The future of collecting

for KWF Kankerbestrijding

Master thesis | Dominy van Reeken
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Author
Dominy van Reeken
Student number 4142608
Strategic Product Design (MSc.)
dominy@van-reeken.nl

Preface

In front of you, the result of an 8-month graduation project is put together in 100 pages. Looking back at the project, I can say I learned a lot, met a lot of new awesome people and got to know myself a little bit better. I found out that I can manage a design project by myself, without stressing out too much and delivering something I can be proud of.
But without people to support me, I would not have been able to do this.

First, I want to thank KWF, Rina and Mara for allowing me to do this project, without knowing the end result. I still remember our first meeting on the rooftop terrace at KWF and no one knew then what would be the result of this project now. As the first graduation student of the Delft University of Technology at KWF, you allowed me to do what I needed to do, and you supported me however you could. Thank you so much for that!

Thank you, Mara, for always supporting me and answering my questions. Working together with you was always fun and instructive. You were not only interested in the project, but also in me on a personal level and that made me feel welcome from the very start. You showed me what it is like to work in a team for an awesome organisation and you learned me how to work with other organisations. You let me be the expert of my own project and that freedom was very valuable to me.

Thank you, Pascalle and Gert, for pushing me to do more and better during the project. You were always critical and open to questions, even when I needed the answer on a short notice. You let me do my project how I wanted to do it and I appreciate that a lot.

Thank you, Mom, Dad, Romana, Annika and my brothers-in-law for always supporting me and showing interest in my work, even when you have no idea what I have been up to. And thank you all for helping me find respondents for my research. Special thanks to mom, for letting me use you as my guinea pig and feature you in my concepts.

Thank you Jelmer, for being the best boyfriend I could wish for. You supported me unconditionally. Thank you for coming with me to the lampion event in December where we worked so hard together. Your words always give me new inspiration to do something different and give me the spirit to keep going. Thank you for reading my report twice and being critical.

And last but not least, thank you all friends of the Major Lazer group for helping me with doing a pilot, analysing, ideating, proofreading and being a sounding board. When working together at IDE the best ideas came to mind. Thank you Varik and Stijn, for letting me feature you in my concepts. And finally, thank you all for allowing me to complain when I needed to, and I promise to return those karma points when you need me to!

Enjoy the read,

Dominy

Executive summary

KWF Kankerbestrijding is a large charity that raises funds for cancer research in The Netherlands. Fundraising is done via a lot of different channels, one of which is door-to-door collection in the collection week. The annual KWF collection week is held in the first week of September and each year, KWF raises around 6 million euros. Yearly the efforts of the team behind all volunteers, 'Team Volunteers', increase, but still the total amount raised decreases.

The goal of this graduation project is to increase the revenue of the door-to-door collection by (re)designing a product or system that decreases the barrier for donating. The project follows a design approach consisting of 3 main phases; exploration, creation & reflection and implementation.

The exploration phase starts with the internal research, which shows that KWF has extensive collection activities, and that the most important one, door-to-door collection takes up a lot of effort from almost 80,000 volunteers. Over the past years however, the collection revenue decreases. After looking closer at the numbers of the collection, it is found that remarkable differences can be found between different department sizes. This finding is the base of the differentiation of the departments on a demographic level that is made during the project.

The qualitative volunteer research adds to the internal research findings that every volunteer experiences collecting differently. Again, big differences are found between collectors on a demographic level. Smaller villages and big cities differ a lot. This leads to the conclusion that 'location' is a very important factor. The internal research also shows that more factors are important during collecting, namely organisation, social pressure, behaviour and approach.

The external research looks into a lot of different stakeholders and factors that have to do with the collection. First, the competition analysis shows that the 'collection industry' is very saturated and also quite competitive, while on the other side, charities work together on developing new collection products and share information. The most important stakeholder that is analysed is the donator. Psychological research shows that a lot of different factors play a role for people when deciding whether to donate or not. Some of the factors that play a role are the approach of the charity (or the collection method), the number of times people are addressed and the information that is provided. These are important factors that can be influenced by KWF directly, because factors like religion, age, work and income cannot be directly influenced. However, they can be used for targeting people with a certain message or a collection method.

The analysis phase concludes that people can be targeted on a more personal level and demographic characteristics need to be used for this. The creation & reflection phase starts with this subject and a new department classification for the volunteer departments of KWF is developed. Finally, five department types are created and the 'large city' type is selected for the design of a new collection method for KWF.

A new collection location in the large cities is chosen as a design focus for a new collection method. 'On the streets' is the new design location and several opportunity fields are chosen as design directions. Six design elements are found that need to be designed for. These are location, communication, behaviour, product, organisation and training. The new collection method will address all these elements. Finally, a list of requirements and wishes is established providing the outlines for the design.

Concept development is done after this. The final design of the new 'street collection system' is based on two different studies, a concept questionnaire and a real-life test.
The new street collection system describes how to organise the street collection and which volunteers are needed for this. The volunteers receive the street collection package. In this package, information and physical material is

provided for the perfect organisation and execution of the street collection. The message that is conveyed by the outfits of the collectors is: 'I am a volunteer for KWF'. This message is based on the concept questionnaire and it adds to the integrity and trustworthiness of the volunteers. The volunteers also know how to communicate and behave and where to stand thanks to information cards and an instruction video.

To make sure the new street collection system is implemented is the right way, an implementation plan is provided. This plan explains which phases to follow and what to do to improve the system. The report closes with a roadmap for the future of the collection of KWF. In the future, KWF will change its organisation and collection products in several ways in order to have a more successful collection. Several collection products need to be improved and provided in the form of collection packages. And all changes need to fit the different department types. The organisation and collection packages are tailored to the different target groups.

The street collection system marks the start of many organisational and product changes for Team Volunteers. This new approach will allow KWF to increase the revenue and modernise the collection of the future.

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Chapter one: Introduction

1.1 The context
1.2 The project

This chapter is about KWF Kankerbestrijding and door-to-door collection, the project and its results, the process and how to read this report.

About

1.1 The context

KWF Kankerbestrijding (Dutch Cancer Society) is an organisation that raises funds for cancer research and prevention of cancer. On the 14th of March 1949, 'Stichting Koningin Wilhelmina Fonds' (KWF) was founded by Queen Wilhelmina. 2 million guilders gifted by the Dutch people was invested in this foundation. Soon after, 'Vereniging Koningin Wilhelmina Fonds' was also founded. This association was founded with the purpose of raising funds for the foundation (KWF, 2017b).

Since the establishment of the foundation, scientific research is the most important focal point of KWF. KWF wanted to invest only in high quality scientific research. Nowadays, KWF has three main goals; a reduction in overall cancer rates, increasing curative treatments and a better quality of life (figure 1.1). In order to achieve these goals, KWF raises funds that are invested in high quality cancer research, through marketing campaigns promoting a healthy lifestyle and in providing customised information for patients.

In 2016, KWF raised more than 140 million euros. Of this total amount, 82% is spent on the aforementioned three goals of KWF, and 18% is spent on fundraising, general management and administration costs (figure 1.2).

Fundraising is done via a lot of different methods and channels. Figure 1.3 shows that inheritances form the biggest source of income for KWF, closely followed by donations and gifts. Other fundraising methods are lotteries, fundraising events and money collection. Fundraising via volunteers is the fifth source of income for KWF (7% of the total income in 2016, see figure 1.3). In its founding year, KWF already raised money via volunteers. In that year, a spontaneous collection was held that raised 142.000 guilders. For that time, it was a big amount and since then KWF raises money via collection every year. In 2016, KWF raised 5.6 million euros via the collection.

Team Volunteers mostly depends on door-to-door money collection using the well-known 'collection box' (figure 1.4). Every year during one week in September, 80.000 volunteers are committed to KWF and go out on the streets with these collection boxes.
Door-to-door money collection by using the collection box has existed for a long time, and the method is still employed by 25 organisations in The Netherlands. Despite the fact that raising funds via the collection box is a well-known and popular method for money collection (GfK, 2017), it is becoming a smaller part of the total income of

organisations in The Netherlands (Bekkers & Boonstoppel, 2009). This holds also true for KWF. As an example, in 2008 the door-to-door collection accounted for 8,5% of the total funds raised and in 2015 this percentage dropped approximately to 4,3% (KWF, 2017a).

Despite the fact that the contribution of the door-to-door collection to the total income of KWF and other organisations is decreasing, the method is still seen as a valuable contact moment with the target group. It is one of the few face-to-face contact moments KWF has during the year and KWF believes that it is important to keep in touch with donors and the citizens of The Netherlands via this method.
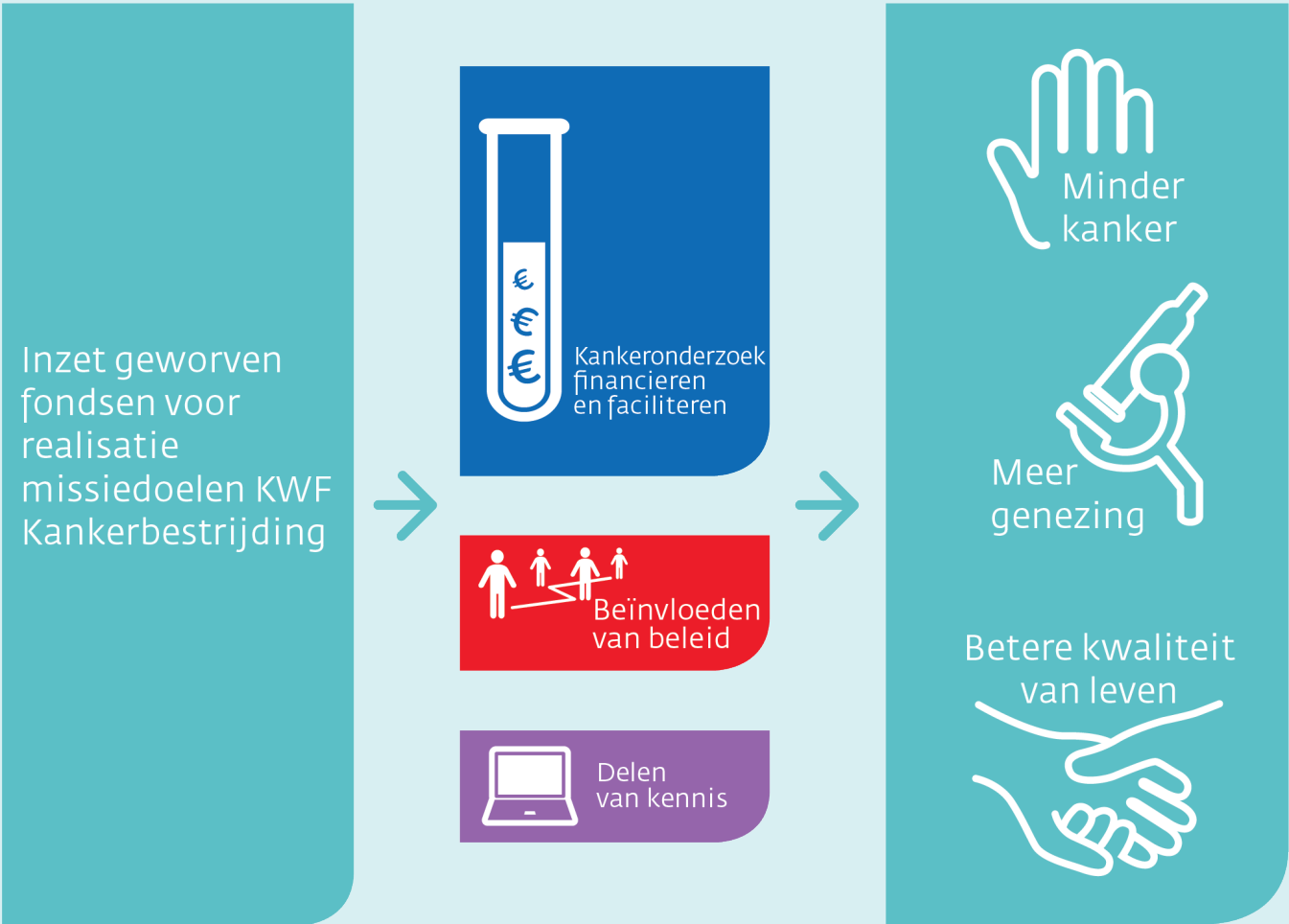

Figure 1.1. The goals: a reduction in overall cancer rates, increasing curative treatments and a better quality of life

Figure 1.2. Expenses of KWF in 2016

Figure 1.3. Sources of income in 2016

Figure 1.4. Top: collection box from 1950 (KWF, 2017b)
Bottom: the current collection box

1.2 The project

The problem
KWF Team Volunteers increases its efforts and the intensity of door-to-door collection yearly. Despite the efforts of the team, the total amount of money collected by KWF via door-to-door collection slowly decreases over the years. So far, no new methods for collecting have been found or tested that can increase the total amount of money collected by KWF.

Assignment
The project focuses on the design of a product or system with the purpose of increasing the revenue from door-to-door collection by means of improving or redesigning the collection system to decrease the barrier for donating.

Approach
The project follows the service design approach which starts with the exploration phase. During this phase strategic analyses are done in order to get to know the company and the context. After that, qualitative research is done to gain more insights. Data collection methods like interviews, literature research and generative sessions are used. All data and insights are put together and translated into a renewed focus for the project as a starting point of the next phase.

The phase of creation and reflection starts after the exploration. Idea generation and conceptualization are done, after which one final concept is selected and developed further. During development reflection is very important. Prototyping and testing are done to develop and optimize the concept.

The final design accompanied by an implementation plan and strategy are developed during the implementation phase. A physical prototype and visualised strategy are delivered, together with a poster and a thesis.

Results
The result of this project is a product system with physical collection material and briefings at the center of the system, together with a fitting strategy backing it up.
This project is the start of the development of an improved product system for street collection in 2018. Next to this, the project helps the organisation in developing a business- and product strategy for the entire collection portfolio in 2019 onwards.

Process
During the project activities are not executed in a sequential order, but to depict the process in a clear way, figure 1.7 shows the project sequentially. The light blue planes visualize the converging and diverging during the process, starting with a lot of information and sorting and finally ending up with a focused product system and strategy.

Report structure
This report is structured following the three main phases of the design project, exploration, creation & reflection and implementation (see figure 1.6). Each chapter starts with a short summary and ends with the important conclusions.
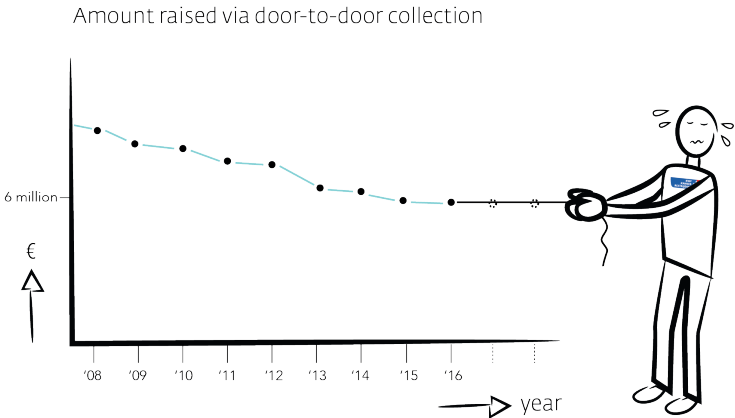
Figure 1.5. Team Volunteers has to put a lot of effort in the collection
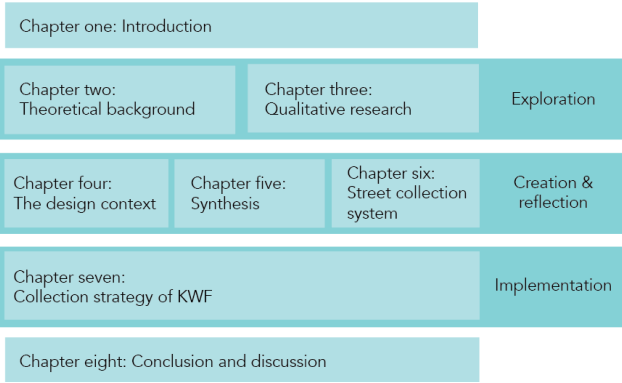
Figure 1.6. The structure of the report

The project focuses on the design of a product or system with the purpose of increasing the revenue from door-to-door collection by means of improving or redesigning the collection system to decrease the barrier for donating.

Assignment
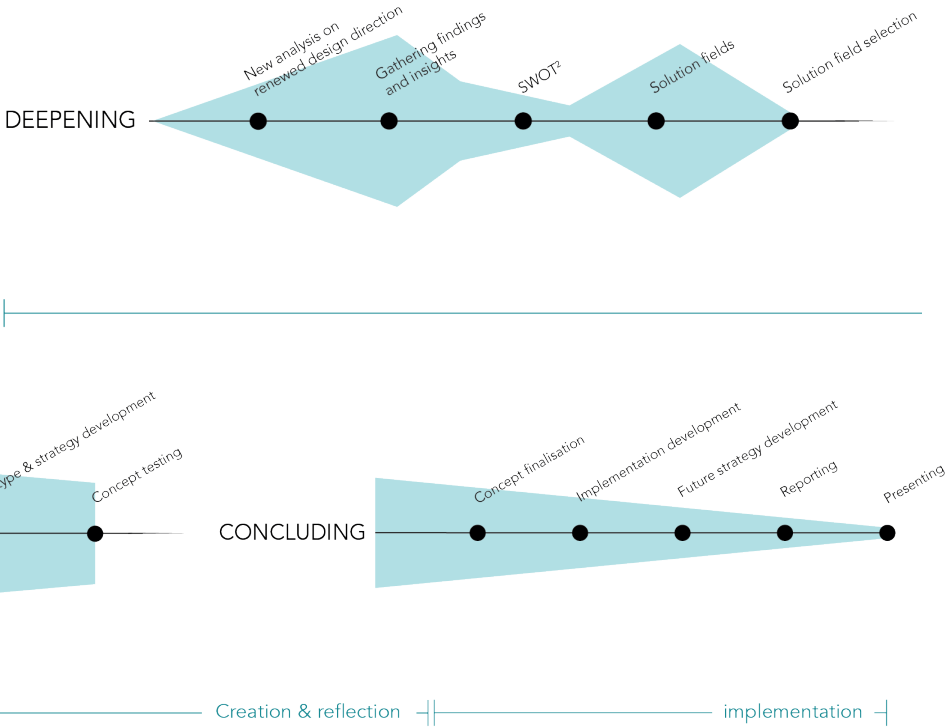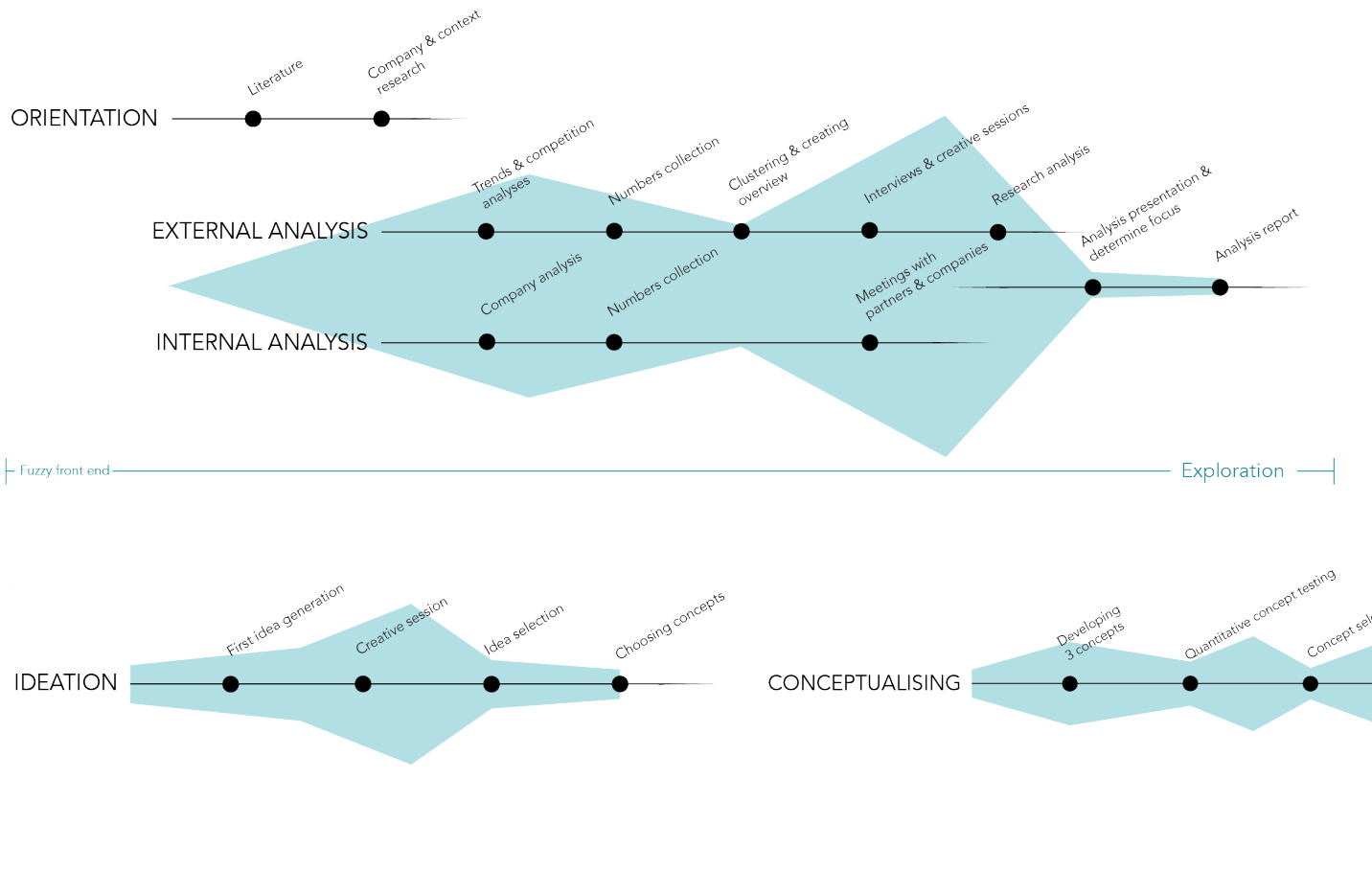
Figure 1.7. The process shown sequentially

Chapter two:
Theoretical background

This chapter describes the background of the door-to-door collection in The Netherlands. It provides insights and results of desk research concerning the competition of KWF, numbers and statistics on door-to-door collection and trends in The Netherlands. The chapter concludes with insights and findings regarding KWF as an organisation and the money collection done by KWF.

About

Top left (Vlissingse Bode, 2017), Bottom left (KWF Groningen, 2018) right (KWF Amstelveen, 2018)

2.1 The playing field of the foundations

Door-to-door collection is an old method used by a lot of organisations. Annually, a total of 25 charities do door-to-door collection during a collection week. This group of competing organisations also works together on improving the collection (see page 20). Next to this group, a lot of other organisations and even activities are a form of competition for the KWF collection.

Competition

In the field of charitable organisations, a lot of competition is present. The Porter five forces model (Porter, 2008) in figure 2.1 helps explaining the high competition in the 'charity industry'.

The power of donators is really strong in the charity field. A charitable organisation completely depends on people that donate money while most of the time donators get nothing in return. This is the reason why donators show a critical attitude towards organisations. Donators need to have the feeling that their money is spent wisely. When a donator does not feel that money is going to the right place, it is quite easy to stop donating on a regular basis or simply won't donate the next time an organisation asks them to do so.

There are a lot of new entrants in this industry, also in the field of cancer (also see the category ring in figure 2.2). It is quite easy to start an uncertified charity by yourself. Everyone can raise money for a certain goal and with the growing trend of crowdfunding this has become even more easy. It is harder to start a fund that has an ANBI registration and a CBF certification. When a fund has the ANBI certificate, it cannot have a profit motive and it commits to working for the general interest of the people (for at least 90% of its activities). Next to these two requirements, 9 more are listed in order to obtain the certificate (Belastingdienst, 2017). The CBF certification is the only quality mark in The Netherlands that a fund can apply for. This quality mark is part of the self-regulatory system of the charities in The Netherlands. There is no government supervision on charities, so the CBF certification was created by the charities themselves in order to regulate all charities in The Netherlands (CBF, 2017a).

The power of 'buyers' is not strong in this industry. In general, 'buyers' are the things, people or animals that are the focus of the organisations. Most of the time, the organisations themselves choose who or what to fund. For KWF, the 'buyers' are applicants; researchers that do cancer research. These applicants have to apply with KWF for funding of their research project. The ties between the applicants and KWF therefore are not close. KWF serves as a financier and it wants to see progress. Added to this is the fact that not all research proposals are accepted by KWF. The rejected applicants can choose to raise money on their own, and in that way become a new competitor of KWF.

The threat of substitution is also present for KWF. In general, it is not expected that a new organisation for cancer research can take over from KWF. KWF is the largest charitable health organisation in The Netherlands and it has built a bond of trust with a lot of donators. It will not be easy for a new charity to substitute KWF on that level. What can happen, is that smaller funds rise that focus on one specific type of cancer. Cancer is an umbrella term for numerous types of oncology disorders, which place a large burden on healthcare organisations and the general population. An organisation focusing on a specific type of cancer can appeal to people who know the specific illness and in this way a lot of small funds together might be able to substitute KWF.

The last element of the model is the rivalry amongst existing funds. This major rivalry is explained in the model of competition circles in figure 2.2.

The funds associated with the 'product form competition' category are all large funds that do research on illnesses (health organisations). Bekkers & Schuyt (2017) found that one of the considerations to donate is based on the 'type' of organisation, in this case this is 'health organisations'. These are the funds that will be directly compared to KWF by donators. A lot of these funds do door-to-door collection as well.

The funds in the 'category competition' category are all other funds that raise money for cancer. These are mostly smaller funds that focus on one specific cancer illness, but also the large World Cancer Research Fund belongs in this category. This fund focuses on the research of the prevention of cancer, instead of research on curing cancer. The organisations in this category pose the biggest threat to KWF concerning substitution.

The 'generic competition' category is very large. In the figure, only the top-of-mind organisations are shown, but this category consists of all existing funds that have a CBF certification. There are 1602 charities registered in the 'Register Goede Doelen' (register for charities), but 520 charities have the CBF quality mark (CBF, 2017b).

Finally, the 'budget competition' is about all additional activities that cost money. In this category, the lotteries for charities (Goede Doelen Loterijen) are included, since a lot of people are familiar with the lotteries and know that they too donate money to charities and therefore sometimes people choose to participate in a lottery instead of donating to charity. And next to participating in lotteries, leisure activities can be forms of competition to a donation to charity for people who don't have much money to spend.

Stichting Collecteplan

In the competition overview there is no categorization based on organisations doing door-to-door collection. This group is divided over the different competition circles, but it is of special significance, since all organisations doing door-to-door collection work together in a foundation called 'Stichting Collecteplan' (SCP, see figure 2.3). SCP looks after the interests of the collecting funds and centralizes the national organisation of all collections of all 25 funds.

All activities of SCP are focused on making collecting easier for all its members. The foundation and its board consists of people from some of the foundations. KWF is also represented on the board.
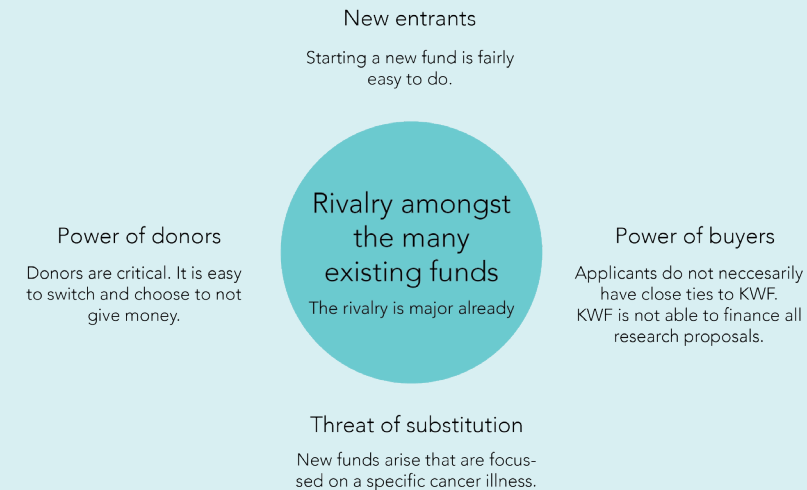

Figure 2.1. Porter 5 forces model of the charity industry
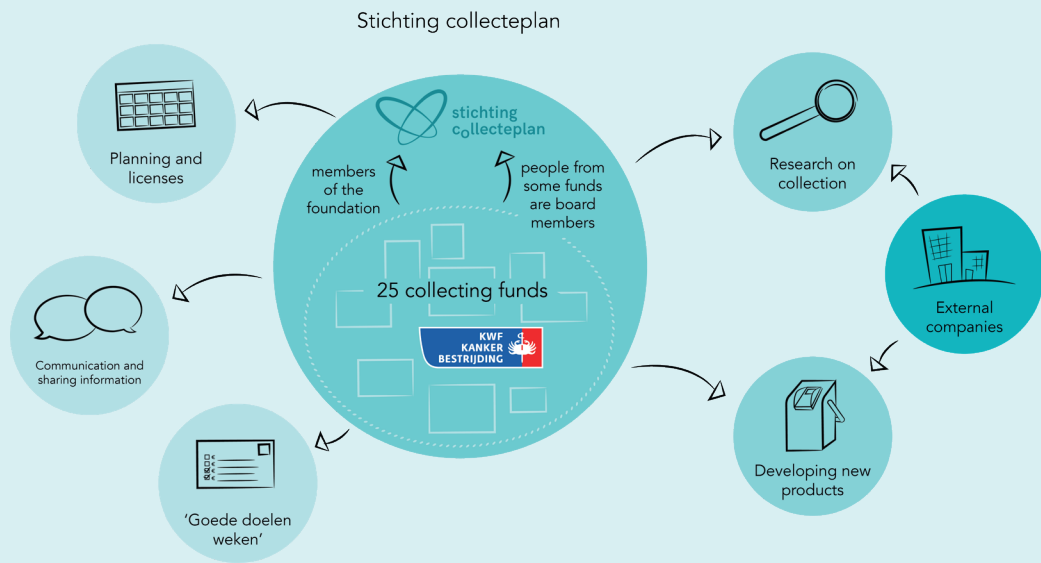

Figure 2.2. Competition circles for KWF

Figure 2.3. How 'Stichting Collecteplan' works

On one side, the activities of SCP are focused on centralising the collection and making sure every fund collects in its designated week. This also means that when one fund is holding its collection week, all other funds do not collect nor do active marketing for their own collection. This is one of the important agreements that the funds made.

