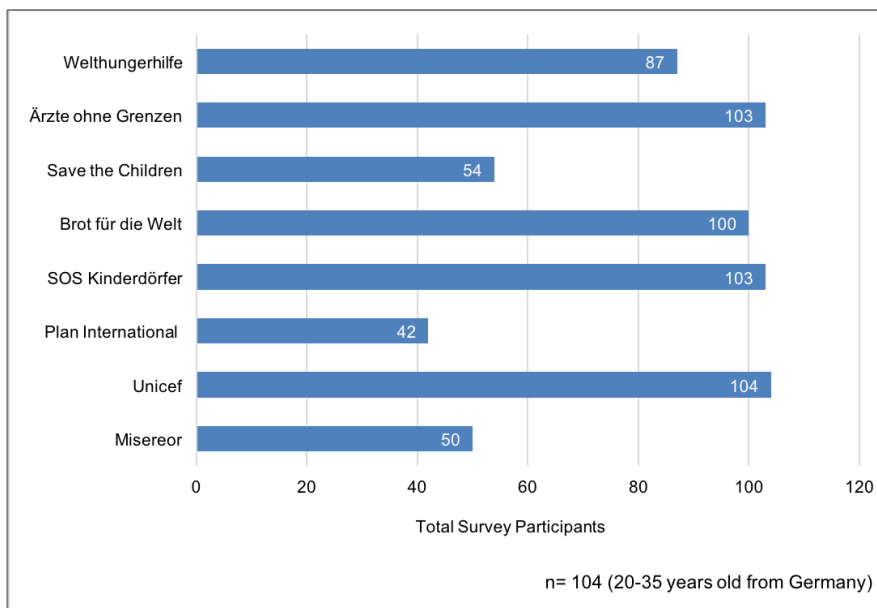
Appendix J: Online Survey Results (see DVD)

Appendix K1: Unsupported Brand Recognition of the Welthungerhilfe and Their Main Competitors

Appendix K1: *Unupported Brand Awarenness of the Welthunegrhilfe and Their Main Competitors. Source: own illustration, 2017.*

Appendix K2: Supported Brand Awareness of the Welthungerhilfe and Their Main Competitors

Appendix K2: *Supported Brand Awarenness of the Welthunegrhilfe and Their Main Competitors. Source: own illustration, 201.7*