On the other side, research on collection is executed via SCP by external companies like GfK (GfK, 2014 and 2017). The results of these researches are always shared between all collaborating funds. And for the first time, 24 funds collaborated within SCP on the development of a new product for money collection. This is the project called 'Collecte 2.0', in this project new debit card collection boxes are developed and tested (see chapter 2.4 for more information on this project). It is essential that all these funds are working together on this project, since it would not be possible for one fund to do this by itself because of the high costs of the project. This first collaboration indicates that the funds want to collaborate more on development projects like Collecte 2.0.

2.2 Numbers and psychological background

A lot of information on philanthropy and door-to-door collection is available. Research has been done on different levels. Quantitative research shows the numbers on door-to-door collection and gives insights into subjects like the popularity of certain collection methods and the average amount of money donated by certain households. Qualitative research focuses much more on the psychological background and mechanisms behind philanthropy and donating. In this chapter the most relevant results will be discussed.

Numbers on door-to-door collection
The popularity of different money collection methods is an interesting indicator. In general, research shows that door-to-door collection is the most popular method for donating (Bekkers & Boonstoppel, 2011 and GfK, 2017). According to GfK (2017), the popularity of the door-to-door collection grew from 66% in 2014 to 72% in 2017 (percentage of people answering they would probably or definitely give to door-to-door collection).

Several reasons can be found as to why the door-to-door collection is the most popular method. The most important reason is that door-to-door collection is a one-off donation and it does not lead to further obligations. Another less important reason found is that donating via door-to-door collection is quick and easy for donators (GfK, 2017). On the other side, the most important reason for not donating is the lack of trust people have in the organisation(s). Sometimes confusion exists for donators regarding the volunteers that do the collection. 43% of the Dutch population does not know the difference between a non-paid collector and a paid recruiter that goes by the doors or stands on the streets (GfK, 2017).

When looking at donating, more people indicated they gave money to a collector in 2017, 68% compared to 61% in 2014 (GfK, 2017). It is interesting to see that the door-to-

door collection in general has become a bit more popular again.

Psychological background of the donating process
A lot of psychological elements play a role in the donating process. Next to the method of recruitment and the cause or organisation, characteristics of people play an important role. Bekkers & Boonstoppel (2011) created an explanatory model for the donating behaviour of people in The Netherlands (see figure 2.4). The types of characteristics that play a role are demographic, social-economic, religion, philanthropic values and approach of the organisation.

Demographic characteristics
Demographic characteristics are clear indicators for donating behaviour. For the characteristic of age, it has been found that a big difference exists between the group of 18-34 years old and people that are 60 years or older. The young age group donates less money to charity in general and to door-to-door collection as well (GfK, 2017). The 60+ age group donates more often and a higher amount in general (GfK, 2014 and Bekkers & Boonstoppel, 2011). Looking at door-to-door collection, it has been found that the 65+ age group donates more often via donations on a regular basis and therefore the group does not donate (much) to door-to-door collection (GfK, 2014).
For the younger age group, it has been found that this group more often feels obliged to donate when targeted personally (GfK, 2017). But at the same time, this group is also more sceptical towards door-to-door collection and charitable organisations compared to the other age groups (GfK, 2017).

The gender characteristic makes a difference as well. It has been found that women give more often to door-to-door collection than men (GfK, 2017 and Bekkers & Boonstoppel, 2011). And it was also found that men assess a cause in a different manner. Men more often look at the problems addressed by the cause and for them this is more often a reason to not give to door-to-door collection (GfK, 2017).

A very important characteristic is the place of residence which determines donating behaviour in different ways. Firstly, people from the three big cities (Amsterdam, Rotterdam, Den Haag) give less often to door-to-door collection (GfK, 2017). And next to that, people in large cities more often think that door-to-door collection is old-fashioned (GfK, 2017). In contrast, people that live in the north of The Netherlands give more often to door-to-door collection and they see donating as a normal part of life (GfK, 2014).

Socio-economic characteristics
People with a higher education give more money to charity in general (Bekkers & Boonstoppel, 2011), but also more often to door-to-door collection (GfK, 2014). Next to that, people with a higher education consider the cause and the problems more thoroughly and this leads more often to the decision to not to give to door-to-door collection. For income it is found that people with less money to
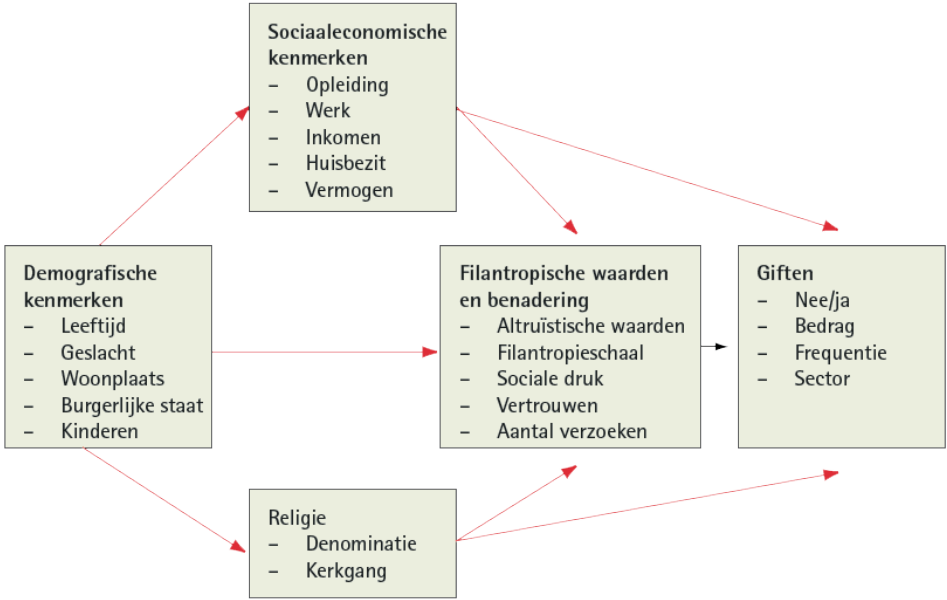
Figure 2.4. Explanatory model of donating behaviour (Bekkers & Boonstoppel, 2011)

spend, give less to charity (Bekkers & Boonstoppel, 2011). The income of a person is a decisive characteristic. In general people are more generous when their income falls in the two highest quintiles (Bekkers & Boonstoppel, 2011).
Home-ownership and assets are also important characteristics. Home owners give more often to charities, as well as people with large assets (Bekkers & Boonstoppel, 2011).

Religion
Religion is an important characteristic for donating behaviour. People of faith generally donate more often, especially Protestants. (Bekkers, Schuyt en Gouwenberg, 2017, Bekkers & Boonstoppel, 2011). There are differences in donating behaviour for different religions and different types of charities, for instance, people who more often visit a church, temple, mosque or synagogue and Roman-Catholics donate more to health funds specifically (Bekkers, Schuyt & Gouwenberg, 2017).

Philanthropic values and approach
Different philanthropic values are important for donating behaviour. People in general have certain altruistic values, meaning that they feel responsible to a certain extent for helping other people. These altruistic values can be put on a scale, the 'scale for philanthropy', that measures to which extent people feel responsible for society. The other three characteristics are social pressure, trust in the organisation or cause and the number of requests for donating people receive. The philanthropic characteristics combined with religion, demographic and socio-economic characteristics determine whether someone will donate or not. The final decision is often based on a combination of the characteristics.

An interesting combination of characteristics that influence each other for instance, is that how often someone is approached by organisations especially influences people with a higher education and people with larger assets (Bekkers & Boonstoppel, 2011). So, the more often these

specific groups are approached, the higher the chance they will donate.

All the different characteristics and the model for donating behaviour underline that donating behaviour is not easily influenced. It is assumed that different characteristics have to be addressed before the donating behaviour of a person is influenced by charities like KWF.

2.3 Trends

The previous chapter shows that demographic and socio-economic characteristics play an important role in the donating process. It is also interesting to know what the trends are concerning these characteristics. This chapter will look into trends on different subjects. Next to demographic and socio-economic trends, also trends on economic and technological level will be discussed.

Demographic
Since the target group for door-to-door collection comprises of the Netherlands as a whole, it is important to look at the general demographic trends of the country (CBS, 2017a), see figure 2.5.

Interesting demographic trends are urbanisation, the inflow of youngsters in the Randstad and the demographic aging of the population. Chapter 2.2 explained that people of different ages react differently to door-to-door collection. For instance, it has been found that older people donate more and more often to charity (GfK, 2014 and Bekkers & Boonstoppel, 2011). The fact that more 65+ people live in the more rural areas might indicate that the Randstad is an interesting area of improvement, and that the rural areas at the edges of the country are in less need of immediate improvement.
This leads to the idea that a different collection method in different places of residence could lead to better collection results, when the collection method used is a good fit with the people who live there.

When looking at the population growth, the largest increase is realised through immigration. The average gifts per household by immigrants is higher (€249,-) than the average amount given by natives (€244,-)(Bekkers & De Wit, 2013). This shows that the immigrant population can be an interesting target group for charities.

The number of people of faith is rapidly declining, from 59% in 2004 to 29% in 2017. Chapter 2.2 explained that people of faith (especially protestants) are more generous to charity, also when it comes to door-to-door collection. Unfortunately, the decline found here is a threat to charities.

Socio-cultural
A few interesting social-cultural trends are shown in figure 2.6. It is important for companies to follow the trend of moving all activities to the cloud and this is probably also true for charities. People also want to know what the activities of organisations are, transparency is important, and the internet can be used for the level of personal communication that people like to experience. This also aligns with the 'customer experience' that is important for all product and service providers. For charities, having a great customer experience might be a bit more difficult to achieve, but it is expected that this can be an important element for charitable organisations in the future.

Economic
Figure 2.8 shows some economic trends since 2008 and the regional economic growth. Over the last couple of years, the economy (PPP), consumer confidence and willingness to buy are increasing again. Despite this fact, the part of the total income of households that is donated to charity has not increased over the years. The biggest number of 0,96% of the PPP donated to charity in 1999, decreased to 0,69% of the PPP in 2015 (Bekkers, Schuyt & Gouwenberg, 2017).

The local economic growth can also provide valuable information, since this indicates which areas are more interesting to target or to develop special collection products for.

Technological
Two of the big technological trends that can be important for KWF, are 'Internet of Things' and 'second screen for everything' (see figure 2.7). KWF is already working on new products for door-to-door collection and an app can be an interesting channel. Both technologies can provide interesting opportunities when used in the right way.

Demographics
on 01-01-2017

231,000 Population growth by immigration

173,000 Population growth by birth

Multiple households

Single households

60%

40%

Grow faster than multiple households

Both types grow

29% of the population has a religion

In 2004 59% of the population had a religion

Randstad

Continuus inflow of youngsters in the randstad

Cities keep growing

Shrinkage outside the randstad

City

Urbanisation

Village

18,2% of total population is 65+ years old

Areas with more than 20% 65+ years old

Population of The Netherlands

17.1 million people

Age pyramid of The Netherlands

100 yrs

Age

2016
2030

0 yrs

2016
2030

Men   Women

Figure 2.5. Demographic trends of The Netherlands

Crowdfunding   Online influencers   Customer experience

E-everything

Company transparency

IoT: Everything smart

Second screen for everything

App for everything

Figure 2.6. Socio-cultural trends

Figure 2.7. Technological trends for collection development

Regional economical growth 2016

- 3,0% or more
- 2,5 to 3,0%
- 2,0 to 2,5%
- 1,5 to 2,0%
- Less than 1,5%

45,8 thousand

50,9 thousand

Pruchasing power parity (in $)

% of population that is unemployed

6,0

3,7

Consumer confidence (indicator)
Willingness to buy (indicator)

5

2008
-7

2016

-20

Figure 2.8. Economic trends in The Netherlands

2.4 KWF and money collection

Since 1949 KWF is doing money collection mostly via door-to-door collection. In those early years, KWF yearly raised about half a million guilders. The raised amount started to grow rapidly after a few years. This was because of the growth of the local KWF departments (KWF, 2017b). Next to door-to-door collection, other methods for money collection are now being used by KWF. Next to traditional (door-to-door) money collection, KWF has many methods for raising money like organising events, holding a lottery and many other methods. This project focusses on the activities of one specific KWF department, which is 'Team Volunteers' (Team Vrijwilligers, also see figure 2.9).

Money collection at KWF

Nowadays, KWF Team Volunteers is doing more than just door-to-door collection for one week a year. Figure 2.10 gives an overview of the collection products of KWF.
Apart from the products used during the collection week some other products are used, one of which is 'Kadoneren'. This is an old method that was relaunched in the beginning of 2017. The idea of the method is that people can ask the guests at their birthday pa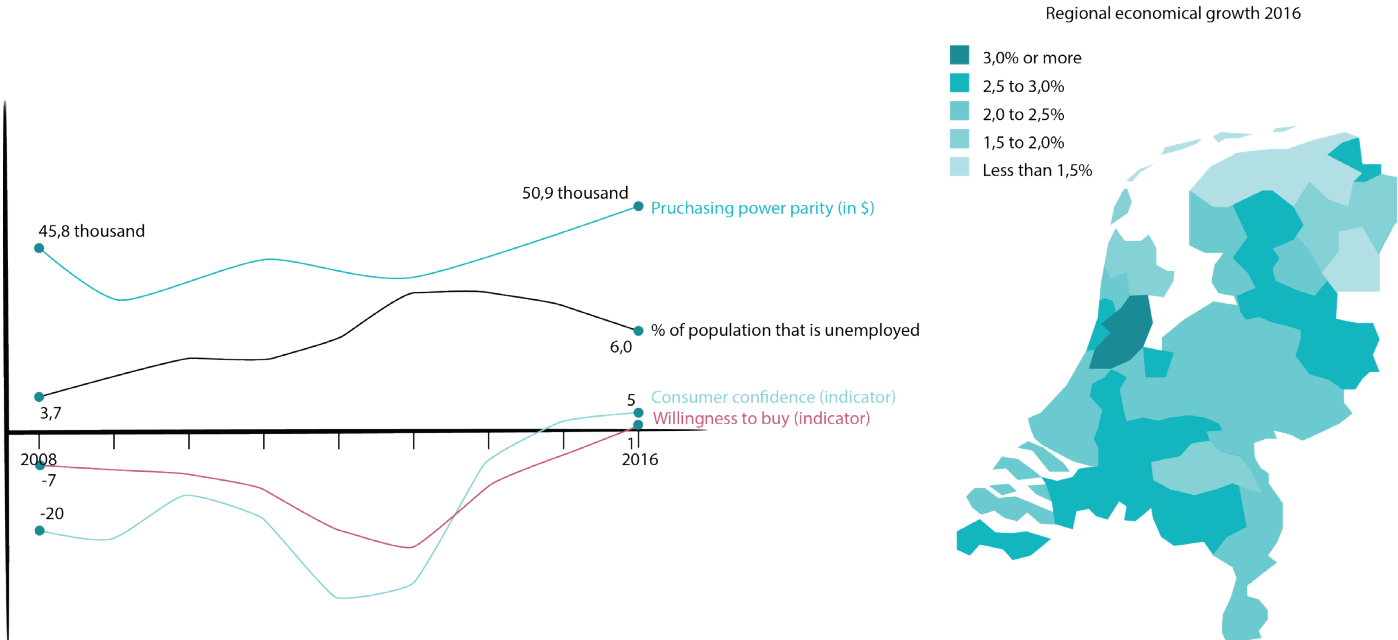rty to gift KWF instead of themselves. People can sign up for Kadoneren themselves. When you sign up for Kadoneren, you receive a cardboard collection box at home which you can use at your birthday party.
The funeral collection is a collection that can be requested by the friends or family of a deceased. KWF arranges for a collection box to be delivered at the funeral location. The funeral collection is an old concept that KWF has been providing for a long time.
The store collection is done with a smaller collection box that looks a bit different than the 'traditional' collection
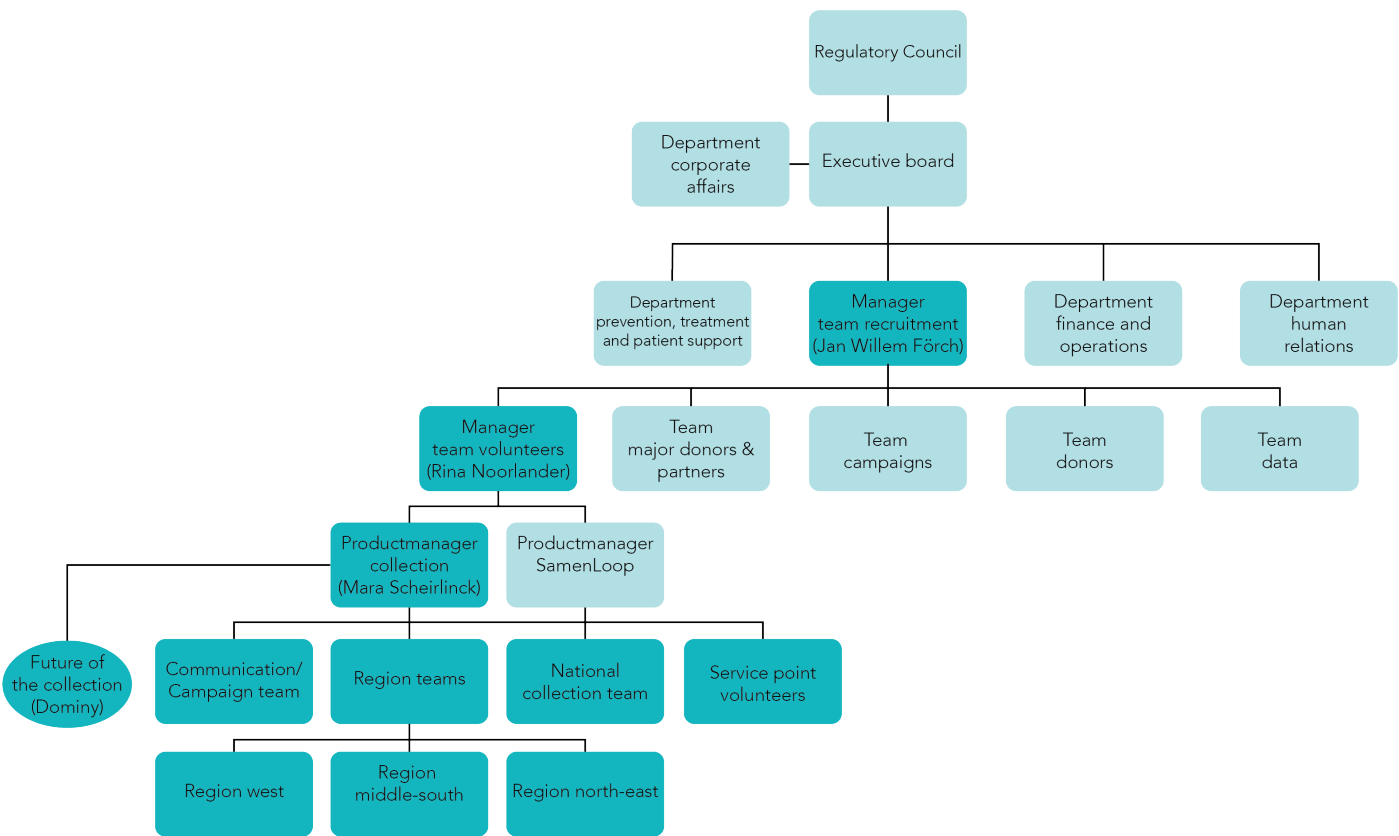
box. This collection box can be put on the counter in a store, if a retailer decides to put it there.
The charities week (Goede Doelenweek) is a system that replaces the door-to-door collection week. During a different week in the year, residents of certain villages, mostly in the south of The Netherlands, receive a form via regular mail. On this form, they can indicate whether they want to donate money to one or more of the listed organisations and how much they want to donate. All organisations on this form do not go by the doors during their collection weeks anymore.

Side note: in this report, 'money collection' does not mean all recruitment activities of the entire KWF organisation, but only the collection activities as described in this paragraph and shown in figure 2.10.

Door-to-door collection

The door-to-door collection is organised for one week every year. KWF always has its collection week in the first week of September. This is a strategically interesting week, since there are no collections done by any organisations during the summer. KWF is the first after this summer stop and people have not been bothered by organisations for a while.

Figure 2.9. Organisation chart of KWF showing Team Volunteers, the involved departments and people

Collection box · 'Digicollect' (collection via digital collection box) · 'Kadoneren' (donate on your birthday) · Funeral collection · Store collection · 'Charities week' (one card for all charities)
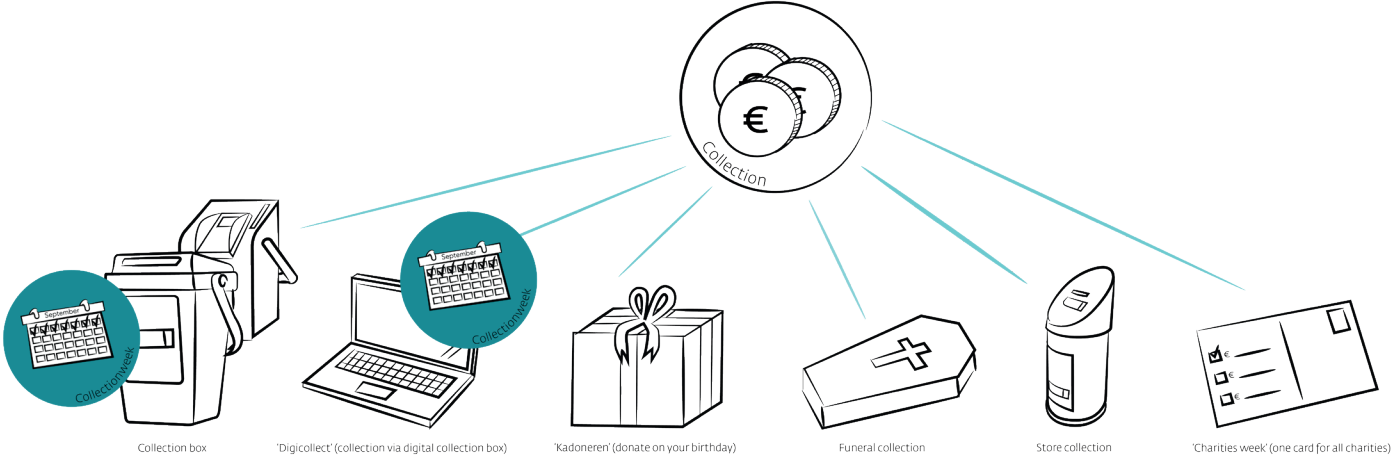
Figure 2.10. Collection products of KWF

During the week, 80.000 volunteers are helping with the door-to-door collection. From collector to coordinator, everyone does this simply because they want to help and do something for this cause.

One week before the start of the collection week, KWF launches a big marketing campaign. During the campaign, people are reminded that the KWF collection is coming up and people are reminded of KWF and cancer in general. In 2017, this campaign revolved around the theme 'Geef mij tijd' (give me time) and asked people to donate to give ill people more time to live. Figure 2.11 shows a selection of the publications of this campaign.

Organisation

The door-to-door collection is organised by a lot of people and the organisation knows several hierarchical levels. In total, KWF has 233 employees that work at the office in Amsterdam. There are four main departments (see figure 2.9), these are:
> Corporate affairs

> Prevention, treatment and patient support
> Finance and operations
> Recruitment

Team Volunteers is a part of the recruitment department. This is the team that works on the collection, but also on the 'SamenLoop voor Hoop' (Relay for life). This is a walking event that is organised by the local KWF departments. Employees from Team Volunteers work on these events together with the local departments.

The volunteer departments are quite layered concerning the door-to-door collection organisation (see figure 2.12). KWF Team Volunteers is always in contact with one person of a local organisation. This can be the chair of the department, but also the collection coordinator, or to put it simply, a contact person of that department. From Team Volunteers either a relation manager or the service point keeps in touch with a department. All small departments (in total around 650) are in contact with the service point and the other departments are in contact with one of the
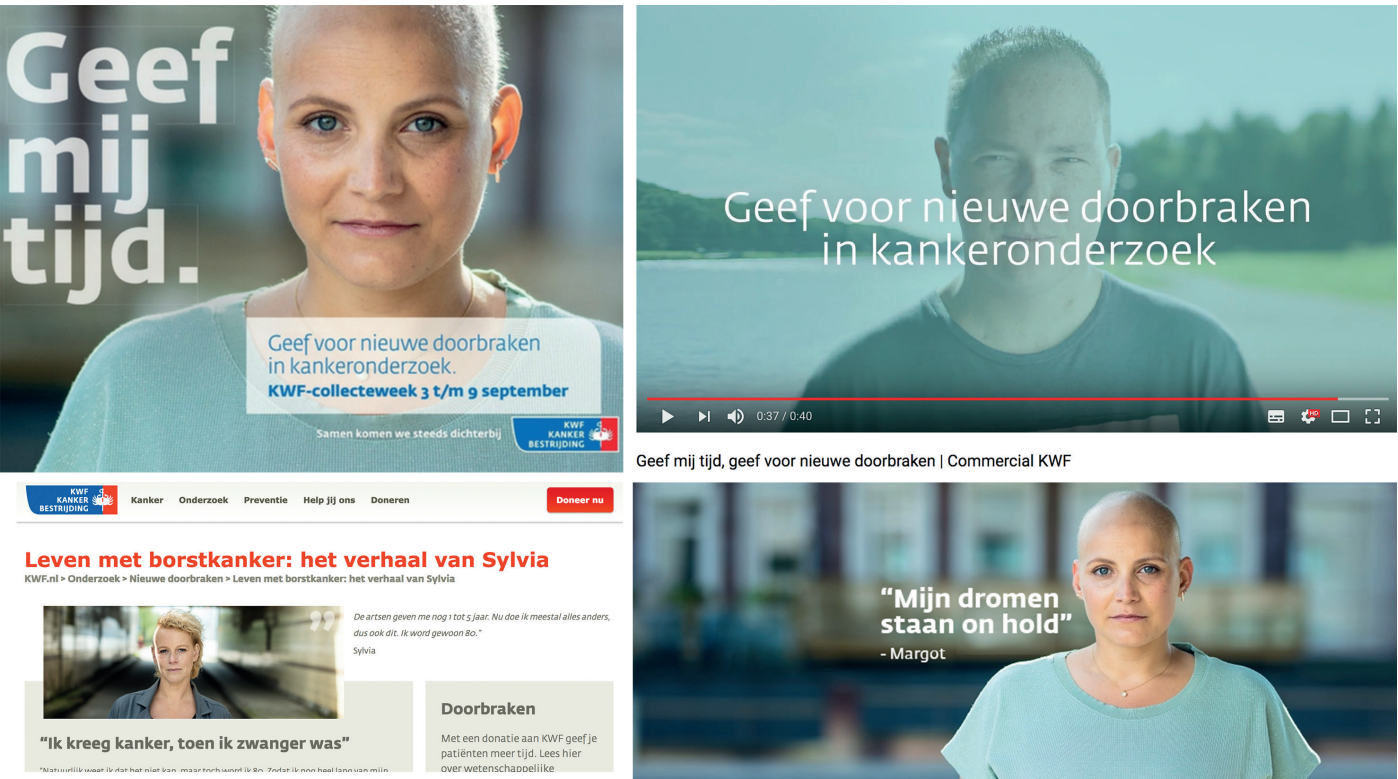

Figure 2.11. 'Geef mij tijd' campaign

region managers.

Moving downward on the organisation chart of the local department, the collection coordinator of the department keeps in contact with the region coordinators (in Dutch: district coördinator). The region coordinator in his/her turn, keeps in contact with the district leaders (in Dutch: wijkhoofd). And finally, the district leader keep in touch with the group of collectors that walk in their district. On average, 15 collectors are managed by one district leader.

The way the collection is organised depends on the size of the local department. In smaller departments of villages, the collectors know the local board personally and only one extra person is coordinating the collection, but in the big departments like the ones in Amsterdam or Rotterdam, all organisational layers are present.

As mentioned before, 80,000 volunteers are active for KWF every year. These people are mainly collectors and a few other people cover the other functions. Following an estimation of KWF that says that each collector goes by 75-100 homes (the number of 80 is taken here), it can be calculated that in total it is possible to have 6.4 million personal contact moments at the front doors.
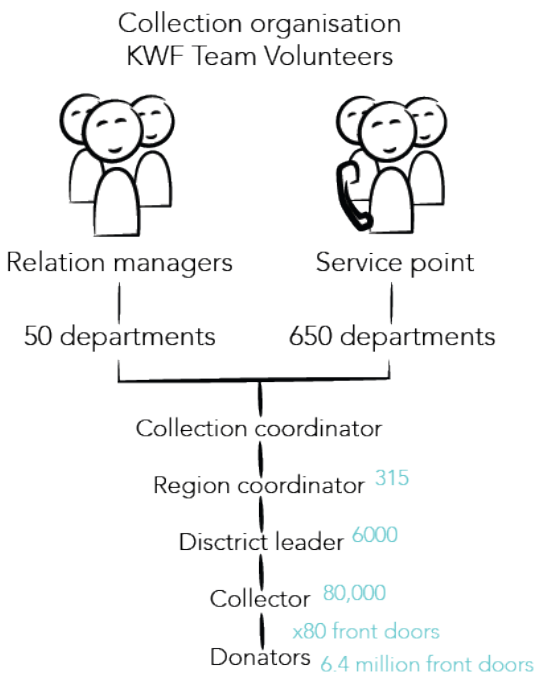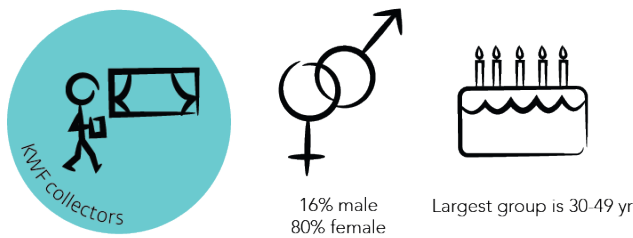

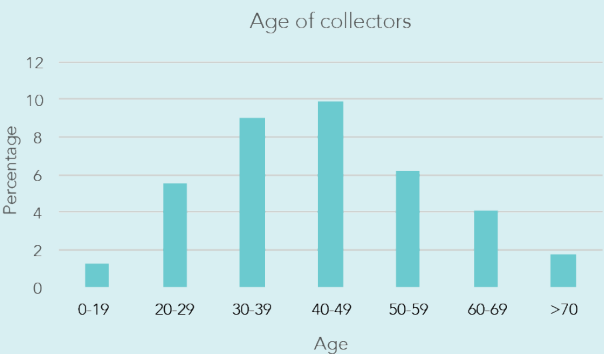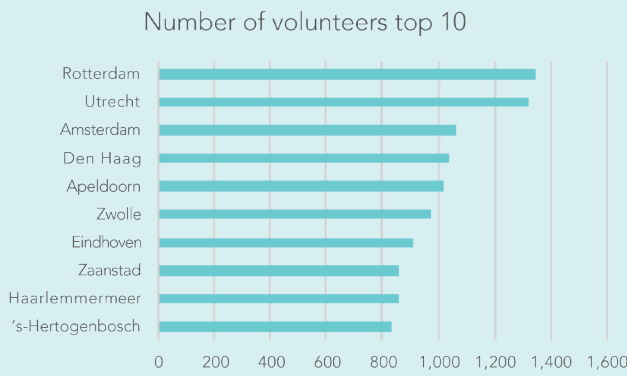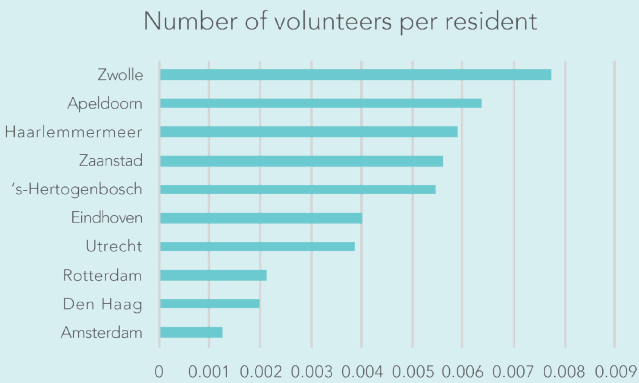Figure 2.12. Organisation of the volunteers

Figure 2.13. Characteristics of the collectors of KWF
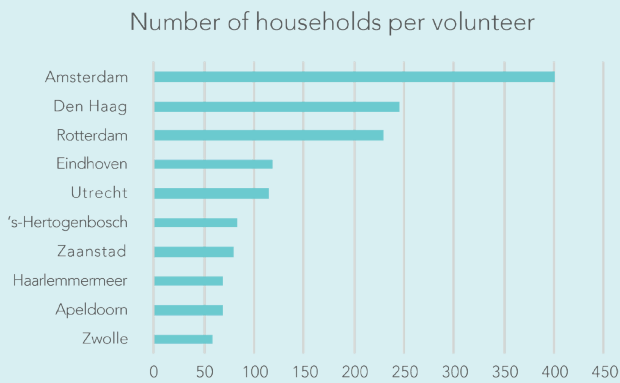

Graph 2.1. Age division of the collectors

Graph 2.2. Number of volunteers top 10

Graph 2.3. Number of volunteers per resident
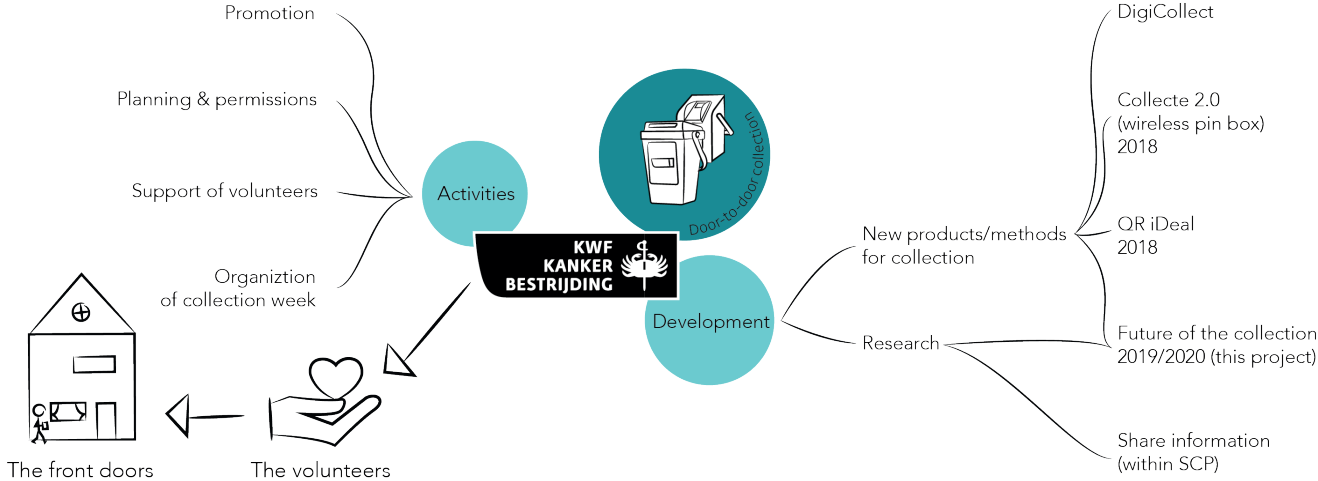

Graph 2.4. Number of households per volunteer

Figure 2.14. Activities of KWF on door-to-door collection

Volunteers

The collectors of KWF have interesting demographic characteristics (figure 2.13). Most collectors are female and in the age group of 30-49 years.

Looking at the departments and their number of collectors, it is found that the largest departments of KWF have the largest number of collectors (Rotterdam, Utrecht, Amsterdam and Den Haag), but when comparing the number of volunteers to the number of residents of these locations, interesting differences are found. Especially Amsterdam, Den Haag and Rotterdam have a low number of volunteers per resident (graph 2.3). This number is calculated by dividing the number of volunteers by the number of residents, found at CBS (2018).

The volunteer-resident ratio in Amsterdam is 0.0013, which means that 1 volunteer has to cover 792 residents. This means that each volunteer has to go by 401 homes (based on numbers from CBS, 2018). The number of households per volunteer for the other departments in graph 2.2 is shown in graph 2.4. The average amount of households per volunteer of KWF is 80. Mainly for large departments (Amsterdam, Den Haag, Rotterdam, Eindhoven, Utrecht) it is found that there are not enough volunteers for door-to-door collection.

Activities

The door-to-door collection activities are quite different for KWF compared to the volunteers. The volunteers account for all organising and collecting, KWF is there to support them in this. KWF, in general, has two different main activities; the operational activities and development (see figure 2.14). Not only Team Volunteers works on this, some elements like promotion are executed by other KWF internal departments.

KWF has operational activities like promotion, support and organisation of the collection. These activities are also supported by other companies. Different companies provide a product or service to KWF during the collection week. Figure 2.15 shows the types of companies and their products or services that are needed for the organisation of the door-to-door collection and the collection week.

A big project is the marketing campaign that starts a week before the collection week. In figure 2.16, all channels that KWF uses (focused on door-to-door collection),
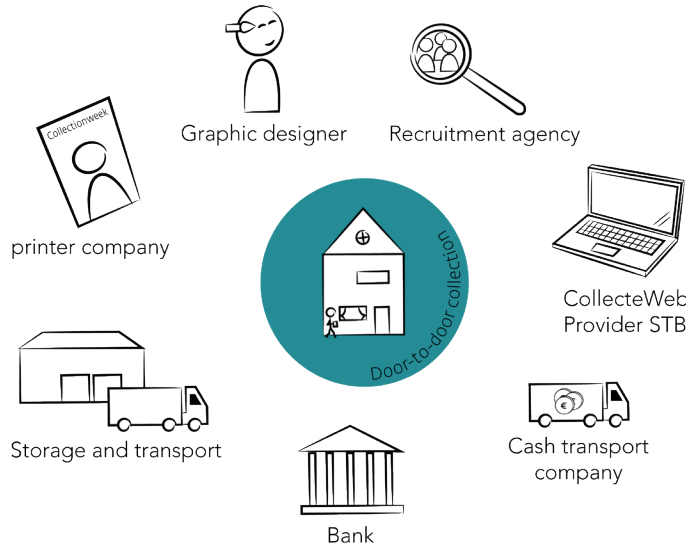
Figure 2.15. Types of companies that support KWF in its operational activities

are mapped over time and divided over three customer journey phases that the target group goes through. The channels are also divided over a vertical scale of personal approach to mass media.

The timeline in this channel overview is quite vague and differs a lot for each phase. This is due to the different methods that are being used by KWF. When someone learns about the existence of KWF at the moment the collector stands at the door, that person only has about 30 seconds to make up his or her mind. On the other hand, there could be years between encountering KWF for the first time and donating.

Dividing the channels on a vertical scale shows that the channels with a more personal approach are automatically less impressionable by KWF itself. Word of mouth goes from person to person and the collector at the door is volunteering for KWF, but what this person does is not directly influenced by KWF.
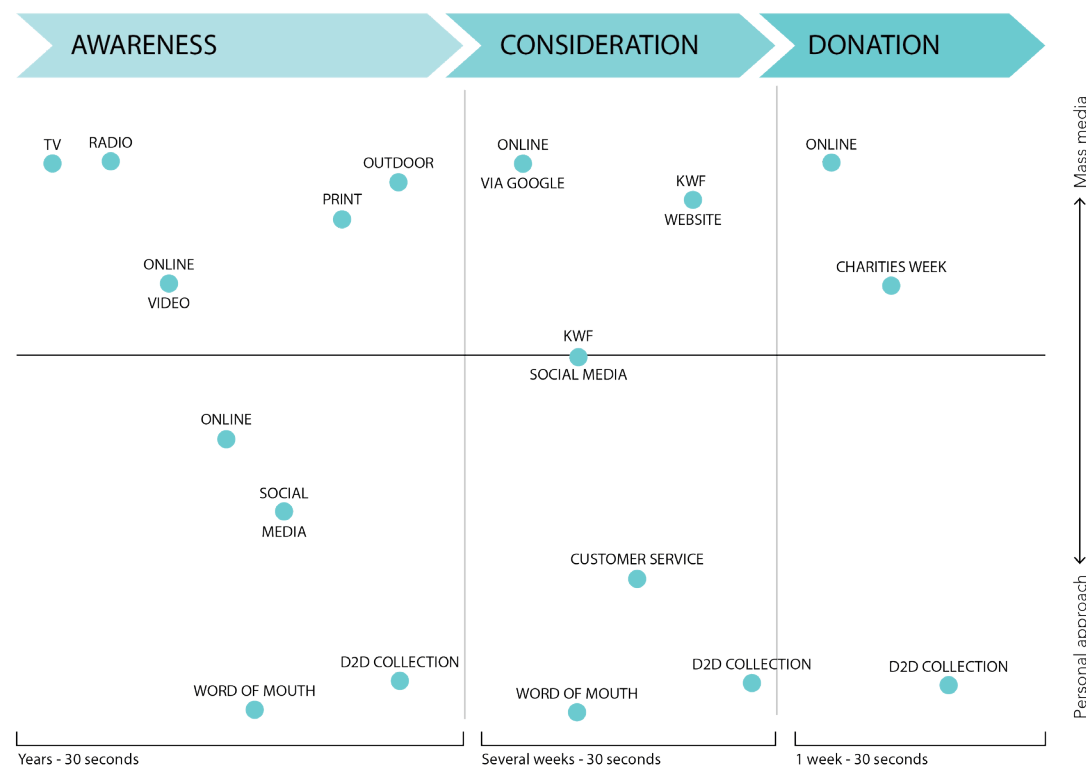
Figure 2.16. Marketing channels of KWF
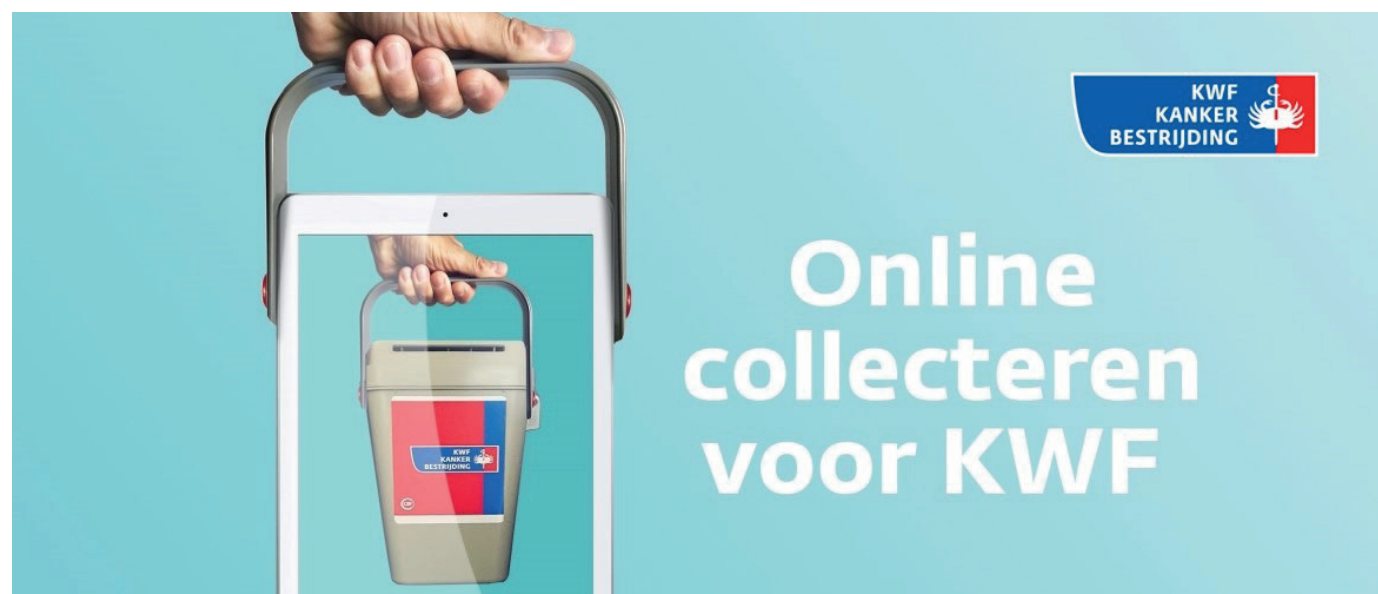
Figure 2.17. Banner for the online collection of KWF

Figure 2.18. Collection material

Development

Next to the collection activities, KWF is working on innovation. On the development side, KWF has two main activities. These are the development of new products or methods for collecting and doing research on collection. An existing collection method that KWF is trying out is DigiCollect and new collection methods that are being developed are collection 2.0 and iDeal-QR.

DigiCollect

DigiCollect is an existing system, provided by an external company called Kentaa. A lot of other organisations already make use of it (Kentaa, 2017). It allows everyone who would like to, to create a virtual collection box. People can create the box and share the link to it via social media and other channels. DigiCollect was used by KWF for the first time in 2017 (promoted using figure 2.17 amongst other content). It shows great potential for the future, since this method for collection doesn't require people to go outside and it is available on every digital device.

Collection 2.0

In cooperation with 23 organisations from Stichting Collecteplan, KWF is developing a new collection box (figure 2.18). This new collection box allows people to use their debit card for donating (insert or swipe), next to donating in cash. In collaboration with Easycollect Services (Easycollect Services, 2017), this new box was developed and it is now being tested by all 24 organisations during their collection weeks. In September of 2017, KWF also tested the new box. In 56 departments, 10 debit card boxes were tested. The results of this first test are mixed. It is not known how much money would have been donated in a normal collection box, so it can't be compared to the debit card box that was used. An interesting element is that the average amount that a person donates is higher compared to donating in cash, since people choose to donate a round number (1, 2, 5, etc. instead of, for instance, 3 coins of 20 cents). With this new method, people will always be able to donate something when they want to do so. The biggest problem with this debit card box is that it is very expensive. Therefore, it is not possible to invest in 80,000 debit card boxes for all the KWF collectors. KWF

Scan de QR-code met een smartphone en doneer via een online bankieren-app!

Figure 2.19. iDeal-QR code as used by KWF in 2018

will thus have to find the best application for this debit card box.

Side note: the QR scanning option that, for instance, is implemented in the ING app is not the same as iDeal-QR.

iDeal-QR

The newest payment method that some of the collecting organisations are now focusing on, is iDeal-QR. This works with a QR code (figure 2.19) that can be scanned with the camera on a mobile phone, after which the payment information is copied. The bank app of the user is then opened, and the payment information is processed. Right now, most people have to install a separate app on their mobile phone in order to translate the QR-code to payment information that the bank app is able to process. This is not very user friendly and at this moment, the charitable organisations are all waiting for the banks to integrate this scanning option into their own apps. In May 2018, Knab and Rabobank integrated the iDeal-QR scanner in their apps.

The collecting organisations expect that this new payment option will be the perfect method for donating when it is integrated by the largest banks and known amongst people. This is also because it will be very cheap to develop donation material for this. All you would need is a sticker with a unique QR-code for every collector and an expensive special collection box like the 2.0 debit card collection box is then no longer needed.

Numbers on the door-to-door collection

Clear numbers on the total amount collected via door-to-door collection are available at KWF from 2008 onwards (see graph 2.5). An interesting development in this graph is the sudden drop in 2013. It is expected that several

Total amount raised
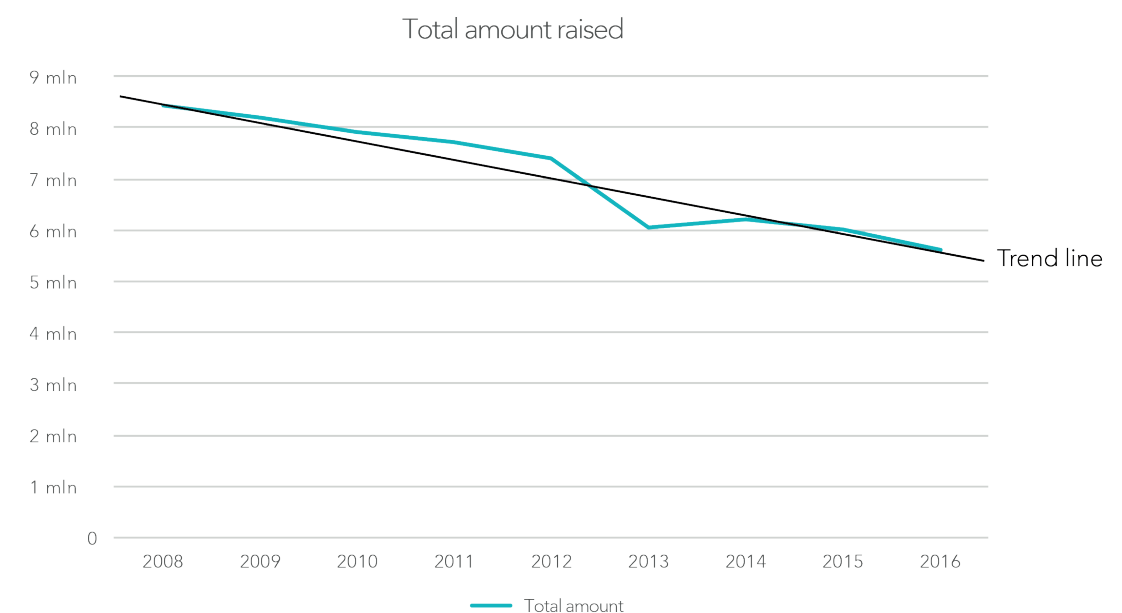
Graph 2.5. Total amount of money raised with door-to-door collection

elements were of influence. At the end of August 2013, news travelled fast about a founder of the organisation Alpe d'Huzes. The media wrote about one of the founders of the organisation that he was paid 160,000 euros in 'management fees' by another organisation called Inspire2Live (Weeda & Wester, 2013 & KWF, 2014). The Alpe d'Huzes is a yearly occurring cycling/walking event that became very famous over the years. The organisation raises money for the fight against cancer and it is a partner of KWF, also Inspire2Live was an organisation that had ties to KWF. The news about a founder receiving that much money, while being a strong advocate of the non-payment policy for employees/volunteers of charities, wasn't received well. Since both organisations involved were partners of KWF, this negative image was also projected on KWF. This was felt by KWF during the entire year, especially during the door-to-door collection, since the news broke in the end of August and the door-to-door collection was held the first week of September.

It can also be noticed that a trend line can be drawn over the results. This trend line indicates that the total amount of money raised will decrease every year. If this trend line would continue in this way, it would reach zero in the year 2031, but it is expected that other (collection) products or activities will prevent this from happening.

Looking at the total amount raised per local department of KWF, graphs 2.6 and 2.7 show the top 10 departments and the bottom 10 departments of KWF, this is calculated based on the numbers available since 2008. The average per year over 9 years was taken and divided by the total number of households in that municipality or village in 2016.

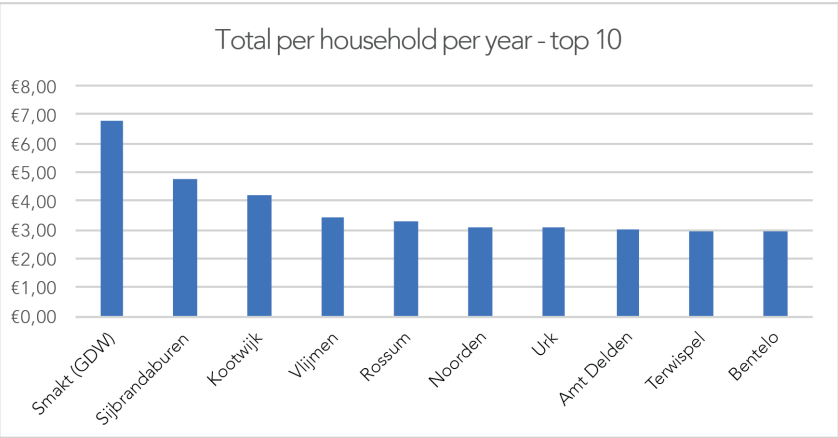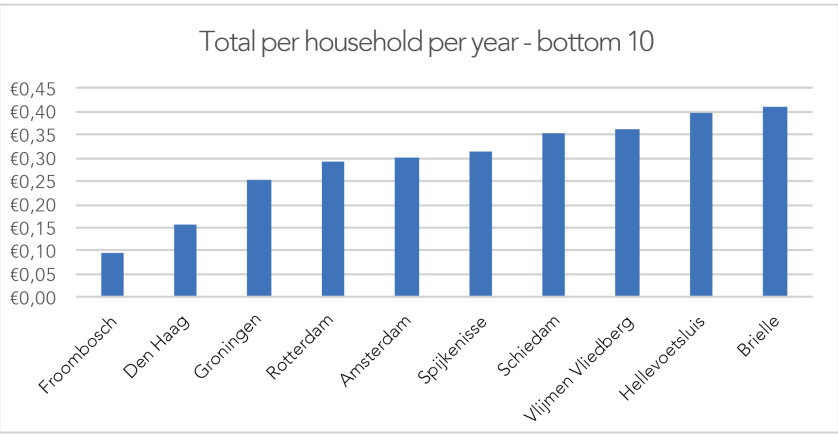Interestingly, the best performing department has an average of almost €6,76 per household and the second-best performing department has an average of €4,73. The average per year, per household over 9 years for all departments is €0,92.
It is expected based on these results, that in the large cities the low average per household is not caused by the fact that each household donates a lower amount, but by the fact that less people (or front doors) are reached by the collectors. This
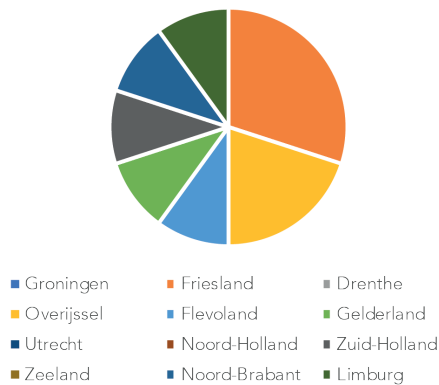

Graph 2.8. Type of town, top 10

Graph 2.9. Type of province, top 10

Graph 2.10. Type of town, bottom 10
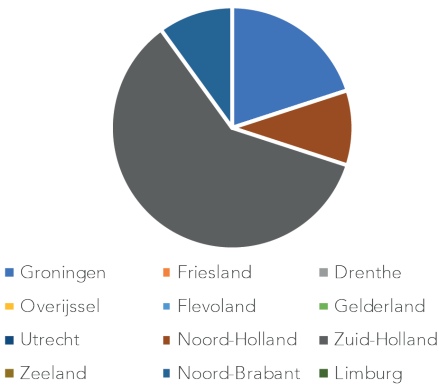
Graph 2.11. Type of province, bottom 10

Graph 2.6. Top 10 departments (average over 9 years)

Graph 2.7. Bottom 10 departments (average over 9 years)

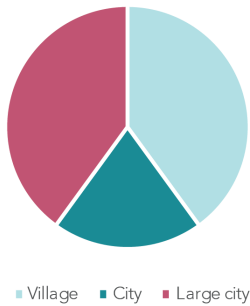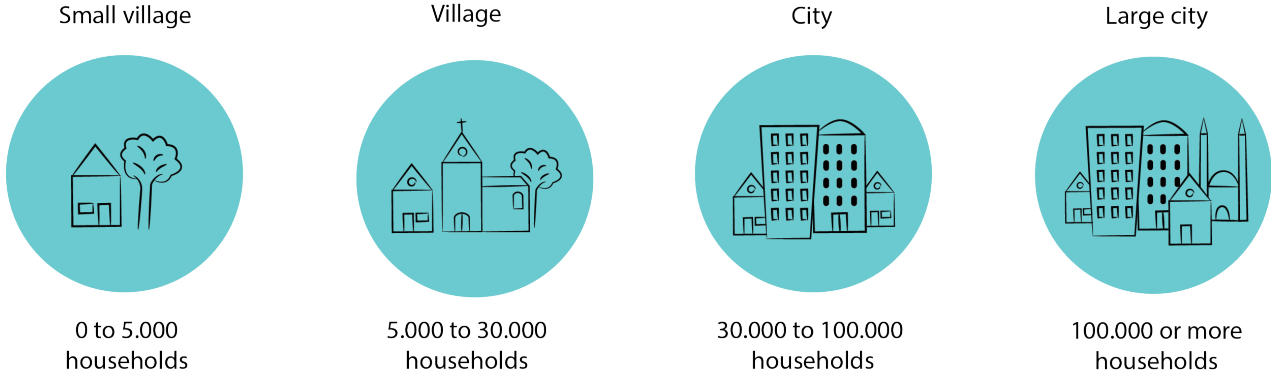Figure 2.20. Size distribution of the municipalities

also follows from the finding that some of these places don't have enough volunteers. Next to that, looking at graphs 2.8, 2.9, 2.10 and 2.11, it is found that demographic elements play an important role. Interestingly, four large cities are part of the bottom 10 places, apparently it is hard to reach people in the big cities. Also, a lot of towns in the bottom 10 list are located in the province Zuid-Holland which is the most densely populated province.
The size distribution of the municipalities is based on the 'gemeentegrootteklasse' retained by CBS (2017b). Figure 2.20 shows this division.

2.5 Conclusion

In the playing field of the collecting foundations in The Netherlands, the competition is high, and it is not easy to stand out in an industry that is this saturated. On the positive side, strict rules are set for all foundations that enable KWF and its competitors to stand out during their own collection week. The foundations work together towards improving and innovating the collection and this leads to interesting new collection products. At the same time, when all foundations work together and use the same products and marketing, it is even harder to stand out from the crowd. Therefore, KWF needs to look for its own new products for collection to stand out and, surprise the future donators.

Door-to-door collection is still the most popular method for money collection. The main reason for this popularity is the one-off nature of the donation and it does not lead to further obligations for the donator. These are important factors of collection that need to be maintained and maybe they should be emphasized more. The differences between a volunteering collector and a paid recruiter are not always clear to people. This is important, since people often like paid recruiters less.

When looking into the psychology of donating, it is found that a lot of different factors play a role. Using these psychological factors could help in improving the interaction between the volunteer and the donator. Several factors can be influenced by a new design or by a change in behaviour of the volunteer. Demographic characteristics show that big differences exist between people. Age, gender and place of residence are important. This, and other characteristics can be used for profiling people, neighbourhoods or places and these profiles can be used to determine the best suited collection strategy for these people, neighbourhoods or places.

The trends found add to the idea that different collection strategies should match demographic factors, instead of doing the same collection in the entire country. Not all areas in the country develop in the same way. Demographic trends can help identifying interesting and less interesting areas to focus on. For instance, younger people donate less and a lot of young people live or migrate to the Randstad. This makes the Randstad an interesting area of improvement. Next to this, other trends show that possible search areas might be online activities/collection or a service focused process or organisation.

The collection activities of KWF are quite extensive and they are also carried out outside the annual collection week in September. Interesting to see is that KWF uses the same collection strategy for all its departments during the collection week, while it seems KWF might profit from a more personalised approach. This will also be more important when implementing new collection products like the debit card collection box. This box is too expensive and therefore cannot be used by all 80,000 volunteers, so the best way to use this collection box has yet to be found. This personalised approach is not only necessary for the collection products, also the organisation of the local departments might need to change to fit their personal collection strategy. The number of collectors in the departments differs quite a lot and some departments don't have enough volunteers for their size. Especially for these departments it would be important to deploy their energy as effectively as possible and it might even be the case that there aren't enough volunteers in general.

The numbers on the door-to-door collection of KWF itself also show that demographics are important. The bottom 10 departments of KWF are mainly the big cities and cities and most of the 10 best performing departments are small villages. Also interesting to see, it that the most densely populated province of The Netherlands is Zuid-Holland, which is also the worst performing province.

The marketing channels of KWF show that sometimes KWF doesn't have any direct influence on the contact they have with a (potential) donator. KWF can make more use of the contact moment during collection and try to influence the moment through the volunteers.
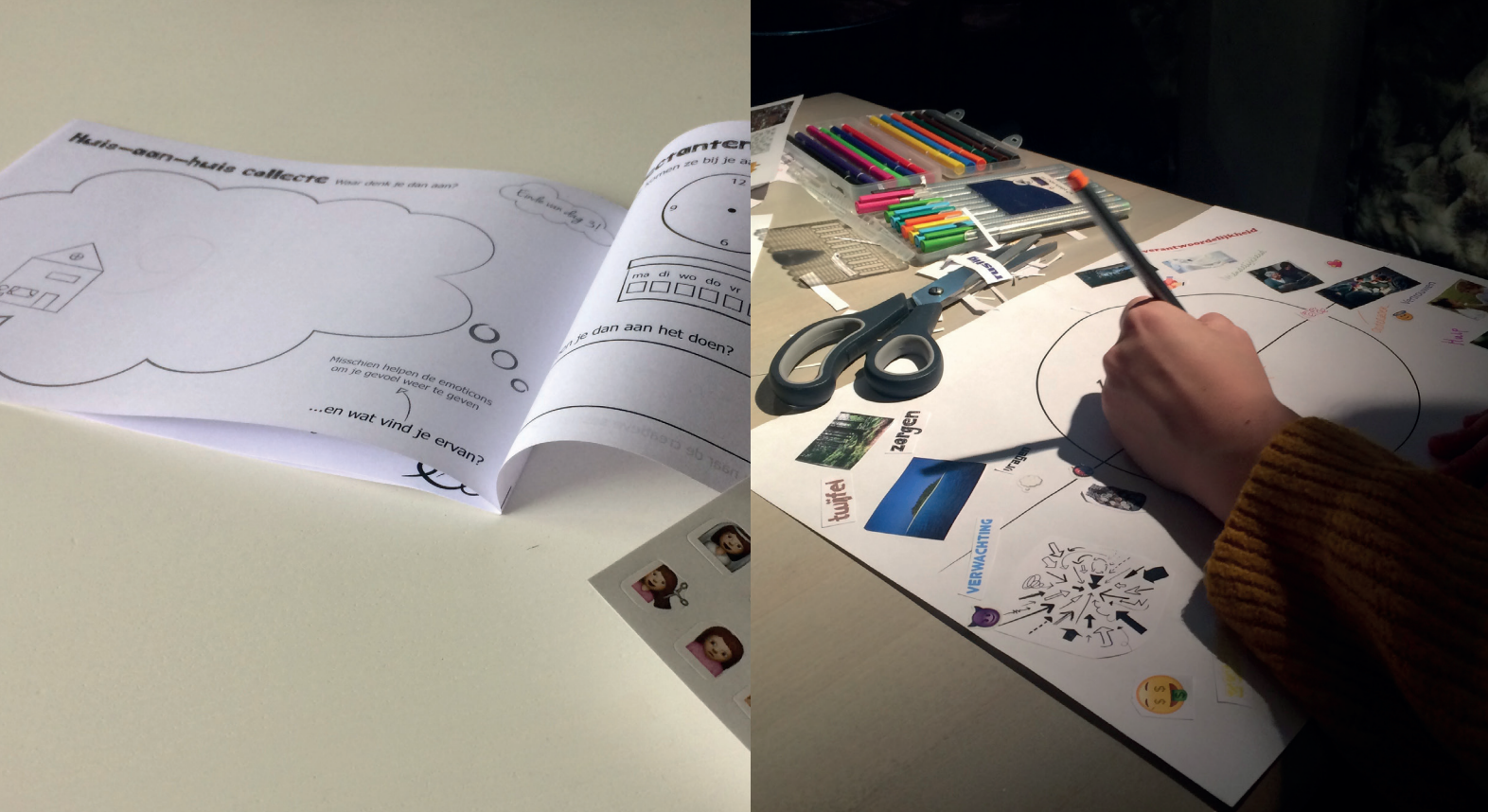
Chapter three:
Qualitative user research

This chapter describes the qualitative user research that was done during the project. Two main user groups are interesting in the door-to-door collection context: The volunteers that go out on the streets to collect money and the donators that donate their money. Two separate researches were therefore executed. These researches will be discussed in this chapter and it concludes with the main findings from both researches that, together with the findings from chapter two, lead to a reformulated design goal (discussed in chapter 4).

About

3.1 Research setup

Door-to-door collection has been done by KWF since its establishment in 1949 and the basic principle has always been the same: Volunteers go by the doors with a collection box to ask for a small donation for charity. Basically, not much has changed since then, but KWF is interested in research into the topic of door-to-door collection and is looking for new methods for collecting. So far, KWF only commissioned quantitative research that has been executed by market research institute GfK (2014 and 2017). These researches focus on the reason of existence of the door-to-door collection and on the valuation of the collection by donators. The door-to-door collection has been studied much less from the perspective of the volunteer, despite the importance of the volunteer as a user in this situation. Moreover, there is no research done by KWF (or commissioned by KWF) that focuses on the experiences of the donators with the KWF door-to-door collection. The qualitative research done here aims to fill this knowledge gap.

The first research, the qualitative volunteer research, aims at providing new insights into the door-to-door collection system from the perspective of the volunteer, as well as new insights into the experience of the volunteer him/herself. To gain these new insights, research question 1 was established.
In order to answer this main research question, sub-questions 1.1 - 1.4 were formulated.
To find an answer to these questions, a case study research was conducted in which several volunteers are interviewed during semi-structured interviews and through a creative session.

The second research, the qualitative donator research, aims at providing new insights into the motivations of people in The Netherlands for (not) donating and at new insights into the general view on KWF. To gain these new insights, research question 2 was established. In order to answer this question, sub-questions 2.1 - 2.5 were formulated.
To find an answer to these questions, a case study research was conducted in which two groups of people are interviewed during semi-structured interviews and a creative session. The two groups are people that usually donate to charity and people that don't.

3.2 Qualitative volunteer research

Method
Design
The research method is a qualitative case study, conducted through two different data collection methods. The case study research method is suited when a 'how' or a 'why' question is being asked and when there is no control over the events that are happening (Gray, 2014). This is the case for this research question and situation, and therefore the case study research method was selected.
To elicit not only explicit knowledge, but also tacit and latent knowledge from the respondents, both interviews and generative sessions are used in this research.

Question 1
"What are the experiences with door-to-door collection of the volunteers of KWF?"

1.1 *"What was the last experience with the door-to-door collection?"*

1.2 *"What is it like to do door-to-door collection?"*

1.3 *"Why do people decide to volunteer for KWF?"*

1.4 *"What do volunteers think of KWF?"*

Question 2
"Why do people in The Netherlands (not) give money to KWF via door-to-door collection?"

2.1 *"Why do people (not) donate to charity?"*

2.2 *"What do people think of the different donation methods available?"*

2.3 *"What do people think of the door-to-door collection?"*

2.4 *"What do people think of KWF?"*

2.5 *"Why do people (not) donate to KWF?"*

Interviews are a great tool for eliciting explicit knowledge and generative sessions are known for their ability to elicit tacit and latent knowledge (Sanders & Stappers, 2012). By combining and comparing the findings from both data collection methods, a comprehensive answer to the research question can be found.

Sample
The respondents in this study are door-to-door collection volunteers, that did door-to-door collection in September 2017. The respondents were recruited via KWF colleagues and board members of local KWF departments. For the interviews, four different KWF departments were selected for the recruitment of 5 volunteers. The department selection is based on the size of the departments and places, the geographical situation and accessibility. This sampling is purposive and strategic (Miles, Huberman & Saldaña, 2013), with the aim of recruiting at least one volunteer from each department size as found in figure 2.20. This is done, because it is expected that the size of the places or departments has influence on the door-to-door collection. The characteristics of the respondents are shown in figure 3.1.
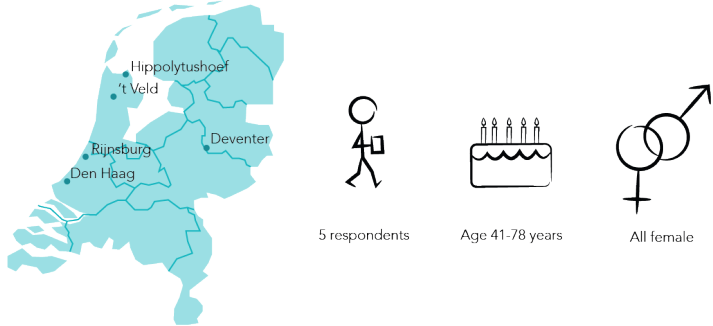
For the generative session, two volunteers were recruited. The volunteers originate from a different area than the respondents in the interviews. Here, convenience sampling was used (Miles, Hurberman & Saldaña, 2013), the selection was based on accessibility and availability of both researcher and respondents. The characteristics of the respondents are shown in figure 3.2. The two respondents in this study are district leaders, so next to collecting they also coordinate the collection in their district (on average they manage 10 – 15 collectors).

Procedure
The interviewees were visited at home by the interviewer. An interview guide was created and used as a guideline during the interviews (see appendix B). The audio of the interviews was recorded for later analysis.

The generative session was held in a hired office close to the places of residence of the two respondents. One week beforehand, the respondents received a sensitizing booklet (see appendix C). The aim of the booklet was to elicit the last collection experience, which was 3 months earlier. The booklet consisted of five daily assignments, arranged from general knowledge questions to specific knowledge questions. The booklet was made this way, so the respondents would think about the collection during five days prior to the generative session and in this way elicit more information and more detailed information on the collection week.
During the generative session, the audio was recorded for later analysis. The session started with an introduction round and an explanation of the session. The respondents were asked to explain what they filled out in their booklets and after this, the respondents were asked to create a timeline about collecting for KWF using the provided sheets with pictures and other imagery. For the complete session guide, see appendix D.

Stimuli
During the interviews, no special stimuli were used, except for the interview questions as formulated in the interview guide (appendix B).

During the generative session, next to the sensitizing booklet, sheets with images and other imagery were provided for the creation of the timelines. The sheets can be found in appendix E. When selecting pictures for a generative session, it is important to make sure that the pictures are ambiguous, the respondents need to be able to use the pictures in different ways. This ambiguity
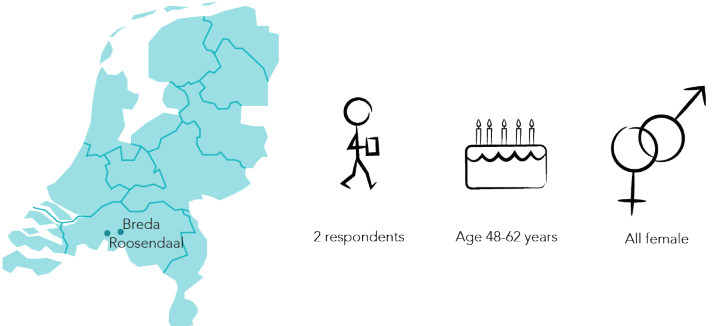
was also tested during the pilot session. Other imagery provided were smileys, to stimulate the respondents to assign emotions to certain events displayed on the timeline.

Analysis
All interviews were transcribed following the intelligent verbatim transcription method. This means that uninformative 'ums', laughter and pauses during the interview are left out of the transcript. This way, transcribing goes faster without losing information or quality. The following analysis step was coding, this is done to identify important words or sentences from the interviews. These initial codes from all five interviews were written down, compared and clustered.

The timelines created during the generative session were compared and put together, merging them into one timeline. Codes from the interviews were placed on this new basic timeline. The aim of this analysis is to understand the collection process and creating one overview of the experiences of all respondents.
To get a clear idea of the differences between the respondents and to understand the nuances, jointly told tales are created for 5 important main codes.

Results
The timeline of collecting
An overview of the codes from the interviews is provided in figure 3.3. In this overview, the bold codes are the main codes that describe a group of sub-codes. The different main codes are ordered based on when they play a role during the door-to-door collection process. This led to four different categories; the 'start' of collecting, the 'collection week' and the 'end' of collecting and lastly, the fourth category is about the 'overarching' motivation and the personal aspects that play a role.
The timelines created during the generative session can be found in appendix F. Information from the timelines, together with the codes from the interviews led to a new timeline, shown in figure 3.4.

Jointly told tales
The different categories and codes are discussed by the collectors themselves in the form of 'jointly told tales' (Kleinsmann & Valkenburg, 2008). A jointly told tale is a form of storytelling by the researcher. In these stories, quotes of respondents are combined with extra insights and the viewpoint from the researcher.
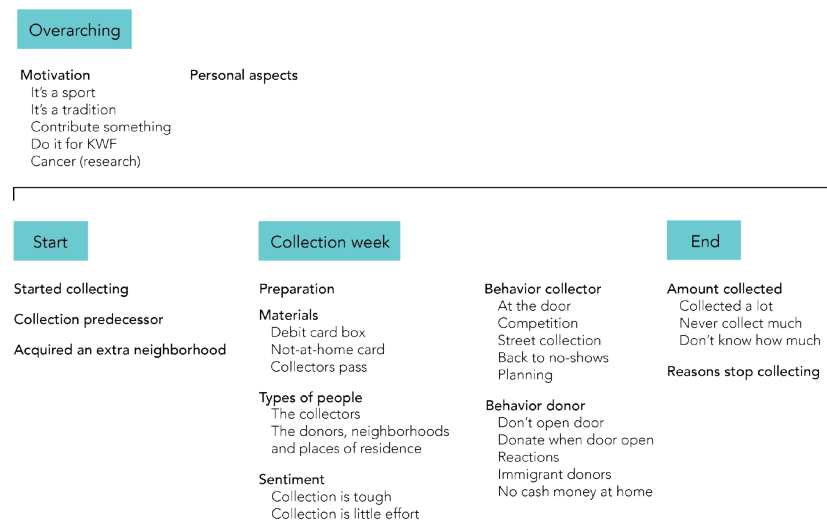
Figure 3.3. Overview of the codes of the collector interviews
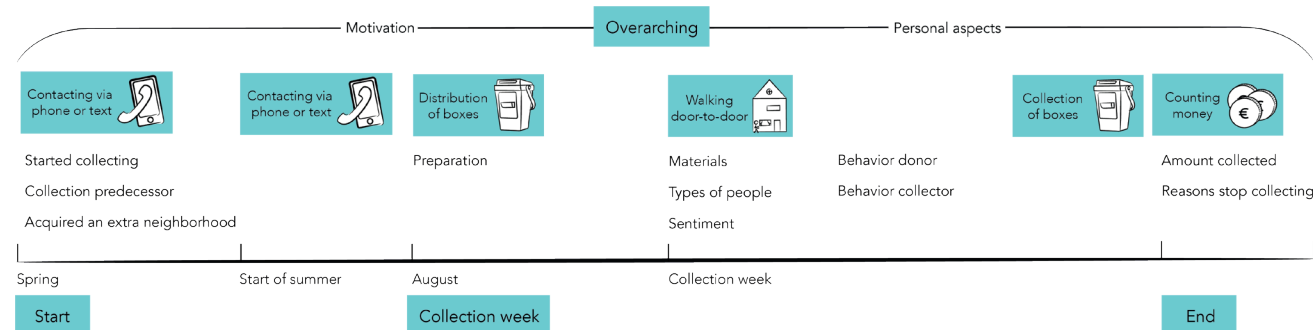
Figure 3.4. Timeline and codes

Figure 3.5. Collectors talking about their motivation

Tale 1: About motivation and personal aspects
Illustrated in figure 3.5
Collector 3: So I do collection because I believe that there is still a lot to be achieved in cancer research and a lot of money is needed for that. That is an important reason to keep collecting.

Collector 5: Yes, for me it's the most important, my daughter survived cancer and all research is important.

Collector 2: I agree. It is such an important cause for people who have experience with the illness.

Collector 1: Me too, I also had to experience what this disease can do. My husband has had colorectal cancer since he was 31. We were married for just one year. He deceased four years ago, it's a big motivator.
And you know, so many people you visit start explaining why they want to donate something. You hear things like 'my mom just had surgery', or this or that person has cancer… and collecting can take a long time, because all those people want to tell their story!

Collector 4: I understand that. I have to say, there will probably be people who like doing door-to-door collection, but for me that is not the case. I do it because it's for a good cause, not because I like doing door-to-door collection so much. Lucky for me, the weather was nice last time, it was a lovely evening. That gave a good feeling.

Collector 1: Yes, for me it's also about the nice feeling you have when doing it. You really feel like you are contributing something.

Collector 3: For me too, you are doing something for society and other people and maybe also for people around you or even yourself, because we might experience the illness too in the future. I always say, you don't have to wonder if you get it, but rather when you get it and in what form.

Collector 1: You're probably right there… I have to say, I only collect for KWF. I fully support them.

Collector 4: I agree. And I have to say, the people also didn't say anything about KWF specifically. No one said to me that they don't think it's a good cause or anything.

Collector 2: I actually never looked into KWF or anything. I just do the collection for the cancer research. For me, collection is just something you do. It's a part of life.

Collector 1: I like collecting, because it is a bit of a sport! I love to see the big notes going into the collection box…

Collector 2: Yes, true! I also collected the largest amount of my district last time.

Collector 5: I actually don't like the competition between the collectors. I never collect much. But I do it for my daughter who wants to do it and hearing all the personal stories from other people is really nice. It's probably because I go out with several little kids, people want to hear your story, even the people sitting on the terraces in the city center.

Collector 3: The personal part is very important I think. Especially older people here in my village will trust the collection more if the same person comes by every year. Also, if they don't know you, a lot of people probably just don't open the door.

Collector 2: Yes, and when people know you, doing collection is easier too.

Collector 1: For me especially, the personal part is what makes it nice and easy to do. A lot of people know me and my story. Some of them even have the money ready at the door. I think it will be easier for people to ignore you or send you away when they don't know you.

Tale 2: How they started collecting
Illustrated in figure 3.6
Collector 1: I have been collecting for so long now, 36 years already! So, everybody here knows I collect for KWF.

Collector 3: That's a long time! I have been doing it since 2012 I think. I did collection before, for the animal protection.

Collector 1: I also did collection for the animal protection. I didn't like to do that. All the people have so much to say about that, like 'yes, but what about the dog poo on the sidewalk?' and other stuff.

Collector 4: That's not nice. This year was my first time, but I did collect for the red cross before.

Collector 5: I also started just a few years ago. My daughter wanted to do it, and someone came by the door recruiting collectors for KWF, which was perfect so that's how we started collecting. I actually keep doing it because my daughter wants to.

Collector 3: That's nice right. I like collecting together with my daughter. I was asked to do it by someone from the village. A lady from across my home had been doing the collection for such a long time, so I took over.

Collector 2: I also took over from a lady that had been doing it for way too long. She came by with the collection box and I asked why she still had to do it. She told me no one else would do it! So, I said that I would do it next time. And now I have been doing it for 10 years already.

Collector 1: That's interesting, I also took over from someone else, but because she was moving away, not necessarily because of her age. Not so long ago, I also acquired an extra neighbourhood, I thought I can handle those 5 or 10 new homes. But I have to say, if it's going to grow, I don't think I want to keep doing it.

Collector 2: I understand. I also acquired an extra neighbourhood, it's full of companies. But I don't care about that! I just step inside everywhere I can!

Figure 3.6. Collectors talking about how they started

Tale 3: Preparing and planning
Illustrated in figure 3.7
Collector 3: I always receive a text, asking whether I want to collect again or not. Most of the times my answer is 'yes, sure'. And then you receive the whole package with all the material just before the collection week.

Collector 5: Yes, I also receive an e-mail or text. We go get the collection box and other materials ourselves and that's it.

Collector 1: For me it's more personal. The chair of the KWF department most of the times calls me asking if I want to help again and if the KWF flag can be put in my front yard again.

That's always fine of course, so I see him during the week before the collection week.

Collector 2: For me, it's also more personal. A lady of KWF always asks when she can come by with the materials.
And then you have to go out during the week. I just follow the weather, I go out when it's nice. But I also know that the Monday is not the best day to go out, people don't have cash on that day.

Collector 3: I don't really plan or something. I just go out on one evening and that's it.

Collector 1: I don't do that actually. I write down which homes I didn't do or who wasn't at home and I come back later in the

week. And you have to start early right. I always start around 6 and stop at 8 already, because you have to go while it's still light.

Collector 2: Yes, I even start around 5. And when you have to visit companies, even earlier of course.

Collector 1: I can imagine that. The nice thing is though, in September it's still light around that time.

Collector 5: I also go out around dinner time. The restaurants are also full then!

Collector 4: I do the same and I actually went out on only one evening. But what I find difficult, in September a lot of older people are still on vacation.

Figure 3.7. Collectors talking about preparation and planning the collection

Tale 4: Experience during collecting
Illustrated in figure 3.8

Collector 3: So you go out and ring the doorbells. You know there are always people who don't open the door on purpose. Some people can even be a bit aggressive. But when they don't open the door, so be it.

Collector 1: Yes, indeed. I then always think, just open the door and say that you don't want to donate. I can't stand it when they do that.

Collector 2: I had one experience… I was walking in the street and the lady saw me coming and she didn't open the door. So, I went back a second time and I saw her in her home, but she just didn't open the door. I just started knocking on the window. She was not amused when she finally opened the door. So, I said to her that she could also just say that she doesn't want to donate. Just be nice to other people right.

Collector 4: Yes, well I feel like it's their own choice when they don't want to open the door. I just move on.

Collector 3: Yes, and when the door does open, actually everyone gives you something.

Collector 1: But some people say that they don't have any cash

at their home. Then they give just a few small coins.

Collector 5: Yes, and because I walk around with the small kids, they suddenly don't use that excuse anymore. Suddenly they have a lot of small coins somewhere.

Collector 2: I actually think it's fun to try to get them do donate even when they first say no. I just walk in everywhere and see what I come across.

Collector 3: I think it's everyone's own choice you know. I then think they probably have other priorities or they donate online. It's not my job to try and convince them to donate. You shouldn't force them to give something. And most of the time people are quite positive. This year more people were willing to give something.

Collector 4: I got different reactions. Some go and get something for you, others say they already donate online. I do that too, but I always give something to the collector. Or people just say no, thank you. I think everything is fine.

Collector 5: For me the most interesting is that people immediately start telling their own personal stories. And when they don't want to give, they don't say much. Probably because I am there with the kids.
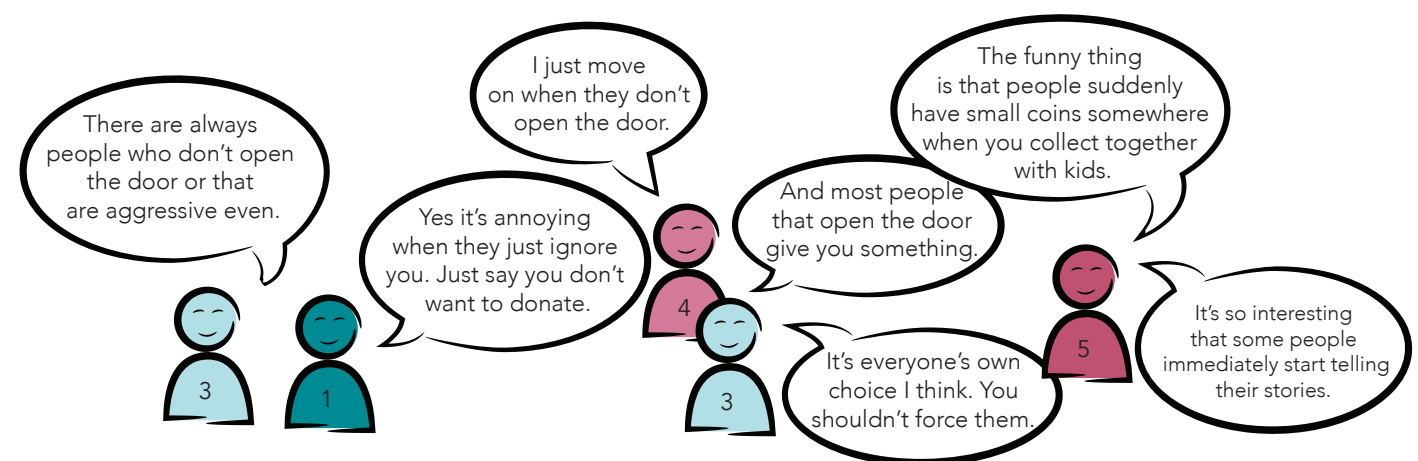
Figure 3.8. Collectors talking about their experiences with collecting

Tale 5: About experience in different neighbourhoods
Illustrated in figure 3.9

Collector 3: I think that there is a big difference between collecting in the city or in a village. People probably feel a higher need to donate to someone they know, so in a village this happens more often.

Collector 4: For me personally, I don't think it has much influence. I was collecting on the other side of the neighborhood and I don't know whether it makes much of a difference.

Collector 5: For me it has much influence. This neighborhood is not suited for collection. There are a lot of expats here and a lot

of people don't open the door, also because of drugs dealers that live in this street. Going inside the shops also doesn't work, so the only place to go is the terraces.

Collector 4: Yes, the different types of homes have much influence. My niece was collecting in a villa district and there she had less addresses than me, but she collected much more.

Collector 5: I also think that the walking is quite hard. The walking and the asking around.

Collector 4: I can imagine! It's a lot of work, also for the KWF department.

Figure 3.9. Collectors talking about collecting in different neighbourhoods

Conclusion
To answer the research question, several analyses have been done. Unfortunately, there is not one true answer to the question "What are the experiences with door-to-door collection of the volunteers of KWF?" Every collector and coordinator have their own way of doing things, so there are 7 different answers to this question.
A timeline was created that summarizes the results. In general it shows what a collector does before, during and after the collection week. The codes that are placed on this timeline, together with the jointly told tales, explain in more detail what different collectors do and experience.

Start
In spring, the first contact between the district leader and the collector takes place. This first contact is initiated by the district leader, who in her/his place was asked by the region coordinator or the collection coordinator to start contacting the collectors again. The contact would normally go via phonecall or text message. Some district leaders feel like it is really important to have personal contact, to be kind and to make sure collecting is as easy as possible for the collectors, otherwise they might stop collecting. Collectors start collecting because of several reasons, it is often to help out someone they know, because they take over from someone, or because they are recruited.

After the first contact the district leader knows whether she/he has enough collectors for the district and can take action when this is not the case. Then at the start of the summer, the district leader contacts the collectors again. This time the district leader will ask how and when she/he can deliver the collection box in the end of August. Here too, the district leaders have their personal approach. One district leader organises an evening with drinks and

another makes appointments with the collectors, so she can bring the boxes by the homes of the collectors, with the idea of making it as easy as possible. One option is also to let the collectors come to one place and let them pick up their own collection box.

Collection week
In August, the collection boxes have to be distributed. As mentioned before, this is done in different ways. The method of getting together probably has some interesting advantages. Firstly, you get to meet the other people that do the collection in the same neighbourhood. Next to that, you can exchange tips and tricks and that can be especially convenient for people who do collection for the first time. And lastly, it could also create a bit of a competition between the collectors, as that feeling would be stronger if you know each other. A lot of collectors want to collect the biggest amount they can get and see it as a sport or competition.

Everyone has their own approach to doing collection. The method depends very much on the type of neighbourhood a person is collecting in. One collector from Den Haag does the collection in the city centre. This part of Den Haag is not a great area for door-to-door collection because a lot of people don't open their doors. Instead, the collector goes by all the stores and terraces in the area. She doesn't get high revenue, but it's more than when going door-to-door in her neighbourhood. What also happens in the city, is that collectors meet up during the week and they do street collection together. They stand at busy points in the city, like the entrance of the central station during rush hour.
On the other side, in smaller villages collectors have an entirely different method. Some collectors write down which homes they have visited and which people weren't

home. Then later during the week, the collectors go out again, to revisit these homes. It sometimes happens that a collector goes out 3 or 4 evenings to get to all people living in their area.

It was also noticed that in smaller villages, personal aspects play a more important role, because a lot of people know the collector, either from the previous collection weeks, or just as someone from their neighbourhood. Here, the mechanism of social pressure is still in play. Social pressure is much less in bigger villages, cities and especially in the large cities social pressure is less noticeable.

Overarching
Different collectors have different collection tactics. Different tactics are probably also a result from different motivations. Briefly summarized, collection is done for the good cause, to help out someone else, or because people have experience with cancer or KWF.
This leads to different collection tactics ranging from going out just one night when the weather is nice to going out several evenings and making sure all front doors are covered. Collectors say different things at the doors as well. Some feel the need to persuade others to donate and some don't think they should be the people to persuade others.

3.3 Qualitative donor research

Method
Design
As in the previous research, the research method is a qualitative case study, conducted through two different data collection methods. To elicit not only explicit knowledge, but also tacit and latent knowledge from the respondents, both interviews and generative sessions are used in this research. By combining and comparing the findings from both data collection methods, a comprehensive answer to the research question can be found.

Sample
The respondents in this study are residents of The Netherlands selected using random sampling. In total 10 respondents were interviewed of which 5 indicated beforehand that they normally donate to door-to-door collection and 5 indicated that they normally don't donate to collection. The respondents were recruited via a recruitment bureau. Figure 3.10 shows the demographic characteristics of the respondents.
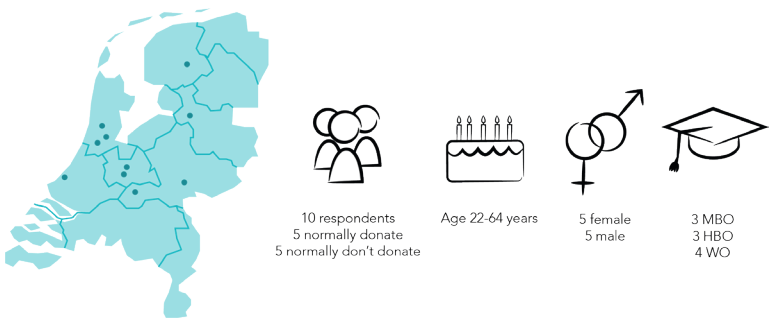
For the generative session, three volunteers were recruited. The volunteers originate from a smaller area than the respondents in the interviews. Here, convenience sampling was used (Miles, Hurberman & Saldaña, 2013), the selection was based on accessibility and availability of both researcher and respondents. The characteristics of the respondents are shown in figure 3.11.

Pilot
For both data collection methods, a pilot study was executed to make sure that the research design suits the goal of the research. After the interview pilot, the interview was transcribed and analysed. Some of the questions in the interview guide were adjusted following this analysis. After the generative session pilot, both the recorded audio and the created material was analysed. A few pictures used in the session material were removed or replaced.

Procedure
The interviewees were interviewed online using Skype. The respondents were told by the recruitment bureau that the interview would be about 'charities and collection'. No other information was disclosed to keep the respondents open and to let them start the interview without an opinion. Via the recruitment bureau, Skype meetings were planned, and the interviewer and the interviewees met online for the first time. An interview guide was created and used as a guideline during the interviews (see appendix G). The audio of the interviews was recorded for later analysis.

The generative session was held in a room in a restaurant. One week beforehand, the respondents received a sensitizing booklet (see appendix H). The aim of the booklet was to elicit the last donation experience. The booklet consisted of five daily assignments, arranged from general knowledge questions to specific knowledge questions. The booklet was made this way, so the respondents would think about the collection during five days prior to the generative session and in this way elicit more information and more detailed information on the subject.

During the generative session, the audio was recorded for later analysis. The session started with an introduction round and an explanation of the session. The respondents were asked to explain what they filled out in their booklets and after this, the respondents were asked to create two posters, one about collection and one about KWF, using the provided sheets with pictures and other imagery. For the complete session guide, see appendix I.
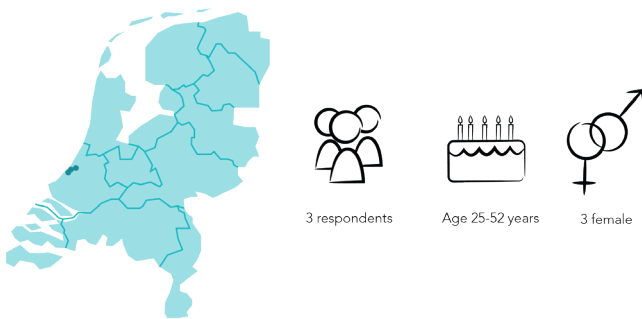
Stimuli
During the interviews, no special stimuli were used, except for the interview questions as formulated in the interview guide (appendix G).

In the generative session, the sensitizing booklet, the sheets with images and other imagery were the same as the material in the generative session with the volunteers. The sheets can be found in appendix D.

Analysis
All interviews were transcribed following the intelligent verbatim transcription method, as described in chapter 3.2. Analysis was done following the grounded theory method (Birks & Mills, 2015). The first analysis step was coding, this is done to identify important words or sentences in the transcripts. These initial codes from all transcripts were written down and the quotes were physically clustered, ordered and rearranged on the wall. This allowed for easy arranging and creating a clear overview. Several models and theories were formed following from this.

The posters created during the generative session, as well as the recorded audio of the session, were analysed after the interview analysis. Any new information that was found was added to the models and schemes created.

Results
Different models were created during the research analysis. The first model is the general donating process model. After creating a model on the donating process, literature was consulted again. Both the newly created model and the donating model from Bekkers & Boonstoppel (2011), see figure 2.4 in chapter 2.2, were compared. Several similarities were found between both models, but the model created based on the research includes the element of time and elements known from the customer buying process (awareness, consideration, donating and stop donating). The new model reveals new information, because it shows that different characteristics and considerations play a more important role during different phases of the 'customer journey'.
One of the elements in the donating process is 'the cause/organisation'. During analysis a lot of considerations concerning the cause or organisation were found. These considerations were put together in one overview, see figure 3.13.

A lot of insights about the donators' experience with the door-to-door collection were found. To create a clear overview, the empathy map was used. The empathy map allows the designer to acquire a better understanding of the user (Conte et al., 2015) and it looks at the experience of the user from four different sides, namely 'think and feel', 'see', 'say and do' and 'hear'. All the experiences together are summarized in pains and gains, which creates a clear summary of the experience of the user.

All experiences of the interviewees are summarized in quotes on the empathy map model in figure 3.14. Two new elements were added to this model, to get a better overview of all information provided. A scale is added to each quadrant. The scale goes from negative (left and

down) to positive (right and up). Next to this, some of the quotes are made bold. This means that a quote was found for three or more respondents in the research.

Conclusion donor research
The research question "Why do people in The Netherlands (not) give money to KWF via door-to-door collection?" has several answers. The first conclusion is that there are a lot of elements that lead to the decision to donate. The donation process model (figure 3.12) shows which elements are in play and which elements may be influenced. The demographic, socio-economic and religious characteristics of people are the least impressionable. But elements like marketing, method of approach and number of requests are directly impressionable by KWF.
One less impressionable element is the consideration on a cause or organisation. Figure 3.13 shows that a lot of elements play a role and even more interesting to see here, is that when a person is predominantly on the positive side of this scheme, it still doesn't mean that someone will donate to the organisation, since a lot of other elements play a role in the decision-making process as well.

Think & feel
The field of think & feel in figure 3.14, shows on the negative side that people can feel quite uneasy about the door-to-door collection, but also about KWF and cancer research. Some people feel like collection is an invasion of their privacy. They want to be able to choose themselves whether someone comes by their doors. But it can also be uncomfortable because of the time of the collection. In winter, it gets dark quite early and people don't like to open their doors when it's dark. To summarize this in a 'pain'; some people feel like door-to-door collection can be uncomfortable.

Some people feel that the way KWF is doing its work, is not the way to go. Others feel like cancer is too big of a subject, and don't see how one can 'fight' against this. And some say that because cancer is such a big subject, it is the task of the government to do research. This can be summarized in: 'some people simply don't support the activities of an organisation and therefore don't donate'.

Looking at the method of collecting, a lot of people feel like collection is just old-fashioned and for that reason funds should look at different options. People feel like the modern technologies should be able to provide enough for funds to come up with something new. In the middle of the empathy map, the quote 'it's just a tradition' can be found. This quote adds to the feeling that funds just do door-to-door collection because they have been doing it for a long time and they are not able to come up with something new. But there is another side to this. Namely, some people believe that door-to-door collection being a tradition is a positive element. It has a feeling of nostalgia and to some people that is a very positive feeling.

In the middle of this field, the quote 'sometimes I want to know more about a cause before I give anything' is placed. This quote was found for quite a lot of respondents and it is important to take into account. This quote is also true for KWF, it was found that a lot of people know the

Figure 3.10. Characteristics of the respondents of the interviews

10 respondents
5 normally donate
5 normally don't donate
Age 22-64 years
5 female
5 male
3 MBO
3 HBO
4 WO

Figure 3.11. Characteristics of the respondents of the generative session

3 respondents
Age 25-52 years
3 female

organisation, but they don't know what its activities are. When people don't feel connected to the cause of cancer research, the chances are high that they will not donate.

Then, in the middle of the map the feeling 'I feel less guilty' can be found. To some people, donating is not about doing something good for someone/something else, but it is more about buying off their guilt. This quote fits the feeling of 'I give something to get it over with'.

The feelings and quotes on the positive side, can be summarized in two different sentences. The first is: when I feel like money will help the cause, I'll give it. The other sentence is: a cause/organisation and its methods need to appeal to me. People want to have the idea that an organisation is doing the right things, and the cause itself needs to be important to people.

See
In the field of 'see', quite some more negative things appear. Three quotes on the low negative side, all come down to the same thing. It is about seeing where the donated money goes to. People want to know how their money is spent. And some people believe that it is spent wrongly. Here, it was also noticed that people don't actively go looking for information. It appears that they need to have this information provided actively.

What was found as well, is that the door-to-door collection is not seen much anymore. A lot of people stated that it had been a while since they had seen the last collector at their door. This was especially the case for people living in the cities and one respondent that lives in a large apartment building in Den Haag, has never seen door-to-door collection in his life. Collecting in the cities is probably a lot harder and it is expected that people don't necessarily give less money in the cities, but that less people are being reached per collector.

On the other side of this, some people see too much charities and don't know which one to choose anymore and some people see door-to-door collection every week in their village. The result can be that people do not choose any fund, or that they give a very small amount to all of the funds.
As mentioned before, people feel like the door-to-door collection can be uncomfortable. The fact that people see 'annoying people peddling for money' adds to this feeling.

The quotes 'the main focus of KWF is doing research' and 'cancer research has already shown great progress' add to the gain of 'a cause/organisation and its methods need to appeal to me'. When doing research for illnesses appeals to people, they are more positive about KWF. The quotes 'friends/family that have to cope with cancer' and 'people organise nice events for organisations like KWF' also add to this idea. When people see a friend or family member that is dealing with cancer, they are more inclined to give something to KWF or even organise an event or be a collector.

The quote 'neighbours making an effort doing the collecting' adds to the gain of 'the collector standing before me and his/her way of doing influences my donation'. Social pressure plays an important role here and people feel the pressure of donating when someone they know stands before them. Especially when the collector has experience with something like cancer and you know about this, the social pressure increases.

Say & do
What people say and do adds to the pains and gains that have already been found. But also new pains and gains that can be found from this part of the empathy map. For instance, people like door-to-door collection, because it is quick and easy. Most people that give money to door-to-door collection want to do so and like this method most,

because of the aforementioned reason. Some people that really want to give to door-to-door collection also keep a jar with money close to the door, so they are always able to donate something when the collector comes by.
On the other side, people that don't give to door-to-door collection in general, don't want people at their door. This can have several reasons. They simply don't want to be disturbed, they don't like collection, or they are just too busy.
Some people don't like the door-to-door collection method because a decision has to be made very quickly

and sometimes people want more time to think about it, especially when they are more critical towards a cause or organisation.
Another important factor is 'ability'. People need to be able to give money to collection. And there can be several reasons for people to not be able to donate. This can be the lack of cash in the house, but also the fact that some people have less money to spend in general. Some people already donate on a regular basis to funds and therefore give nothing, or just a small amount to please the collector.

The donating process

Figure 3.12. The donating process model

Figure 3.13. Considerations around charitable organisations

Door-to-door collection by KWF, the donators' perspective

Door-to-door collection is an invasion on my privacy.

Cancer research doesn't appeal to me. It's not pragmatic enough to me.

Sometimes I want to know more about the cause before I give something.

Some day, cancer will be a chronical desease.

Cancer research is very important so I need to help and give money to the collector.

Why are they still using this old-fashioned method in this way?

Cancer research should be done by the government. So I don't donate on a regular basis.

Door-to-door collection is just a tradition.

I feel neutral about cancer. I didn't experience it closeby yet.

This organization is doing great work.

I don't mind door-to-door collection.

I don't feel like I should be the one to help this cause or organization.

KWF should also focuss on what happens when you are healed.

I did support KWF, but not anymore. Now, I only give to the collection when they come.

Neighbours making an effort doing the collecting.

Stories about cancer and cancer research in talkshows.

It's uncomfortable when it's late. like after 7.30 PM.

Cancer research has already shown great progress.

Stories from famous people that cope with cancer.

I give money to feel less guilty. ↔ I give money to get it over with.

People that organize nice events for organizations like KWF.

THINK+FEEL

I see door-to-door collection every week here in my village.

HEAR

SEE

Door-to-door collection is the main method of money collection for organizations like KWF.

Friends/family that have to cope with cancer.

Doesn't really know what KWF does.

The main focus of KWF is doing research.

I can't remember the last contact I had with KWF.

Has never seen a collection in the apartment building.

Doesn't see much collection in the cities anymore.

Large charities including KWF pay too high loans to their managers.

Annoying people peddling for money and interrupting at home.

Young paid people with tablets annoying you at home and on the streets.

SAY+DO

Ignores the doorbell.

Experiences cancer & check-ups him/herself.

Gives money for the effort of the collector.

KWF Spends too much on marketing and promotion.

Too many charities to choose from, that all want money from you.

KWF is on the list of organizations that don't handle their money well.

Doesn't open the door during cooking.

Puts yes-no sticker below the doorbell.

Disables the doorbell.

Donates to charity on a regular basis.

Ignores the sad messages form organizations.

"Can't I use pin?"

KWF is a big untransparent organization. I can't see where the money goes.

"KWF doesn't handle cancer in the right manner. Medical research is not the way."

Decides what to do quickly.

Puts money in a jar close to the door.

Doesn't give money to door-to-door collection.

Wants to give, but doesn't have much money.

Gives money to door-to-door collection.

PAIN frustrations, fears and obstacles.

I don't want people at my door.
It is hard to trust a big charitable organization.
Organizations (including KWF) spend money in the wrong way.
I don't know enough about a cause/organization, so I don't donate.
Door-to-door collection can be uncomfortable, due to time, place and person collecting.
I want more time to think about whether to donate or not.
There is too much choice in charities.

CONVENIENCE
VIEWPOINT
TRUST
GUT FEELING
ABILITY
EMOTIONAL BOND
PERCEPTION

GAIN wants/needs, measures of success, obstacles.

I like door-to-door collection for donating because it is quick and easy.
I need to be able to donate, also when I don't have cash money.
When I feel like money will help the cause, I'll give it.
A cause and/or organization and its' methods need to appeal to me.
I would like to know how my money is spent.
The collector standing before me and his/her way of doing, influences my donation.
When I feel more connected to a cause, I am willing to spend more money on it.

Thick text = this insight was found for more than 3 people, n=13

Figure 3.14. Empathy map of the donators

Hear
Finally, in the category of 'hear', the least quotes could be placed, but the two negative quotes in this part are important. The number one question asked to collectors by people at home is 'doesn't that director receive way too much money?'. People hear from other people and from the media that the loans of managers and directors in the large funds are way too high. This can be an important reason for people to not trust an organisation, even when it is not true for the organisation in question. So, a big pain is that people don't trust big charitable organisations.

3.4 Conclusion

Four elements play a role for collectors during door-to-door collection. The first element is coordination. Often, there is not a lot of contact between coordinators and collectors and not much information is exchanged. Therefore, everyone has their own approach to doing collection and no-one has the same goal when collecting. Coordinating the collection in a different way might help improve the collection in general.
The second important element that plays a role is location. Every type of neighbourhood has different people living in it and those people need to be approached in a different way. In the city, certain districts are not suited for door-to-door collection. This may be due to the type of buildings (high-rise is more difficult), or due to the background of the residents (people of different cultures may not be familiar with the charity system in the country). Street collection is already done by groups of collectors. Because they are not making any progress in their own streets, they decide together to go out and stand at busy locations. Street collection is also an interesting opportunity for KWF.

Social aspects also play an important role during collecting. In villages people know each other and social pressure is still in effect, in the city people live much more anonymously and social pressure is much lower.
The last element is approach. The approach of the collector is important to the donators. Donators don't like pushy collectors. Some people don't even open their front doors.

For the donators, several other elements play an important role during the donation process. The first element is viewpoint. How people perceive the cause and organisation is influenced by a lot of different elements, some of which are not impressionable by KWF or the volunteers. It is important to keep in mind that people have different attitudes towards the cause or organisation. The second element is trust. Just like viewpoint, trust in a method or cause/organisation is influenced by different elements like media, word of mouth and other channels, but also by the approach of the collector and by what they use and wear. What people use, or the collection method is important. People have different opinions on collection methods and on how they want to donate.
Information is also an element to take into consideration. Some people want more information before they make the quick decision to donate. Also, people like to know where their money goes to after they have donated. Lastly, ability is important. Some people don't have money to spare and others don't have cash.
All important elements found (summarised in figure 3.15 and 3.16), translate to new design guidelines and steer towards a newly formulated design goal. These will be discussed in chapters 4 and 5.

Coordination/ organisation   Location   Social (pressure)   Collector behaviour (approach)
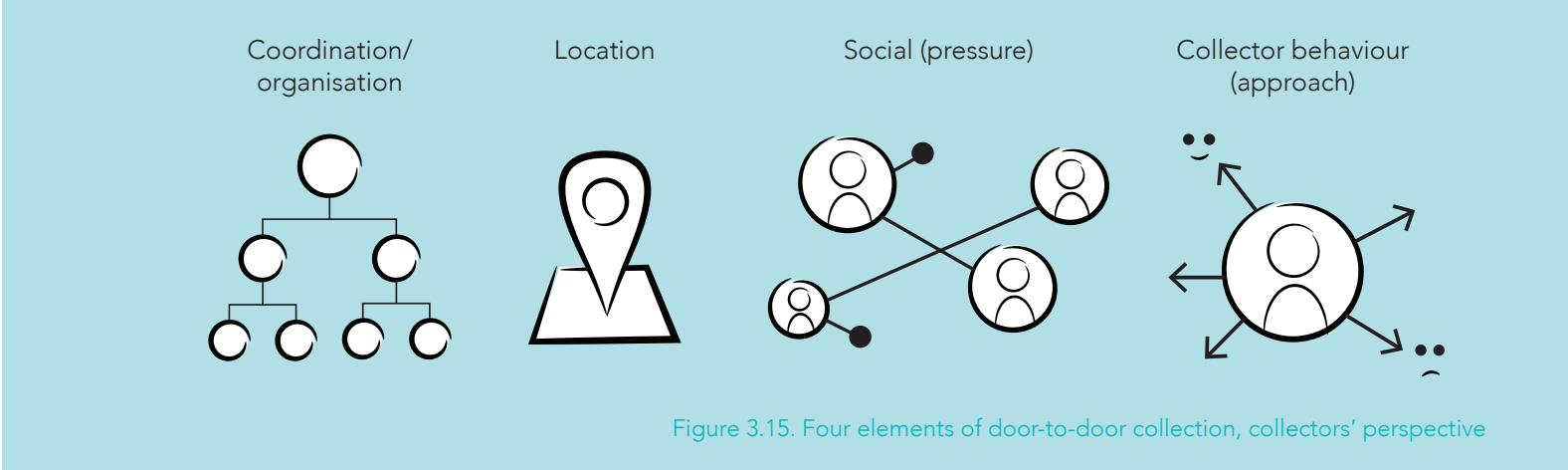
Figure 3.15. Four elements of door-to-door collection, collectors' perspective

Viewpoint   Trust   Collection method   Information
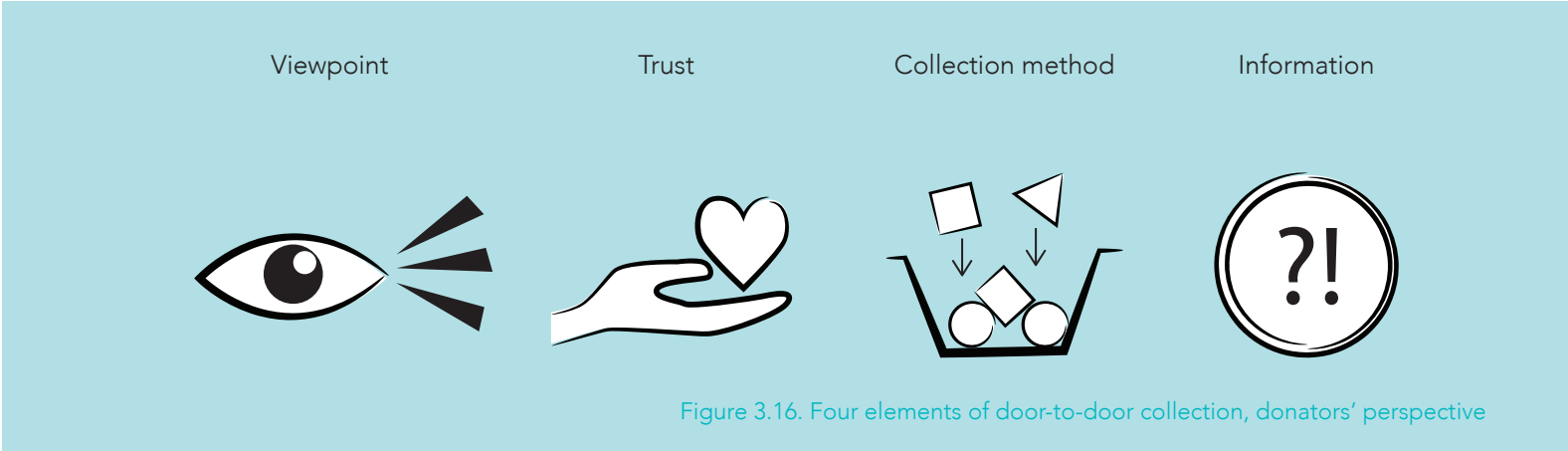
Figure 3.16. Four elements of door-to-door collection, donators' perspective

Chapter four:
The design context

This chapter describes the context that is the focus of the design phase of the project. During analysis it became clear that demographic elements play an important role in the donation and collection system. Not only the numbers of KWF, the psychological background and the trends indicate that urban areas perform worse than rural areas, also the qualitative research concludes that location is an essential element. Based on these insights, a new classification of the local departments of KWF is suggested and the new design focus is explained.

About

4.1 Department classification

It is found that it is important to use the demographic characteristics of people to target them in a more fitting and personal way. Chapters 2 and 3 show that a large difference exists between cities and villages. Thus, KWF departments of the cities should have different collection activities or a different approach to people than the departments of the villages.

In order to align the collection activities of different departments with their target group and to make it easy to design new collection products, a new classification of the departments of KWF is proposed.

KWF currently only knows two types of departments. The first type is managed by a relation manager of Team Volunteers. There are 3 regions: west, middle-south and north-east (also see figure 2.9 and 2.12) and 6 coordinators who keep personal contact with the 'large departments' in their region. The second department type is all other departments, which are managed by KWF's service point. The service point keeps in touch with the departments, but this is mostly only via phone or e-mail, while the department managers also have personal contact with their large departments.

Chapter 2.4 showed the numbers on door-to-door collection of KWF. The 'gemeentegrootteklasse' of CBS (2017b) was used to make a better distinction between different types of departments and to see whether differences could be found. This lead to a department classification that distinguishes departments into four categories based on their number of households (figure 4.1). This classification already showed that a big difference exists between different types of departments, since the ten best performing departments are either a 'small village' or a 'village'.

A few interesting things are found for the numbers on the collection (figure 4.2) when applying this classification to the departments of KWF. When comparing the numbers from 2017 to 2016, one department type yielded €84,797 less.
When looking closer at the collection numbers of department type 'village', it is concluded that two other types could fit in this one type. The initial village type (5,000 – 30,000 households) is split up into 'village' with a number of households of 5,000 to 10,000 and the 'small city' type with a number of households of 10,000 to 30,000. After splitting the village department type, new numbers (figure 4.4) show that the two smaller department types 'small village' and 'village' produce less negative numbers compared to the three other types. Using these five types gives a good indication of how a department will perform. Figure 4.3 shows the five new department types of KWF and the number of departments and households for each type.

By observing the numbers in percentage terms, it was found that the 'large city' type had the largest drop in the collection of 2017 compared to 2016 (a difference of 15%). This shows that KWF is collecting a lot less money in the large cities compared to the year before and the other

types. Also, the large city group has 1,559,585 households, about 800,00 more than in the small village and village types, but the nominal amount of money raised is a lot less. KWF raised only €0,22 per household in the large cities, with the general average being €0,92 per household. Because there is much to gain in the large city department type, it is chosen as the new focus of the design project.

4.2 The large cities of The Netherlands

The large city profile
A profile is developed to get a clear image of what the places and people in the 'large city' group are like. 7 cities of The Netherlands belong to this category, these are: Amsterdam, Rotterdam, Den Haag, Utrecht, Groningen, Eindhoven and Tilburg. Figure 4.5 shows the interesting demographic characteristics and volunteer numbers of this profile, all numbers are derived from CBS (2018).

The demographic characteristics show that the large cities are densely populated with almost 3 million residents. Nearly half of the population has an immigration background and single-person households comprise 50% of the households. Next to that, the largest age group in the cities is 25 – 45 years old.

Demographic trends (chapter 2) have shown that immigrants donate more than natives on average. Given that nearly half of the citizens in the large cities have an immigration background and that KWF finds it difficult to reach this group, this group can be a very interesting focus for a new collection method.

The fact that about 60% of the homes are rented, suggests that a substantial part of the population has less money to spend. The average income supports this. Research indicates that renters spend less on charity, which could partly explain the disappointing results in the large cities. This can be a threat, but the fact that money collection is based on small amounts per person might help in convincing people to just donate a small amount they can miss.
The numbers of volunteers in the large city departments is problematic. When looking at the number of households per volunteer, each department has too little volunteers, knowing that the average amount of households per volunteer should be around 80. Mainly Amsterdam, Rotterdam, Tilburg and Den Haag are not able to cover the entire city with the current numbers.

Typical city districts
Next to the demographic characteristics it is also interesting to zoom in on some of the typical districts within large cities where it is more difficult to perform door-to-door collection. These districts are the best target areas for a new collection method.
One of those types of districts is a district with mainly high-rise buildings, as depicted in figure 4.6. In such neighbourhoods collecting door-to-door can be very hard. The most important reasons found during the qualitative research (chapter 3) are that the collector is not granted
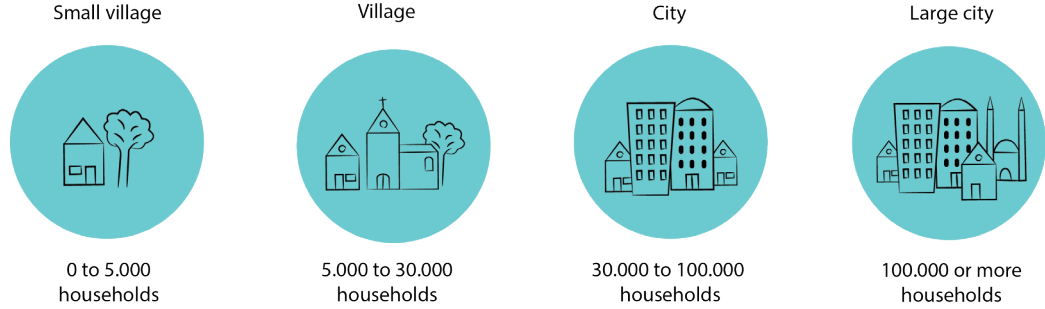

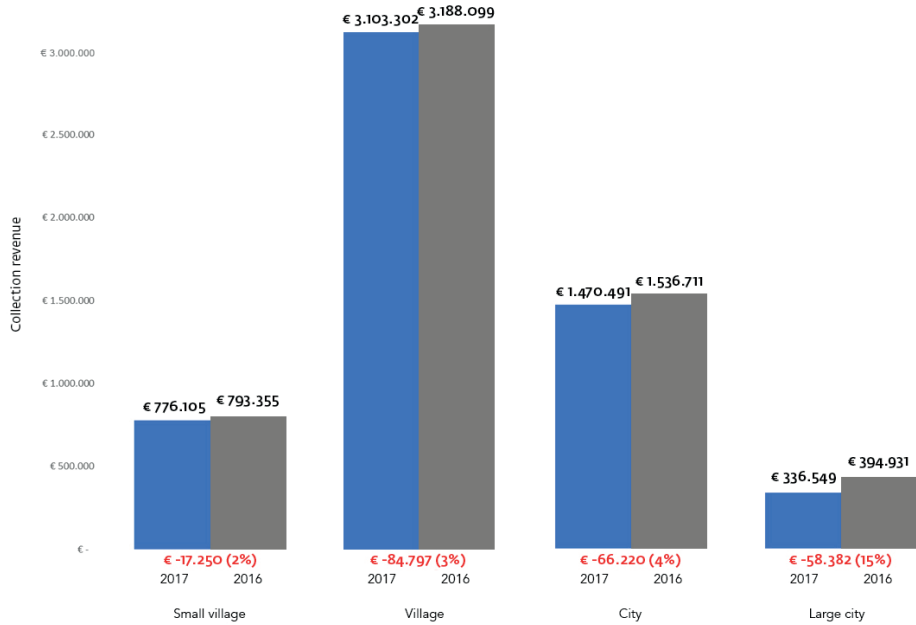Figure 4.1. Initial four department types

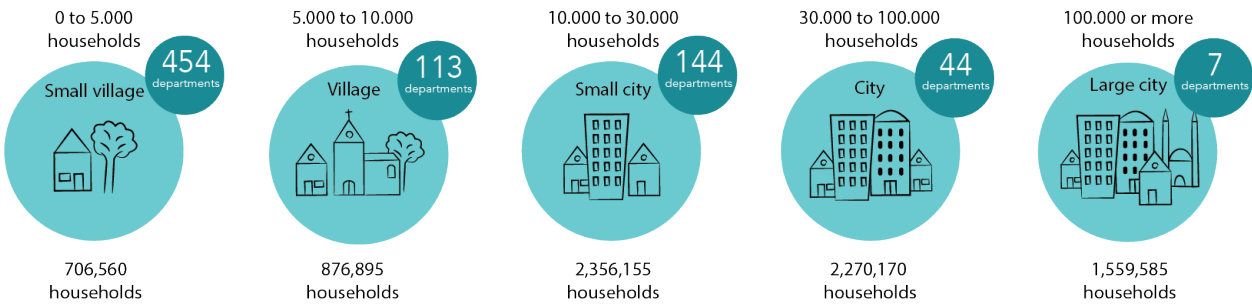Figure 4.2. Revenue of the collection for the four department types

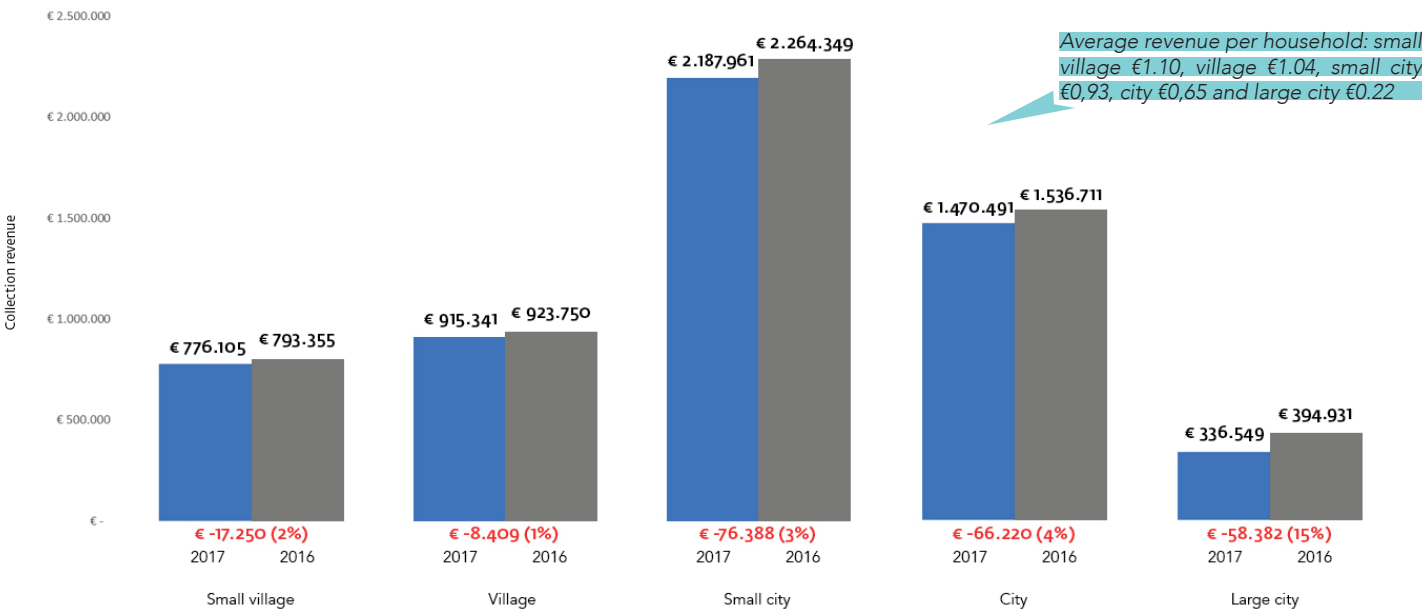Figure 4.3. Number of departments and households for each department type

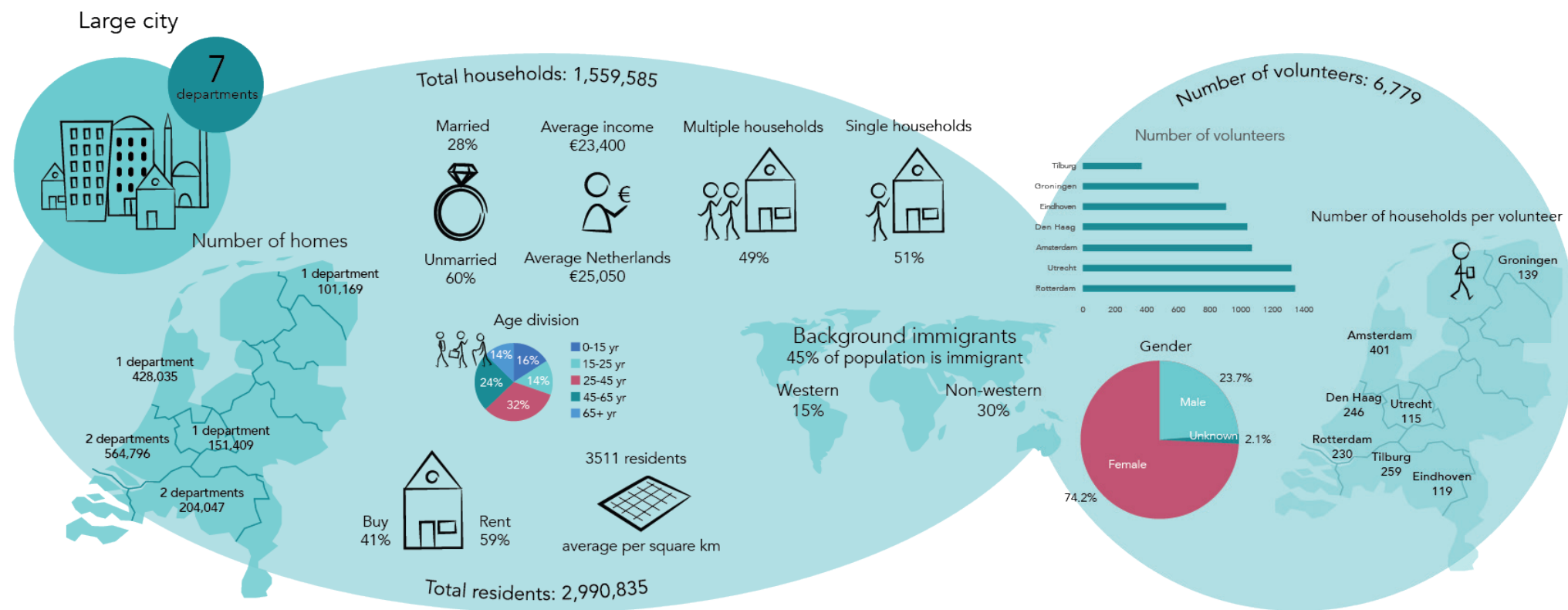Figure 4.4. Revenue of the collection 2017 vs 2016 per department type

Large city

7 departments

Total households: 1,559,585

Number of homes

1 department 101,169

1 department 428,035

2 departments 564,796

1 department 151,409

2 departments 204,047

Married 28%

Unmarried 60%

Average income €23,400

Average Netherlands €25,050

Multiple households 49%

Single households 51%

Age division
- 0-15 yr
- 15-25 yr
- 25-45 yr
- 45-65 yr
- 65+ yr

14% 16% 24% 14% 32%

Background immigrants
45% of population is immigrant

Western 15%

Non-western 30%

Buy 41%

Rent 59%

3511 residents

average per square km

Total residents: 2,990,835

Number of volunteers: 6,779

Number of volunteers

Tilburg
Groningen
Eindhoven
Den Haag
Amsterdam
Utrecht
Rotterdam

0 200 400 600 800 1000 1200 1400

Number of households per volunteer

Groningen 139

Amsterdam 401

Den Haag 246

Utrecht 115

Rotterdam 230

Tilburg 259

Eindhoven 119

Gender

Male 23.7%

Unknown 2.1%

Female 74.2%

Figure 4.5. Characteristics of the 'large city' department type (source for all numbers: CBS, 2018)

Figure 4.6. Typical high-rise districts in large cities

Figure 4.7. Typical situations in a 'problem' district

Figure 4.8. Typical office districts

4.3 Conclusion

The 'large city' department type is selected as the new design direction of the project. This is the type that is lagging behind the most and there is much to gain in these departments. To find the potential target groups in these cities, a profile of the characteristics is created.

The demographic characteristics and the typical city districts both show a lot of opportunities for collection in the large cities. The question that arises is whether door-to-door collection is the best method for this, since it can be difficult to reach the people and the front doors. Amongst other reasons this is due to (high-rise) buildings that are difficult to enter, like offices or apartment buildings that can be typically found in large cities.

An important population group in the large cities is the immigrants, as they form 50% of the population. However, they can be hard to reach, as the quliatative research in chapter three pointed out. That makes this group of inhabitants an interesting target group.

The KWF departments in the large cities don't have enough collectors to cover the entire city, especially Amsterdam needs four times the current number of volunteers. Rotterdam, Den Haag and Tilburg need around 2.5 times the current number. Moreover, people in the cities tend to have a more individualistic lifestyle, thus most of the times collectors are unknown to others. Ignoring a collector is therefore much easier and people draw back on donating, because they feel less obligated to donate.

access to the building and that immigrants and expats who live there are unfamiliar with Dutch charities.

Another interesting district is the typical 'problem' district. In this district, people deal with social problems that cause a decrease in the quality of the living environment (figure 4.7). These districts are often high-rise districts or located in the city ring. The average income of the residents is lower and doing door-to-door collection is less effective.

The last notable district is the office district (figure 4.8). In areas where office buildings dominate, collecting becomes less attractive. It's not easy to do collection in large office buildings and often collectors are not allowed inside. Since there are a lot people present, it can still be an interesting target district.

Chapter five:
Synthesis

This chapter describes how all data and insights from the exploration phase is translated into insightful design opportunity fields. Several opportunity fields are selected for the design of a new collection product/system. Subsequently, a new model of design elements is created, and the design goal and its requirements are determined.

About

Figure 5.1. All opportunity fields assessed on usefulness in urban areas

PERSONAL TARGETING

Figure 5.2. Personal targeting opportunity field

TRUSTING VOLUNTEERS

Figure 5.3. Trusting volunteers opportunity field
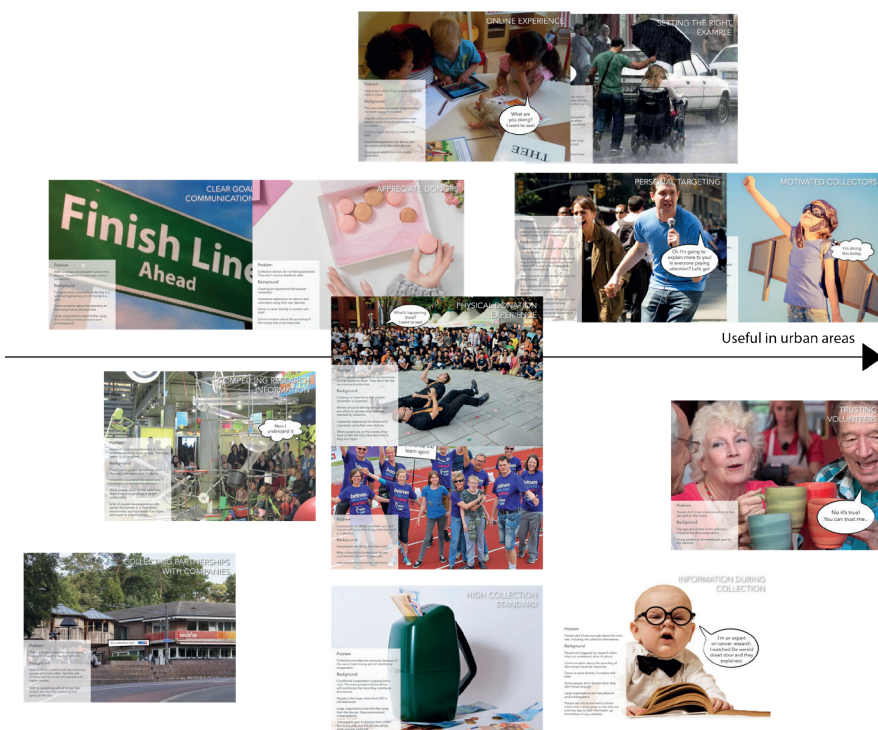
5.1 From insights to opportunity fields

Following from all data and insights, several opportunity fields show what could be useful new design directions for the KWF collection in the large cities of The Netherlands. To translate the cluttered data to opportunity fields, all insights are categorized into strengths, weaknesses, opportunities, threats and neutral insights. The data is ordered and from combining several elements, new opportunity fields are developed. During this process, 14 fields were created (see appendix J for a complete list of all SWOT elements, all opportunity fields and more details on the creation and selection process).

Choosing which direction to take was based on four core requirements of the project (table 5.1). It is of importance that the new design decreases the barrier for donating, since this is the core assignment of the project (chapter 1). This is the first requirement. The second requirement is about an easy use and integration of the new collection product, which is important for several reasons. Firstly, KWF is only a supporting factor for volunteers during the organisation and execution of the collection. The volunteers are the actual users of the collection product and they use it only one time a year. Furthermore, the costs of (the development of) a product for money collection should be justifiable and low, since the profit should be as high as possible. When using fancy products people often start to wonder how much that costs and they feel like they are paying for the fancy product instead of donating money to cancer research.

The two other important requirements are 'usefulness in the large cities', since this is the chosen design location. And the design has to 'fit KWF and its volunteers'. KWF has a specific brand and the collection has to fit this brand. Two personal wishes were also taken into account during

selection. These were 'most appealing' and 'most impact'. All opportunity fields were ordered on a scale for each requirement and wish. Figure 5.1 shows the example for one requirement, the other requirement scales can be found in appendix J. The best performing fields are selected and discussed.

As explained in chapter 4, several important problems play a role in the large cities of The Netherlands concerning the collection. The selected opportunity fields focus on these themes and provide an opportunity to design for. Two fields are selected that score medium to high on each requirement and wish. These are 'personal targeting' (figure 5.2) and 'trusting volunteers' (figure 5.3). The personal targeting field focuses on the problem of high anonymity and low social pressure in the cities. The 'trusting volunteers' field focuses on the problem that people in the cities often mistake volunteers for paid recruiters and therefore find it hard to trust the collectors.

Three other opportunity fields often scored medium to high. These are 'motivated collectors', 'appreciate donators' and 'information during collecting'. They will not be discarded because they focus on different important elements that play a role during the collection. Since so many elements were found that play a role during the collection (in chapters 2 and 3), it is expected that focussing on only one element might not provide a working solution. By combining several opportunity fields

Requirements
Decrease the barrier for donating
Easy integration
Usefulness in large cities
Fit KWF and its volunteers

Table 5.1. Four core requirements of the project

MOTIVATED COLLECTORS

Figure 5.4. Motivated collectors opportunity field

APPRECIATE DONATORS

Figure 5.5. Appreciate donators opportunity field

INFORMATION DURING COLLECTION

Figure 5.6. Information during collection opportunity field

Figure 5.7. The design elements of a collection system

that address different problems, a working solution can be found.

The 'motivated collectors' field (figure 5.4) focuses on the fact that the collector influences the donation of a person with his or her behaviour. When collectors are motivated, the donator is influenced in a positive manner. Donators often do not feel appreciated when they donate, partly because donating to a collection is anonymous and a one-off donation. KWF can't keep in contact with donators and later explain how their money was spent. For these reasons 'appreciate donors' and 'information during collecting' (figures 5.5 and 5.6) are both important fields to continue with.

All opportunity fields address different elements of the collection. Four main elements are found that are focused on. The five selected opportunity fields all have a slightly different focus on these main elements. The four elements are behaviour, communication, location and product and they translate back to the elements found in chapter 3.4.
The selected opportunity fields have different emphasis on the four elements (shown in figure 5.8). The personal targeting field lays emphasis on communication, it is about what a volunteer should say to the potential donators. It is expected that a product can help with communicating in a more personal way, this is the second element this field focusses on.
The trusting volunteers field is mainly focused on behaviour and communication. But it is also expected that a product can help in making the volunteers more trustworthy.
The motivated collectors field focusses both on behaviour and communication. It is expected that a product is necessary to create more motivated collectors, that results in better behaviour and communication of the volunteer.
The appreciate donators field focusses on behaviour, communication and product. It is about showing appreciation to the donator. This can be done by using all three elements.
The last field, information during collecting, focusses mainly on communication but also on product, since a product can help in conveying the important information.

The location element is not addressed by the chosen opportunity fields. None of the fields are specifically about a collection location. The chosen design context is 'the large cities', and within the large cities a location

needs to be selected for the new collection product. Possible locations for collecting found are at the doors, at the zoo/amusement parks, on the streets and online. Chapter 5.3 elaborates on the selection of a location for the design.

5.2 The design elements

During the creation of the opportunity fields, four elements are found that should be part of the design of a collection product or system. When designing for one element only, it is more likely that the product is unsuccessful, since the elements are interconnected. For instance, the location determines the best way to behave, what to say and what kind of product to use, since there will be different people in different places and different strategies work best for targeting different people.
Next to these four elements, two extra elements play an important role (see figure 5.7) when making a collection product successful, namely organisation and training. Chapter 3.4 concluded that coordination/organisation is an important element and training volunteers is necessary when a change in behaviour is needed, especially since the volunteers only collect once a year.

5.3 Design goal

A new location for collecting
The selected opportunity fields do not yet focus on a specific location to design for. Thus far, KWF has always been focusing on door-to-door collection, but the door-to-door collection in especially the large cities has proven to be less successful. The facts that front doors are difficult to reach and that the KWF departments of the large cities often don't have enough volunteers to go door-to-door, show that a change of location can be beneficial. For that reason, a different location for collection is chosen.

The selected collection location for the design is on the streets. On the streets, a lot of people can be reached using less collectors and less collection material. Moreover, an important element of the current collection is not lost, this is the personal one-on-one contact between KWF

and the potential donators. When, for instance, choosing 'online' as a location, this element is lost. It is also possible to reach those people that are normally hard to reach at home or work, for instance residents of high-rise buildings, immigrants and the working class in the office districts. Therefore, the neighbourhoods of these people are seen as the best locations for street collection.

Currently, some departments collect on the streets during the collection week, but the street collection is not coordinated by one person of a department. Next to this, the only change made when collecting on the streets, is that the collectors wear a thin KWF vest (figure 5.9). This is an eye-catching vest, but it is not flattering. It has a corporate image, which might contribute to the confusion of a volunteer being a paid recruiter, since recruiters often wear company/organisation clothes. The street collection in, for instance, Den Haag is loosely organised (chapter 3.2). Volunteers meet up in the city centre and collect during rush hour at a busy point in the city, like the central station. They simple do this because they feel like they can't collect enough in their own neighbourhoods.

Competition on the streets
With this new location, new challenges arise. Right now on the streets in the large cities, a lot is happening already. Musicians make loud music, paid recruiters are asking people to become a donator on a regular basis, energy contracts, mobile phone subscriptions and newspapers are being offered and a lot more is happening. This happens everywhere in the cities, but it is mainly focused in the city centres and around busy train stations. There are other locations in neighbourhoods further away from the city centres with less competition on the streets. There, still a lot of people can be targeted. These locations are more interesting for street collection, since it is easier to stand out in the crowd and chances are higher that people want to listen to the collectors. Especially when people have not been bothered by others. Interesting locations can be shopping centres, supermarkets and market squares in these neighbourhoods (figure 5.10).

The project focuses on the design of a **street collection system** for neighbourhoods in the **large cities** of The Netherlands, with the purpose of increasing the revenue of the collection while using less volunteers to accomplish this. This is done by focusing on the design elements of location, communication, behaviour, product, organisation and training.

Design goal

Behaviour	Communication	Location	Product
	Personal targeting		Personal targeting
	Trusting volunteers		Trusting volunteers
	Motivated collectors		
	Appreciate donators		Appreciate donators
	Information during collecting		Information during collecting

Figure 5.10. Interesting locations for street collection
59

5.4 Design requirements

The guidelines necessary for designing a street collection system in the large cities are drawn up in a list of requirements and wishes, following from all relevant insights and information collected.

Requirements:
> The system is coordinated by volunteers of the local department.
> The KWF department knows how to select suitable locations.
> The KWF department knows how to select suitable street collectors.
> Keep and emphasise the important elements of the collection: it is a one-time donation and it doesn't lead to further obligations.
> The system decreases the barrier for donating on the streets.
> The collection stands out in the crowd on the streets.
> The collection system can be easily used and understood by volunteers who use it only once a year.
  • Street collectors know what to say
  • Street collectors know how to act
  • Street collectors know their goal
> The investment for developing the system for 7 cities is not higher than €7,000.00 (based on 10 collection teams of 8 volunteers in 1 city, this is €12,50 per volunteer).
> The physical product(s) are wearable and/or easily movable.
> The physical product(s) are ready to use by the volunteers.
> The physical product(s) are safe to use.
> The system makes use of the (best suited) current money collection product(s) of KWF.

Wishes:
> It is clear that collectors are volunteers and not paid recruiters.
> A large and versatile audience is targeted, including immigrants.
> The volunteers have a more trustworthy appearance.
> People are targeted on a personal level.
> Useful information is provided during collecting.
> The system is translatable to other KWF departments (next to the large cities).
> Donators feel appreciated during and after donating.
> People do not feel ambushed by the volunteers.

5.5 Conclusion

Several opportunity fields are chosen together with the location of 'on the streets' as a design direction for the project. The current KWF street collection is not organised in a specific way, except for the usage of a KWF vest. The design goal for the street collection system is to increase the revenue of the collection while using less volunteers and to focus on the design elements of location, communication, behaviour, product, organisation and training. This is goal underpinned by the list of requirements and wishes.
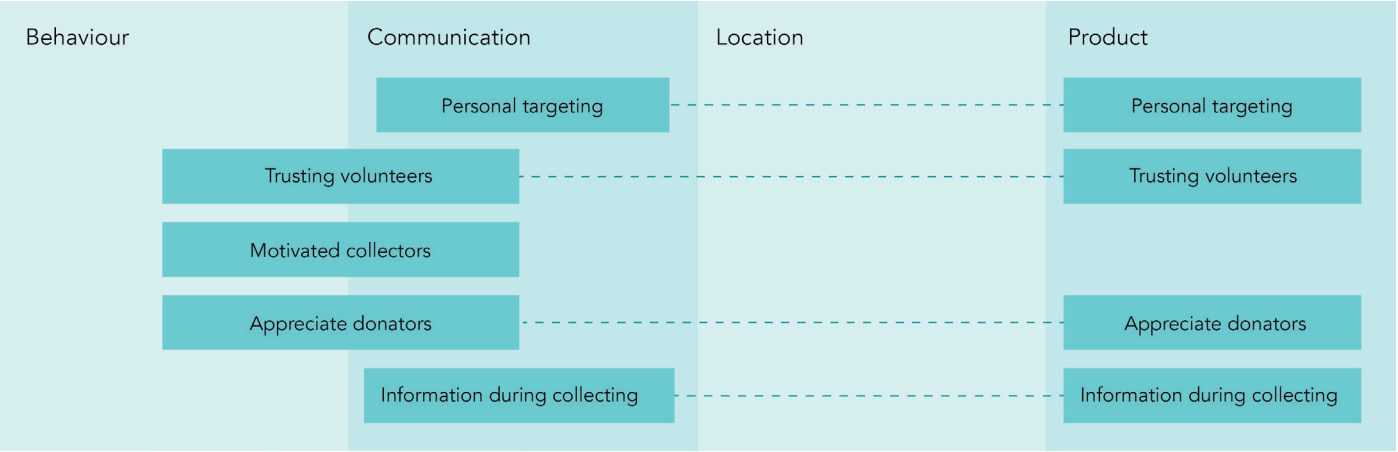
Chapter six:
Street collection system

Team leader briefing

How to do street collection

Information booklet

Collection material

Volunteer

KWF KANKER BESTRIJDING

Straatcollecte pakket

KWF KANKER BESTRIJDING

6.1 The new street collection system
6.2 Designing the physical collection material
6.3 Street collection test
6.4 Conclusion

Chapter 6.1 describes the new street collection system, which is developed for the large cities in The Netherlands. Organisation, training and the street collection package are all part of this street collection system. In the package, informational and organisational tools are provided next to the new physical collection material. The design process and research leading to this new collection system are described in chapter 6.2 and 6.3.

About

6.1 The new street collection system

The current street collection at KWF is not centrally organised, as chapter 5.3 explains. The only difference between door-to-door collection and street collection is that the collectors wear a KWF vest and the decision to do street collection is often made by collectors themselves when they feel they have no other choice.
The new street collection system will be professionally organised and centralised. In this system, different stakeholders will play a role in the organisation. The system describes how to organise this new form of collecting. The collectors on the street need a team leader who organises the collection and a collection coordinator needs to manage all the collection teams of one department. Finally, the coordinator and all other stakeholders require material and information from KWF (see figure 6.2 for an overview of the street collection system). This new organisation format is also meant to create a stronger group feeling between all volunteers, by removing organisational layers and by organising meetings with all volunteers.
All material needed for the street collection is provided by KWF to a local department or the street collection coordinator in the form of the street collection package.

The street collection package

The street collection package offers all the needed material for the street collection (figure 6.1). The package is provided by KWF to the street collection coordinator or local department, who in its turn can distribute the separate material among the teams and team leaders. Figure 6.2 shows the distribution of the collection package and the separate material from this package.

The package addresses all six design elements from chapter 5. The first element in the package is an information booklet, providing all relevant information for the coordinator. It addresses the design elements of organisation & training, location and behaviour. This is done respectively through a 'how to organise' briefing, a location selection tool and a volunteer recruitment briefing. The next element in the package is a team leader briefing. This briefing addresses the design elements of organisation, location and behaviour. The 'how to do collection' video addresses several design elements, of which the most important ones are behaviour and communication. The last element in the package is the collection material, which addresses the design element 'product'. The material are T-shirts, key cords, collector IDs, cheat cards and collection boxes. There are also T-shirts, key cords and collector IDs for children, accompanied by KWF balloons. An overview of all material in the package is provided in table 6.1; this table also explains who uses the material and why it is provided in the package.
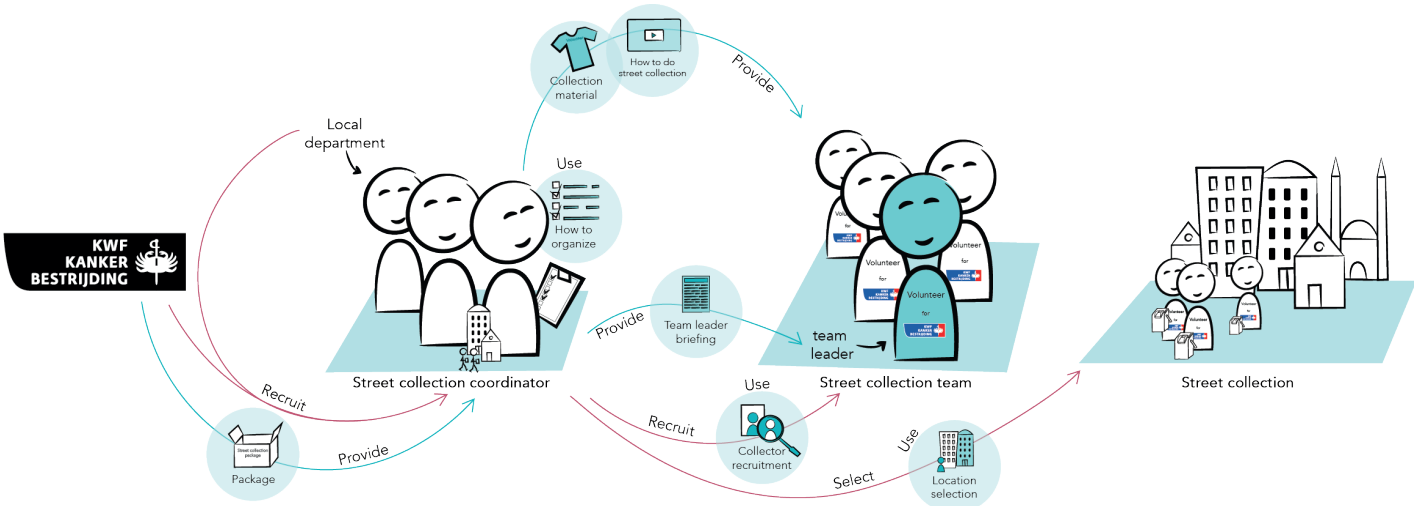

Figure 6.2. The street collection system

Product or tool		For whom?	Why?
Information booklet		Street collection coordinator	Know how to organise the street collection.
	Four-step plan	Street collection coordinator	Explain the basic steps of the organisation.
	Location selection tool: neighbourhood	Street collection coordinator	Know which neighbourhoods to collect in.
	Location selection tool: collection spot	Street collection coordinator and team leader	To make sure the best spot for collecting is chosen.
	Volunteer recruitment briefing	Street collection coordinator	To help with the recruitment of the volunteers.
Team leader briefing		Team leader	Know how to organise the street collection.
How to do collection' video		Everyone	Know how to behave and communicate and why.
Physical collection material		Collectors	Supports in conveying the right message to passers-by and to support in the right communication.

Table 6.1. Overview of the elements in the street collection package
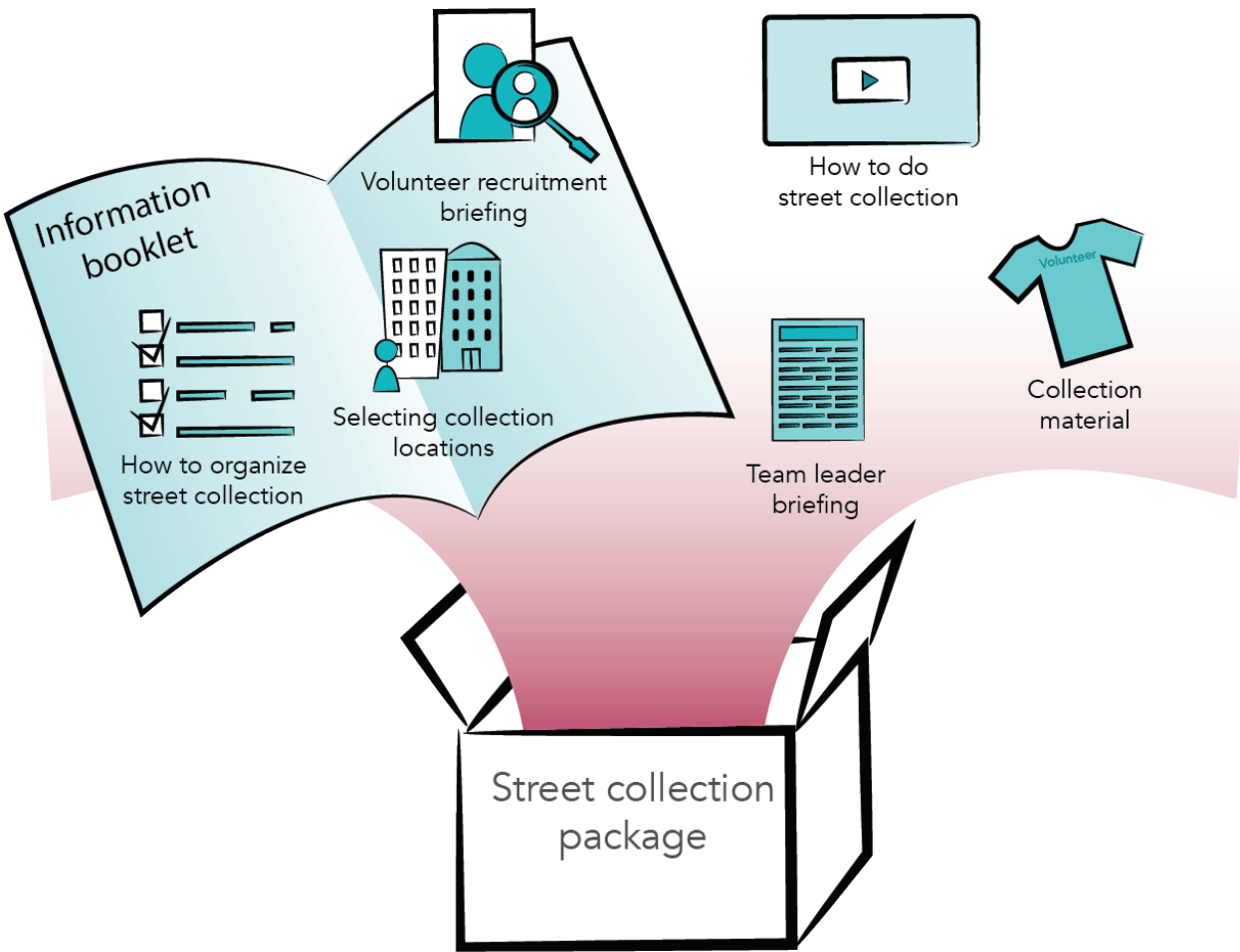
Information booklet for the street collection coordinator

The first step when organising the street collection is recruiting a street collection coordinator. A successful street collection system needs a coordinator who can fully focus on the street collection of a department. Board members of the departments often have too much tasks to handle, so another person is needed for the coordination. The coordinator is recruited by both KWF and the local department, using different media. KWF already developed recruitment material, like a short video (find it online at https://bit.ly/2HGIks8).

The new coordinator needs to know what to do and for this, the information booklet in the package is provided. The booklet consists of checklists and tips & tricks. The first element in the booklet is a simple four-step plan explaining how to do the organisation (figure 6.3).
The first step for the collection coordinator is to select locations for street collection, to help him or her do this, a location selection tool is developed and included in the information booklet. After selecting locations, street collectors need to be recruited. Research shows that collectors perform best when they collect in their own neighbourhood or at locations they are familiar with. Furthermore, the location determines how much collectors are necessary. Therefore, location is selected first, followed by the collectors from the selected neighbourhood.
Next to 'normal' street collectors, team leaders need to be selected as well. The team leaders are street collectors that organise the collection in their specific neighbourhood. It is advised to the coordinator to organise a meeting with all team leaders and collectors. During this meeting, the

volunteers receive all important information (briefing, 'how to do collection' movie) and the physical material. Subsequently, the teams will meet up separately to discuss their specific collection location and tactics.

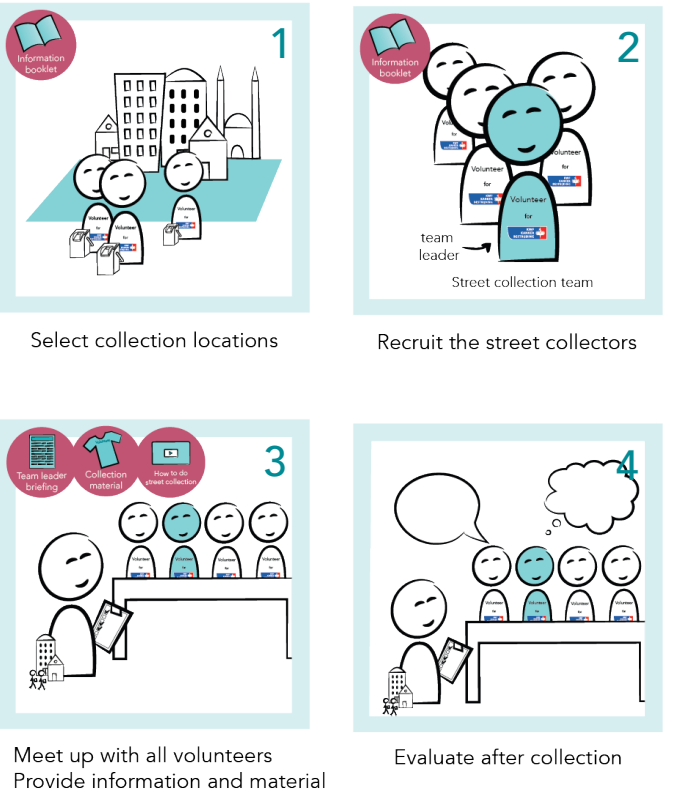1 Select collection locations
2 Recruit the street collectors
3 Meet up with all volunteers. Provide information and material
4 Evaluate after collection

Figure 6.3. Four-step plan for street collection organisation

Figure 6.1. The street collection package

The last step for the coordinator is to evaluate the street collection. It is important to learn from experiences and learn from the users themselves. An evaluation meeting with team leaders and collectors can provide significant feedback for KWF to improve the street collection in the following year.

Location selection tool
The street collection system is developed to improve the collection in districts that are not doing well and to make the best use of the collectors available. It is advised to make strategic choices concerning the use of collection methods. When just a few collectors are available in a neighbourhood, street collection can be a great option. When more collectors are available but a neighbourhood doesn't do well with door-to-door collection, street collection might be an option as well. More situations might lead to the decision of doing street collection and to make sure a neighbourhood is suited for street collection, the location selection tools are provided.

The neighbourhood selection tool aims at providing direction for coordinators (see figure 6.5). Selecting neighbourhoods starts with making an inventory of the neighbourhoods that are not performing well. In this way, the neighbourhoods that are doing well can keep doing door-to-door collection. The performance information can be provided by the local department, the region coordinators, district leaders or the collectors themselves. An important note is that here, a neighbourhood is not seen as the same as a district. At this moment, the departments have a certain district layout (see figure 6.4), but several neighbourhoods can be part of a district.

To find out whether a neighbourhood is suited for street collection, several questions are asked, starting with the question: What is the reason for the bad collection performance?
The basic underlying problem of a bad performing door-to-door collection is the number of collectors that are available. When lacking volunteers for door-to-door collection and recruiting them is difficult, street collection can be a suited alternative or complementary method next to door-to-door collection.
Another reason for a bad collection performance can be the behaviour of the collectors themselves. The selection
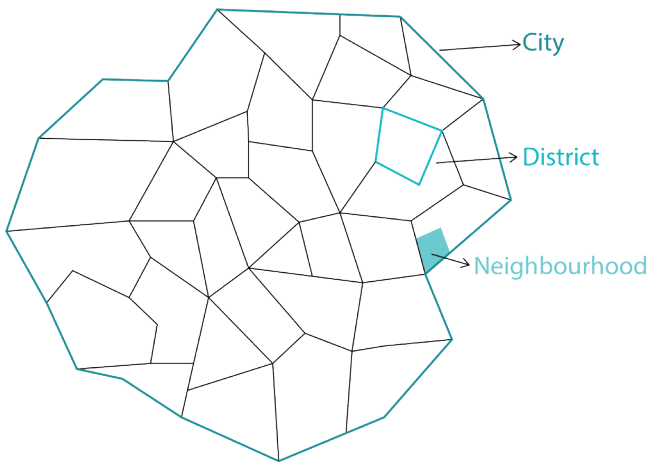
flow addresses this problem at the start and advises trying a door-to-door collection training or street collection with the same or new volunteers.

Another reason for a bad collection performance has to do with the locations and the neighbourhood. The selection flow extensively addresses this. Firstly, is not recommended to collect in busy city centres and touristic locations. Tourists are often unfamiliar with collection and communicating the goal and the collection to them is difficult. Tourists are also not the target group of the street collection. Furthermore, city centres are often overloaded with recruiters and other forms of canvassing on the streets. It was found in literature and research that people don't like recruiters because they are annoying and pushy. To avoid being annoying, it is advised against collecting in these locations. It was also found that volunteers are often mistaken for recruiters. This issue is addressed by the physical collection material (page 74).
When an ill-performing neighbourhood is not in the (touristic) city centre, other demographic questions are asked, starting with the target group of immigrants or residents with an immigrant background, followed by high-rise (office) buildings and industry. The last block of the scheme says 'try door-to-door collection or move on'. There are always other elements that may play a role in bad performing collections. The last block leaves the decision on doing street collection to the coordinator.

When a neighbourhood is selected, the coordinator (or later the team leader) needs to select a location for the street collection.
When no suited location can be found, street collection shouldn't be done. To do this selection, another decision flow is provided (figure 6.6). This flow starts with shopping centres and moves forward to markets, train stations and ends with local events or other places of own choice. Shopping centres and supermarkets are preferred, since strain stations have a lot of visitors from other neighbourhoods, districts and places. The street collection is focused on targeting local people from the neighbourhood and this is more difficult at strain stations.

Volunteer recruitment briefing
Whom to recruit
The selected districts or neighbourhoods also need a collection team. The coordinator is in charge of composing those teams. Often, districts already have a district leader and collectors for door-to-door collection. These are the first people to recruit as street collection team leader or collector, in case they stop with door-to-door collection. When both door-to-door and street collection will be done, new people need to be recruited. To help the coordinator select suited individuals, a persona, recruitment tips and recruitment material is provided.

The qualitative volunteer research (chapter 3.2) and the street collection test (chapter 6.3) showed that street collection is much more fun to do as a family or with friends and that children have a positive effect on donations. People become more generous when they see children helping their parents do collection.

Figure 6.4. Layout of a city and its districts and neighbourhoods
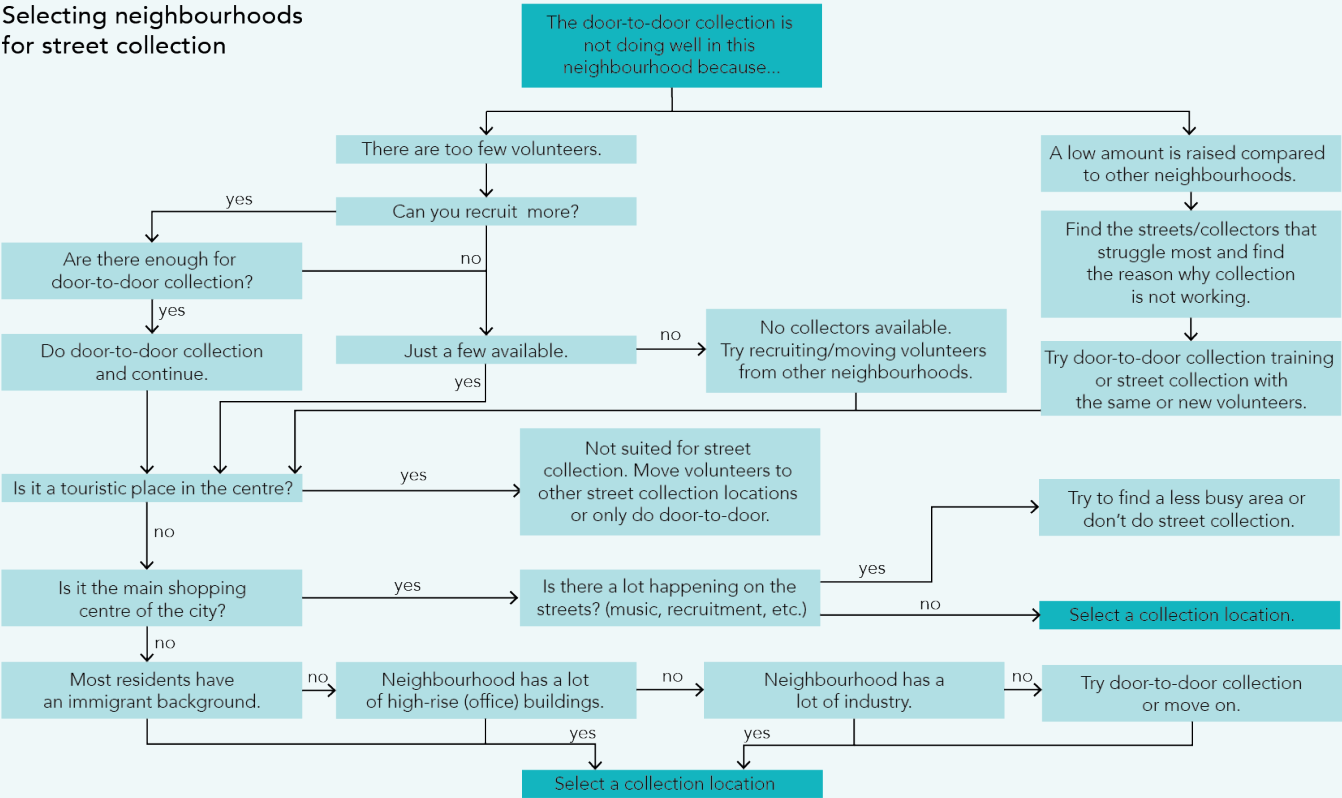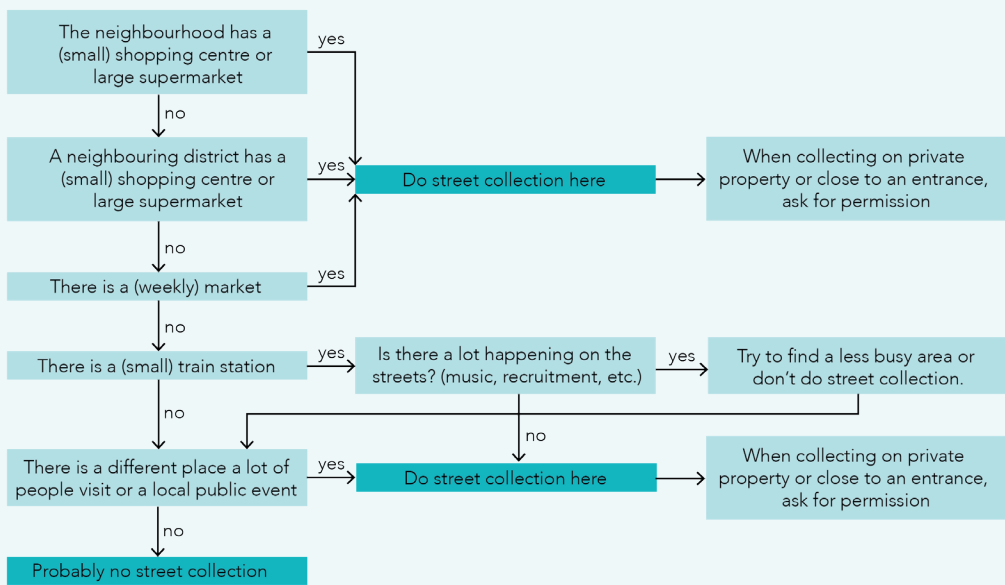

Figure 6.5. Neighbourhood selection tool

Figure 6.6. Location selection tool

Next to that, research also shows that it is best to do street collection in your own neighbourhood. The collectors are more confident in a location they are familiar with and social pressure plays a role here as well. If passers-by see collectors they know, or collectors of their own culture or ethnicity, they might feel more inclined to donate than when this is not the case.

The type of neighbourhoods that are targeted by street collection have a lot of different cultures (also see chapter 4.2) and therefore, it is very important to recruit people of different cultures.
A 'team persona' (figure 6.7) is created with the purpose of informing the coordinator and providing inspiration

Where?	Max. number of collectors	Where to stand	When?
Shopping centre	6 or 4 (2 teams)	Entrance/exit, intersection of streets	Weekends and late shopping evenings, Wednesday afternoon
Supermarket	1	Entrance/exit	just after work (start at 5PM), weekends
Large supermarket	2	Entrance/exit outside or parking garage	just after work (start at 5PM), weekends
(weekly) market	6 or 4 (2 teams)	Intersections in the centre of the market	Wednesday afternoon, weekends or during lunch
Train station	Depends on size	1 person per main entrance/exit	Rush hour
Event	Depends on size	1 person per main entrance/exit	Start or end

Table 6.2. Minimum collector numbers per location

for recruitment material. With this persona, KWF steers towards a multicultural family/friend collection team.

How many volunteers to recruit
How many collectors to recruit depends on the selected location. Table 6.2 shows how many (adult) collectors are needed during street collection at a certain location, based on the real-life test (chapter 6.3) and personal communication (A. Luursema-Koorn, April 2018). Children are not included, because they collect together with an adult. Next to recruiting the minimum numbers mentioned, it is advised to recruit more people in one neighbourhood. In this way it is possible to collect several days during the week with different people at different times.
The team leader also receives this overview in the team leader briefing, so he or she knows how many people to use at different locations.

How to recruit
The department and the coordinator also receive tips on how to recruit the collectors. KWF already has a lot of material for the recruitment of volunteers, including posters, presentations, a job vacancy text and a 'supermarket card' (a selection is shown in figure 6.8). This material can be used for the street collector recruitment as well, with the addition of mentioning the following core characteristics:
> Outgoing
> Open to a challenge
> People person

These characteristics are mentioned, because the street collection test showed that the people who were most

outgoing and open, were most successful.

The 'family team' can be promoted when recruiting. Mentioning that collectors get to have 'family quality time while doing something for charity and teaching the kids something about charity' might trigger people to switch to doing street collection. Also, the element of local involvement can be a positive trigger when recruiting. When collecting in your own neighbourhood, you get to meet the people and learn something new.

Team leader briefing
Team leaders need to know what is expected of them and this is communicated in a team leader briefing. This is a simple document or booklet. Important elements in the briefing are collection planning, team communication and team motivation.

Team leader briefing

Collection planning
The team leader is in charge of planning the street collection in his or her neighbourhood. Meaning that appointments with all collectors and a planning need to be made. It is advised to the team leader to collect as often as possible, but with a maximum of 1 or 2 hours at a time. Both adults and children lose focus after 1 – 2 hours. Collecting stays fun and a low effort when keeping it short.

Team communication
It is important for the team leader to make sure his or her team knows what to do. The team also needs to discuss their collection location and collection tactics for this location. It is advised to organise a team meeting some

Street collection team
is a diverse collection team

The team

6-80 years — All ages

All cultures

Family, friends & neighbour teams

Collect with passion for the cause

Characteristics

Openness

Conscientiousness

Extraversion

Agreeableness

Neuroticism

The perfect street collector is open to new experiences, moderate disciplined, out-going, open to a challenge and doesn't worry too much.

About
Street collection is a fun thing to do and it is even more fun when entire families, friends and neighbours do it together. In this way family or friends get to have quality time and neighbours get to know each other. And everyone gets to contribute something to charity at the same time. It allows parents to teach their children about contributing to society and meeting other cultures in the neighbourhood.
Teams that consist people of all ages, gender and cultures are the most successful!

"Collecting with family, friends and neighbours in your own neighbourhood is the most fun!"

Figure 6.7. The street collection team persona

Figure 6.8. Current recruitment material of KWF

time in advance. When the collectors don't know each other, this meeting can be extra valuable in creating a sense of belonging. During the meeting the planning can be discussed and the 'how to do collection' video can be shown. Subsequently, collection tactics for the specific collection location can be discussed by the team.

Team motivation
To add to the creation of a sense of belonging and motivating the team, a common goal has to be set by the team during their meeting. To make this goal tangible, it is fun to set the goal regarding the amount of money to be collected. Changing this into a bet or a game can be even more fun. This motivates the team to reach the goal they set themselves.

'How to do collection' video
The street collection is new to most volunteers of KWF and a video will explain how to communicate, behave and how to use the new payment products like the debit card collection box and the iDeal-QR code. The content of the video is based on all research and the experiences during the street collection test (chapter 6.3) (see appendix K for the storyboard).
It is important to keep the volunteers at a non-professional level, because they shouldn't act like professional recruiters. Research (chapter 3) has shown that professional recruiters are seen as very annoying and this is something that needs to be avoided with the volunteers. The physical collection material also addresses this element. The short video aims at explaining the do's and don'ts, without training the volunteers to be professional and subsequently become a bit too pushy or annoying.

How to do street collection

Collection material
The final design of the physical elements is based on the results of the concept test and street collection test (chapters 6.2 and 6.3).

The first physical collection product is the white T-shirt, see figure 6.9. It has a simple design with a short message on the front and the back, namely

Collection material

'volunteer for KWF Kankerbestrijding'. This message is put on the T-shirt in order to differentiate the volunteers from the recruiters on the street, with the goal of making them more approachable. Next to that, the well-known and recognizable logo of KWF is put in the centre of the shirt so it is clear for which organisation the volunteers are working to improve the trustworthiness.
This T-shirt is an improvement of the current vest, because it has a better fit, and it clearly conveys the 'I am volunteering' message which isn't present in the current vest. Like the vest, the T-shirt keeps a focus on the KWF logo. The T-shirt is available in every size and it can be worn normally or over jackets by all kinds of people, male and female of every age and culture. When a team wears the same T-shirt, it stands out in the crowd and you feel you belong together. The physical material meets the cost requirement set in chapter 5.4 (see table 6.3). The total costs of the material for one adult is €3,95. This is much less than the requirement of €12,50 per person. This will probably work in favor of the collection. Qualitative research showed that people don't like recruiters because they are being paid. The underlying reason for this is that people want that their money is spend on the cause and not on marketing and other tools. By using cheap collection material, this feeling will be amplified.

Next to the T-shirt, the volunteers are also wearing a key cord with a collector ID (figure 6.10). Chapters two and three explain that people more often feel like they can't trust recruiters on the street and fear that the money is not going where they say it is going. The brightly coloured key cords have the KWF website url on them and the collector ID is attached to the key cord. Based on the concept questionnaire (chapter 6.2) it is expected that this increases the trustworthiness of the collector. Passers-by are able to see the ID in a glance and this might help in making the quick decision to stop and listen to the collector.

The collectors also receive the 'cheat card' (figure 6.11). This card is inspired by a card KWF provides to the collectors for door-to-door collection. This card fits in a jeans pocket and serves as a cheat sheet for the collectors. It has the most important opening lines and frequently asked questions on it. In the 'how to do collection' video, it is explained what the collectors should say, and this

Figure 6.10 — The street collector ID card

STRAATCOLLECTANTENPAS 2018
Collecteweek 2 t/m 8 september

KWF-afdeling ....
Naam ....
Straat ....
Plaats ....
Busnummer ....
Wijk ....

Locatie collecte ....
Datum + tijd ....
Teamleider ....
Tel. nr ....

Geen contant geld?
Scan de QR-code met een smartphone en doneer via een online bankieren-app!

Figure 6.11 — The street collection cheat card

back

Tref je iemand die geen Nederlands spreekt?
Laat dan één van de onderstaande teksten zien.

Engels — The Dutch Cancer Society (KWF Kankerbestrijding) is holding its annual door-to-door collection this week. Please give generously, your support is appreciated.

Turks — Hollanda Kanserle Sava Fonu (KWF Kankerbestrijding) bu hafta geleneksel yıllık bâgi kampanyasın yine ba latmı tir. bu ulvi hizmete bol bağışlarınizi esirğemeyeceginizi umuyoruz.

Arabisch — ستقوم مؤسسة الملكة فيليهماينا لمكافحة السرطان (KWF Kankerbestrijding) بحملتها السنوية لجمع التبرعات. نرجو أن تتبرع بسخاء لأن ذلك ضروري.

front

Het straatcollecte spiekkaartje
Met dit kaartje op zak weet je altijd wat te zeggen!

Openingszinnen: focus op het uiteindelijke doel van de collecte.

"Heeft u iets over voor kankerbestrijding/-onderzoek?"

"Wij collecteren voor kankerbestrijding/-onderzoek vandaag, wilt u ook iets bijdragen?"

"Heeft u nog een kleinigheidje over voor kankerbestrijding/-onderzoek?"

inside

Veelgestelde vragen
Ieder jaar sterven er 45.000 mensen aan de gevolgen van de ziekte. Daarmee is kanker nog steeds doodsoorzaak nummer 1 in Nederland.
Het goede nieuws is dat we dankzij de gezamenlijke inspanningen van wetenschappers over de hele wereld steeds beter weten hoe kanker ontstaat, hoe we kanker moeten bestrijden en kunnen voorkomen. Sinds de oprichting van KWF in 1949 zijn de overlevingskansen voor kankerpatiënten meer dan verdubbeld. Maar onderzoek is nog steeds hard nodig, want **1 op de 3** Nederlanders krijgt gedurende zijn leven de diagnose kanker. Het ideaal van KWF Kankerbestrijding is een wereld waarin niemand meer sterft aan kanker.

"Wat doet KWF dan?"
KWF zamelt geld in voor kankeronderzoek. Dat doen we ook 1 keer per jaar in de collecteweek. Tijdens deze week zamelen 80.000 vrijwilligers ongeveer €6 miljoen in. Daarmee kunnen ongeveer **12 onderzoeken** gefinancierd worden.

"Waar besteed KWF haar inkomsten nog meer aan?"
Van iedere euro gaat 82% naar de doelbesteding en 18% naar kosten.

"Hoeveel verdient de directeur?"
Het actuele salaris kan gevonden worden op kwf.nl/salarisdirecteur. Momenteel heeft KWF twee bestuurders. Het salaris van de bestuurders van KWF is in lijn met de afspraken van Goede Doelen NL voor een tweehoofdig bestuur en voldoet aan alle normen die vanuit de overheid en de branche worden gesteld.

"Wat zeg ik als mensen al gedoneerd hebben?"
KWF Kankerbestrijding heeft ongeveer 1 miljoen donateurs, dus het kan heel goed dat iemand ons al steunt. Daar zijn we natuurlijk ontzettend blij mee. Bedank diegene voor zijn betrokkenheid bij de kankerbestrijding.

Figure 6.9. The appearance of the street collection volunteer

Figure 6.10. The street collector ID card

Figure 6.11. The street collection cheat card

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card functions as an extra reminder. On the back of the card, sentences can be found in three languages (English, Turkish and Arabic). The sentences explain that KWF is holding its annual collection week and it asks the reader to donate. This can be a useful extra, because the street collection targets neighbourhoods where not all people speak Dutch. In case none of the volunteers themselves have an immigrant background, the card helps with doing collection.

Not only adults, but also kids can be great street collectors. For the kids, the same products can be used and for them, KWF already has a special collector ID which can be printed by parents themselves, so they can keep it after doing the collection. In this way they have a nice reminder they can show at school for instance. A nice extra gadget is the balloon, which makes them stand out more.

The collector uses the debit card collection box and the collector ID has an iDeal-QR payment code on it. In this way people can pay in cash, with the debit card and with their phone, so in every way they want.

All elements in the street collection package together will make the street collection system a success. A lot of elements play a role for people when deciding to donate and the decision is often made in just a few seconds. Only wearing a new T-shirt is not automatically a recipe for success. It is important that the volunteers know where to be, how to communicate and how to behave. And it is just as important to select the right people to do the collection, not only based on characteristics but also on demographics. When collecting in a neighbourhood where 50% of the residents has an immigration background, ideally half of the collectors should have the same kind of background.

Product	Price (per piece, when ordering # number of pieces)	Source
T-shirt	€2,93 (1000 pieces)	Drukzo (2018)
Key cord	€0,78 (750 pieces)	BudgetGift (2018)
Cheat card	€0,16 (500 pieces)	Drukwerkdeal (2018)
Collector ID	€0,08 (500 pieces)	Drukwerkdeal (2018)
Balloon on stick	€0,18 (1000 pieces)	Drukzo (2018)

Table 6.3. The costs of the physical products

6.2 Designing the physical collection material

The collection package is created based on all research done during the project. Chapters 6.2 and 6.3 elaborate on the creation process followed by the concept questionnaire that was conducted and the real-life collection test that was done after that. The physical collection material was created first by following the ideation and conceptualisation steps of the design process.

Ideation
Several ideation methods were used during the project to generate ideas for street collection in the large cities. Ideation is done by using methods like how-tos, a morphological chart (appendix L) and an ideation session (appendix M), inspiration is found in various locations such as online, in literature or just during a walk in the city. Figure 6.14 shows an overview of the process.
All ideas found were gathered and ordered based on the associated theme. See appendix N for an overview of all ideas. The different idea themes are 'how to act', 'how to collect', 'how to connect' and 'what to wear'. One similarity found for almost all ideas is that they focus on a certain message. For instance, some ideas shown in figure 6.12 focus on explaining that collectors are volunteers or that volunteers are collecting for one specific person or a type of cancer. These messages relate back to the design wishes and opportunity fields selected in chapter 5.

To create complete concepts, it is chosen to base each concept on one message and combine several smaller ideas. The messages on which to base the concepts, are selected by using a matrix with two important wishes (see chapter 5.4), these are 'personal targeting' and 'trustworthy volunteers'. Figure 6.13 shows the different messages mapped on the matrix.
Three messages were selected for further concept development. Both the messages about 'I collect for' scored high on both axes in the matrix, but it is hard to select one specific type of cancer to collect for. KWF is not able to prove where money from collection is spent on exactly, so collecting for a specific type of cancer is not possible. For this reason, the high scoring messages 2, 4.1 and 6 were chosen as concept directions. Three concepts were created based on these three messages and created by using a morphological chart (see appendix L).
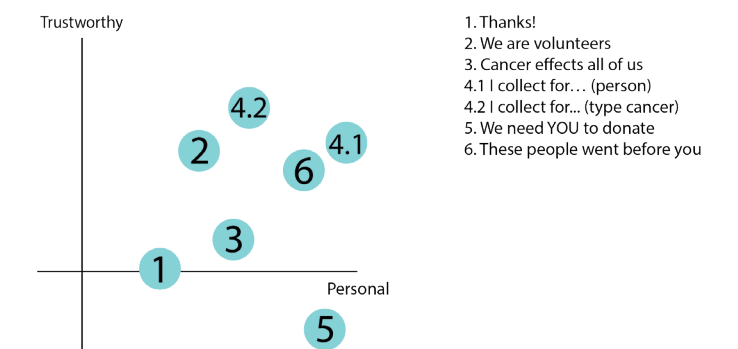
Figure 6.12. Ideas with the messages of 'collectors are volunteers' and 'collecting for a special someone'

Figure 6.13. Different messages mapped on the scales of trustworthy and personal

1. Thanks!
2. We are volunteers
3. Cancer effects all of us
4.1 I collect for... (person)
4.2 I collect for... (type cancer)
5. We need YOU to donate
6. These people went before you

First idea generation · Creative session · Ordering ideas · Selecting messages · Create 3 concepts with morphological chart

CONCEPTUALISATION

Developing 3 concepts · Creating 3 concept pictures · Developing questionnaire · Gathering responses · Analysing responses · Selecting concept elements · Creating final concept outfit · Create other package elements · Real-life concept test · Final design of collection package and system

Figure 6.14. Detailed ideation and conceptualisation process

Conceptualisation

Three concept pictures are developed for testing the appearance and the messages using an online questionnaire. The creation of the concepts is described in appendix O.

To make the concept test as objectively as possible, all concepts are presented in the same way (figures 6.16, 6.17 and 6.18). Also, a fourth 'concept' picture is created, showing the current appearance of collectors when they go out on the street, this is **concept A** (figure 6.15). This 'concept' is added, in order to test the assumption that the current street collection appearance performs worse than the new concepts.

All concepts focus on the appearance of the volunteers and the message they try to convey, which are the physical elements (or product elements). The design elements of communication, behaviour, location, organisation and training receive less attention during this test and are addressed in the real-life test (chapter 6.3).

The static elements of the concepts

All concepts are presented in the same way to avoid bias in the questionnaire. The background of all pictures is therefore the same. The picture is taken in the summer, when the normal collection of KWF is held. For that same reason the collectors are only wearing a T-shirt.

The people used in the picture are of different ages and gender, because volunteers in the large cities are more mixed in terms of age and gender (see figure 4.4). The persons are positioned in the same way, lined up in the centre of the picture. In all concepts the debit card collection box is used. The debit card box is the best option when doing street collection, since a lot of people don't carry cash anymore.

Concept B: 'we are volunteers'

The first concept conveys the message 'we are volunteers' (see figure 6.16). This is based on the 'trusting volunteers', 'information during collecting' and the 'appreciate donors' opportunity fields. Chapter 3 explains that it is quite often forgotten by people that collectors are volunteers, while research shows that people donate quicker when they realise the collector is indeed a volunteer.

For the print on the T-shirt, a simple playful handwriting and a sketch are chosen on a white T-shirt. This is done to avoid a 'corporate' KWF appearance. Black on white is used, so the contrast is as high as possible. To show that they still belong to the organisation, a small KWF logo is placed on the bottom of the T-shirt.

The collectors have a card they can hand out to people

when they have donated. On the card, 'thank you' is written. The costs for the two products are estimated at €10.00 for a T-shirt and €0.03 per card.

Concept C: 'I collect for… (person)'

This concept is focused on creating a more personal interaction between the collector and the donator (see figure 6.17). It is based on the 'personal targeting' and the 'motivated collectors' opportunity fields. The ribbon acts as a conversation starter for both parties. Collectors can write the name or names of the people they want to collect for on the ribbon. The ribbon is made of a thin flexible plastic material (like PE) on which a permanent marker can be used. 'I collect for' is printed on a badge that is pinned on the T-shirt together with the ribbon. The ribbons are worn on white T-shirts, since it is small, and it stands out more on white. To emphasize the message, a sign is used on which the following question is asked: 'for whom to you donate?'. Also, the 'pinnen ja graag' logo is used. This logo is used in all stores in The Netherlands and this helps to communicate that the collectors are using debit card collection boxes.

The costs of the material are estimated at €1.00 per ribbon including badge and €110.00 for a street sign (see appendix P for the calculation of the street sign).

Concept D: 'Other people donated already'

This concept is about showing people that (a lot of) other people also donate to the cause of KWF (see figure 6.18). It is based on the 'personal targeting' and 'trusting volunteers' opportunity fields, it is meant to make use of social pressure and copying behaviour of people. The sign on the street says 'here in The Hague (number of) people have given more time to cancer patients'. The number can be changed by flipping the cards on the board. The collectors are wearing their own clothing and to make them more trustworthy, they wear a KWF key cord with a collector ID. The costs of the material are estimated at €160.00 (see appendix P) for the street sign and €0.25 for a key cord.

Concept test

Different constructs are interesting to research in the concepts. The first construct chosen to research is attraction. When the volunteers have an attractive appearance, they have to work less hard in getting attention from passers-by on the streets.

It is also expected that the element of uniqueness adds to the attractiveness of the volunteers. When the volunteers look unique, people might be more attracted to them. Therefore, uniqueness is chosen as the second construct.

Figure 6.15. Concept A: Current street collection

Figure 6.16. Concept B: 'we are volunteers'

Figure 6.17. Concept C: 'I collect for…(person)'

Figure 6.18. Concept D: 'Other people donated already

mean = 2,79
Std. Dev. = 1,36
N = 116

Figure 6.19. Donating behaviour of the respondents

Concept	Number of responses (closed Q's)	Number of responses (open Q's)
A	60	29
B	58	27
C	53	26
D	61	32

Table 6.4. Number of recorded answers per concept

Concept A	Donate	Trustworthy	Unique
Donate	-	0,06	0,2
Trustworthy		-	0,2
Unique			-

Concept B	Donate	Trustworthy	Unique
Donate	-	0,28*	0,46**
Trustworthy		-	0,51**
Unique			-

Concept C	Donate	Trustworthy	Unique
Donate	-	0,59**	0,50**
Trustworthy		-	0,28*
Unique			-

Concept D	Donate	Trustworthy	Unique
Donate	-	0,46**	0,34**
Trustworthy		-	0,48**
Unique			-

Note: *correlation is significant at the 0,05 level

**correlation is significant at the 0,01 level

Table 6.5. Pearson correlation coefficients

The third construct is trustworthiness. Research shows that this element is found to be very important for volunteers, people donate faster when the collectors and the charity are trustworthy (chapter 2).

Three research questions are formulated based on the three constructs mentioned. The first research question (Q1) is: 'for which concept is the intention to donate the highest?', in order to compare the concepts and see which concept would attract the most people. Here, the hypothesis is that concept A performs worse than the new concepts. The second question (Q2) is: 'to what extent are the concepts seen as unique?'. The third question (Q3) is: 'to what extent are the concepts seen as trustworthy?'.

Method
Design & pilot
To answer to the three research questions, a questionnaire is devised. It is partially a monadic product test research design (Moore, 1982). One product at a time is assessed, but each respondent assesses two concepts, making it a mixed design.
The three new concepts and the current concept are the independent variables that will be tested on three dependent variables. It is expected that several control variables will play an important role like place of residence, age and gender. Therefore, respondents will be asked demographic questions in the test to test this assumption.

The questionnaire is created in the online software tool Qualtrics and contains 10 questions per respondent (see appendix Q). To make sure the questionnaire is understandable a pilot study is done. The questionnaire starts with an introduction. To avoid bias, neither KWF or 'a charitable organisation' are named as the subject of the questionnaire. In this way, the first reaction of the respondent is as unbiased as possible. After the introduction, a few screening questions are asked. The target group of the questionnaire is people that live in the 7 largest cities of The Netherlands or people who often visit these cities. This screening is put in to make sure only the target group fills out the survey.

After the introduction and the screening, each respondent is randomly shown two of the four concepts. The first concept is accompanied by open and closed questions and the second concept is only accompanied by closed questions. All concepts are shown in equitable randomized order, to make sure the same amount of open and closed questions are filled out for all four concepts.

The first open question asks for the first reaction of the respondent. After this, the closed questions are asked and subsequently three more open questions are asked about the concept. The closed questions ask about the intention to donate, trustworthiness and uniqueness of the concepts. All closed questions were put in the same way, using a statement and a 5-point Likert scale is used to ensure consistency (from completely agree to completely disagree). The respondens were also asked what their normal donating behaviour is like (using a 5-point Likert scale).

Sample
The online survey was conducted amongst 116 people in March 2018. Respondents are recruited online via personal network social media (LinkedIn and Facebook) of the researcher, friends, family and colleagues.
Due to a randomisation error in the software, a different number of responses for the questions was gathered for the different concepts (see table 6.4).
The respondent's ages range between 20 and 66, with a mean of 35. Of the respondents, 57% is female. The largest group indicated that they sometimes donate to charity (30%). The mean value of the normal donating behaviour question is 2.79. This means that on average, it varies if people donate to charity (see figure 6.19).

Stimuli
The developed concept pictures (figures 6.15 – 6.18) were used in the survey, accompanied by a further explanation of what is shown in the picture. This is done, because the pictures are quite unclear when filling out the survey on a mobile phone and zooming in is not possible.
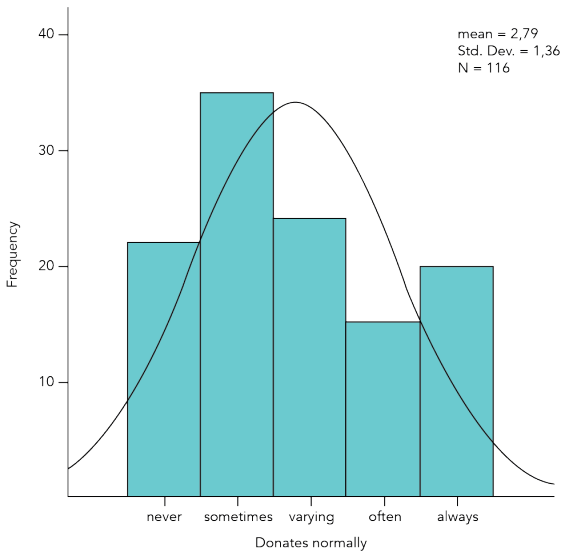
Results
The mean values of the uniqueness, trustworthiness and the willingness to donate for all 4 concepts are displayed in table 6.6. To find which means differ significantly, a one-way ANOVA is performed (the complete ANOVA tables can be found in appendix R).
The concepts differ significantly on uniqueness $(F(3,228)=6,78, p<0,001)$. The Bonferroni post-hoc test revealed that concept A differs significantly from concept B $(p<0,05)$ and that concept A differs significantly from concept D $(p<0,05)$.
The concepts also differ significantly on trustworthiness $(F(3,228)=6,43, p<0,001)$. The Bonferroni post-hoc test revealed that concept A differs significantly from concept B $(p<0,05)$ and that concept D differs significantly from concept B $(p<0,05)$. Figure 6.20 visualises the significant results.
For willingness to donate, no significant differences were found $(p>0.05)$.

For every concept, the Pearson correlation coefficients are displayed in table 6.5.
For concept A no significant correlation between the constructs is found. For the other three concepts, positive significant correlations are found between all constructs.
To find whether a difference exists between the two genders and uniqueness, trustworthiness and willingness to donate, an independent factorial ANOVA is performed.

There is no significant difference between the genders on all 3 constructs.

All answers to the open questions are clustered, counted and analysed, and put in tables to create an overview (these can be found in appendix S). The first open question asks for the first reaction to the concept. The responses are clustered into three groups: negative, neutral and positive. Between 45% (for concept A) and 69% (for concept C) of the responses are negative. Concepts A and B received the most positive responses, respectively 38% and 33%.

The second open question asks 'what makes the concept unique and what not?'.
For all four concepts, one reaction was the same. This was: 'I don't think it is unique at all'. Concept A is seen as the least unique (66%) and concept B is seen as the most unique (41%). The other reactions are categorised as 'it is unique/nice', 'The pin option is new' and 'a specific element makes it unique'.

The third question akses 'what do you like, and what not?'. All concepts received similar and different reactions. Two reactions were found for all four concepts. These were 'I like the debit card collection box' and 'I think street collection is annoying in general'. In total respectively, 23 and 21 people mentioned this, meaning that 20% of all people specifically say they like the debit card box and

	Uniqueness of concept		Trustworthiness of concept		Willingness to donate	
	Mean	Std. Deviation	Mean	Std. Deviation	Mean	Std. Deviation
Concept A	2.30	1.14	3.60	0.83	3.07	1.35
Concept B	2.93	1.18	3.00	0.99	2.71	1.12
Concept C	2.66	1.00	3.26	1.02	2.58	1.22
Concept D	3.16	1.08	3.66	0.87	2.98	1.28

Table 6.6. Mean values and standard deviation scores of the variables

18% indicate that street collection is annoying.
Other reactions were found for some concepts only. The reaction 'these are volunteers' was not found for concept C, but was found for the other three concepts. And some reactions were only found for one concept, like the reaction 'the counting sign is nice' which was only found for concept D.

The last question is: 'what would you change?'. A lot of different answers were found to this question. For concept A and D, more suggestions were given and people advise, for instance for concept D, to change the sign or the clothing of the volunteers.

Conclusion and discussion
To answer the first research question (Q1), 'for which concept is the intention to donate the highest?', we first look at the mean values. The concepts do not differ significantly on willingness to donate. What can be seen, is that concepts A and D received the highest average numbers. The hypothesis that concept A will perform the worst is rejected.

To find an answer to the second research question (Q2), 'to what extent are the concepts seen as unique?', it can be concluded that concept B and D are seen as more unique than concept A. The answer to the third research question (Q3), to what extent are the concepts seen as trustworthy?', is that concept A and D are more trustworthy than concept B.

It has also been found for the three new concepts (B, C and D), that the 3 constructs positively correlate, meaning that, for instance when the trustworthiness becomes higher, the uniqueness and the willingness to donate also grow.

The answers to the open questions show that the respondents often react to one specific element in the concepts. One respondent focusses only on the debit card collection box and another looks at the T-shirt or the street sign. Also, none of the concepts have high means on the constructs. Most means are around 3 (don't agree/agree), meaning that they have their doubts or don't have a strong opinion on the concepts.
For both reasons, I will focus on the specific elements in the concepts that do well in the results. In this way, the best elements of all concepts can be combined in one final design.

Concepts B and D both differ significantly from concept A on uniqueness. For concepts B and D people indicate that they find the counting sign and the 'volunteer element' unique. This shows that these two elements add to the uniqueness of these concepts.
It was hypothesized that uniqueness adds to the attractiveness of a concept and that this adds to more donations. A significant correlation was found for concepts B, C and D between all three constructs, but not for concept A. It can be assumed that the constructs do affect each other and that a unique and trustworthy concept adds to the willingness to donate.
A lot of people also reacted to the debit card collection box and mentioned that they thought this element was unique. 20% of the all respondents indicated that they like the new collection boxes and on the other hand, 4% think that debit card terminals can be scammed and that makes them unsafe.

Concepts A and D score higher on trustworthiness (and are significantly higher than concept B). Especially concepts B and C raised questions about the cause the volunteers are collecting for. The respondents didn't like this. Respondents indicated often that they want to be able to see in one second what they are dealing with when they encounter recruiters/collectors on the streets. In this way, they can decide quickly whether they want to ignore the collectors/recruiters or stop to listen to them. It is expected that the unclear KWF branding adds to the lower trustworthiness scores of concepts B and C. It is expected that concepts A and D score higher, because of a clear KWF branding and the use of an ID card. In the open questions, positive reactions were found on the KWF name and logo and also on the ID card. Some respondents indicated that this gives a sense of trustworthiness.
It will be important to keep the recognizable element in the design of the outfits of the volunteers to improve the trustworthiness.

The willingness to donate is the highest for concept A, followed by concept D, but there were no significant differences. The mean values indicate that about half of the people are not positive about street collection. This is endorsed by the reactions to the open questions. Between 45% and 69% of the first reactions to the concepts were negative. Mainly the 69% rate of concept C indicates that the respondents did not like it, for concept C, the most people indicate to find the concept annoying. Following this and the fact that concept C has low to average mean values, the 'I collect for' message will not be used in the

final concept design.

The open questions also show that the specific elements that make the concept different or unique are found to be the nice/fun elements of those concepts. These elements are the T-shirts with the message for concept B, the personal element in concept C and the counting sign in concept D. Respectively 33%, 15% and 28% of the respondents indicated to like these specific elements of the concepts.

Both the T-shirt and the counting singn are nice/fun elements in the concepts and seen as unique. These elements can both add to the final concept design, but they both need adjustments. Looking at answers given to the question 'what would you change?', it is found that people indicate for concept D that the counting element can be made more spectacular or more fun. Is is also found that the volunteers could use a KWF T-shirt. Combining these findings leads to the idea that the T-shirt with the volunteer message should be used in the final design when combining it with a better KWF branding. The idea behind the counting sign can also be used, but in a different form it might work even better.

It is important to discuss the elements that have influenced the concept test. The most important factor was probably the presentation of the concepts. The concepts were named 'concepts' in the questionnaire. This was probably confusing to people who had the feeling nothing new was shown. This was also found in several reactions in the open questions. A different working like 'situation' might have worked better. Next to that, it was not possible to zoom in on the pictures while filling out the questionnaire on a mobile phone and it is expected that a lot of people filled out the survey on a phone. Besides, one respondent commented that he or she did not see the counting sign in the picture at first. This means that this respondent did not read the complementary explanatory text that was added below the picture. It can be expected that more respondents did not do this, and this might have influenced the test as well.
Another influential element is possibly the age of the collectors. Recruiters are often young people or students who do recruiting as a secondary job. As mentioned earlier, people often don't like the recruiting on the streets and the people in this picture might have triggered this association, leading to a more negative image.
The combination of the open and closed questions shows which elements will work best in the final concept design. The most interesting elements found are the KWF branding and trustworthy appearance, the 'volunteer' message of concept B and the counting sign of concept D.

The final concept has to fulfill the requirements set in chapter 5.4. The cost requirement of a maximum of €12,50 per volunteer does not match the counting sign, it is too expensive to make for all the collection teams in a city, meaning that the sign can't be used in this way.
The counting element, however, can be used in a different way, for instance digitally. It is possible to add a counting element to the national marketing campagin of KWF. Chapter seven elaborates on this.

6.3 Street collection test

Next to having the right appearance and conveying the right message, the communication and behaviour of the volunteers is just as important when collecting. In order to test the appropriate communication and behaviour, tools for volunteers are developed and subsequently reviewed during a real-life test.

Street collection tools
Street collection briefing
Several insights have been found concerning the best way to do a collection. To test whether these hold true in real-life, a briefing is developed, see figure 6.21. The briefing discusses several topics and explains in four images what the most important rules for behaviour are. The topics in the briefing are the location, the information card, being ignored, what to say and the collection box.

Amongst other research, the concept questionnaire showed that people can feel intimidated when collectors line up in the middle of the street. Lining up gives passers-by the feeling that they are being ambushed and that they have no way to go, while on average half of the people want to ignore street collectors. Therefore, it is important to let people walk by and ignore collectors when they want to. Donating to collectors has to be an own choice of the donators.

Being ignored is an important subject for street collectors. As found before, a lot of people don't want to be disturbed on the street and they will ignore the collectors. Managing this expectation for the collectors helps with making the collection more fun to do. When collectors expect that they will be ignored by a lot of people, they can focus more on the people that do want to donate something.

Communication is important during collection as well. Getting attention from people in the right way is the first step. It is expected that it will work better to approach people in two steps. When greeting people first, you can get their attention and see if they are interested in listening to you, this also gives them the chance to keep walking. When they look up, the collector can ask them whether they want to donate. Body language is also important here, because sticking the collection box under the noses of people can come across as pushy. Therefore, it is also advised to keep the box aside and put it forward when people show they are going to get their wallet.

The second communication element is about providing information about KWF. An information card is developed that provides basic information about KWF and its activities that the collectors can hand over during collecting, in case people ask for more information. The briefing explains when to use the information card. Next to that, a 'cheat card' is developed that helps to remind the collectors wat to say. It provides opening lines, basic answers to frequently asked questions and it provides opening lines in different languages, which the collectors can show to people who don't speak Dutch. The type of neighbourhoods that will be selected for street collection will have a lot of expats and residents with an immigration

Uniqueness

Trustworhiness

background, so it is expected that these sentences will be useful.

Information card
On the information card (figure 6.22) basic information about KWF and its activities is provided. It is explained in short what KWF does and why the collection is being held, also the iDeal-QR code is put on the card. In this way, collectors can give the card to people who don't want to donate right away or who want to think about donating first. The card is the size of a business card, so it fits in wallets and pockets, which makes it easy for collectors and other people to carry around.

Cheat card
The collectors should also able to provide information to passers-by during collecting, but that requires some training. Organising a dedicated training is too much for a yearly activity. To help collectors answering certain frequently asked questions, a cheat card (see figure 6.12) with the answers to these FAQs is provided. The frequently asked questions are based on existing collection material of KWF. Next to this, the opening lines are provided in order to push collectors towards the usage of the words 'cancer research' or 'fight against cancer', in stead of 'collection for the cancer fund'. People are more inclined to donate when it is for a cause, in stead of an organisation.

Testing the street collection concept
All developed material is tested in real-life on the 'Beverwijkse Bazaar'. This is a large black market that is visited by a lot of people in the weekends. KWF is not able to do collection on streets at any given time, since it is only allowed to do collection for one week every year. Therefore, it will not be possible to do a real-life validation of the street collection. The Beverwijkse Bazaar is large and has streets and terraces on private property, and KWF has permission to do collection here. For that reason this location is selected for the test.

Method
Volunteers and colleagues of KWF and their children gathered to do the street collection for 1,5 hours. The collection was done with 4 adults and three children. The team gathered outside the Bazaar and was given all material and was briefed beforehand using the collection briefing. The team was then asked to follow the guidelines of the briefing, but also test different other approaches, locations and situations in order to find out what works best.
During collecting, observations were written down, next to the comments of the collectors. Each collector was asked for his/her experience 2 or 3 times during collecting. After the test, everyone came together and discussed the collection. All observations, experiences and opinions were written down.

Results & conclusion
Several new insights were gathered concerning street collection. The complete list of results can be found in appendix T. In 1,5 hours almost €200.00 was collected. To compare this, one collector on average collects €80.- in one collection week. The collectors that were interviewed

during the research of this project go out for at least 3-4 hours during the collection week, meaning that they collect around €25.- per hour. During the test, €33.- per adult per hour was collected. This shows that street collection has a great potential to be more effective than door-to-door collection.

When gathering outside the Bazaar, starting up was a bit difficult. A lot of things needed to be explained and material needed to be handed out. The material was new to the volunteers, so they needed time to understand the new material, but they didn't take the time to do this since the children were excited and everyone just wanted to start with the collection.
Briefing the volunteers was a bit hard and chaotic, again because the volunteers and the children were excited to start with the collection, but also because quite a lot of information needed to be communicated. Not only how to communicate and behave, but also how to use the new collection product. During the test, the normal collection boxes were used because the debit card collection boxes were not available, but everyone did have an iDeal-QR code on their collector ID. The volunteer that was unfamiliar with the QR code found it hard to understand how it works and what to do with it.
Having pictures on the briefing helped with explaining what to do so it will work to communicate the information in a visual way. Next to that, it is better to do the briefing and hand out the material at a different moment, before arriving at the collection location. In this way everyone can take time absorbing all information and looking at the provided material like the cheat card. Then when arriving at the location everyone can start collecting immediately. The best way to convey a lot of information in a visual way is by showing a short movie. A 'how to do street collection' movie therefore needs to be made that addresses the location tactics, the best way to communicate, the best way to behave and using body language, and how to use the collection products. While explaining the 'how to', the 'why' will also be explained, so people really get an understanding of why they should behave like explained. The movie needs to be available online, so that it can be accessed by everyone on every device. In this way, volunteers can look at it a second time and absorb all the information.

Collecting on the streets is much more fun to do in teams, by yourself it can be overwhelming. Doing the collection together with children is also a lot of fun. The kids love walking around with the collection box and they are happy every time someone donates something. The collectors sometimes felt uneasy at the particular location. They were unfamiliar with it and expressed during the test that they sometimes felt uneasy around the people at this location. Therefore it is best to do street collection in your own neighbourhood or a neighbourhood you are familiar with.

The information card was barely used. The collectors didn't feel the need to hand over the card, because people simply say no and keep walking if they don't want to donate. There was no time to start a conversation with the passers-by. The information card was therefore not useful during the test.
It is expected that the card can be useful during other

Figure 6.21. The street collection briefing

Figure 6.22. Information card

forms of collection or recruitment, or that it might be useful when collecting in places where more critical public can be found. During an interview on street collection with a volunteer from the Amstelveen department (A. Luursema-Koorn, personal communication, April 2018), it became clear that expats also love to do something for charity, but often they don't know the charities in the country. So, when collecting in neighbourhoods where a lot of expats live, an information card in English might help a lot.

The best-suited locations to stand or walk around were terraces and entrances. It is expected that people are in a calm state of mind at those moments and that helps for starting a conversation. Next to this, when one person on a terrace decides to give something, others follow the example. This is a great way to make use of social proof. The volunteer that walked around on the terraces the most also collected the largest amount of money.

It is important to ask people to donate. Saying nothing and walking around does not cause people to donate. It is found that greeting someone first works best. When greeting someone, you receive their attention and then you can ask them if they want to donate.

One of the volunteers did not greet people and just held the collection box in front of people. He did this, because he said that the logo on the box would explain enough to people. In the end, he collected the least amount of money, which indicates that the communication is indeed important.

6.4 Conclusion

The concept questionnaire and the street collection test lead to the final design of the street collection package, which contains all material and information needed to make the street collection a great success. There are different stakeholders in the organisation process that need different information and material at different moments and this needs to be coordinated. For this reason, every department will need a coordinator who makes sure all goes well. The collection teams also need a team leader, so the collection is coordinated on the team level as well. The collection package supports the stakeholders in organisation, training and execution of the street collection.
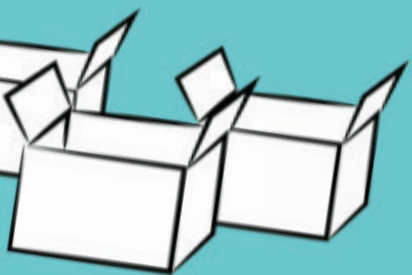
Next to the system itself, an implementation and promotion plan are needed to make sure the system is developed and validated correctly. Chapter 7 elaborates on implementation, validation and promotion, and also on the future of the collecting in the form of a roadmap to 2021.
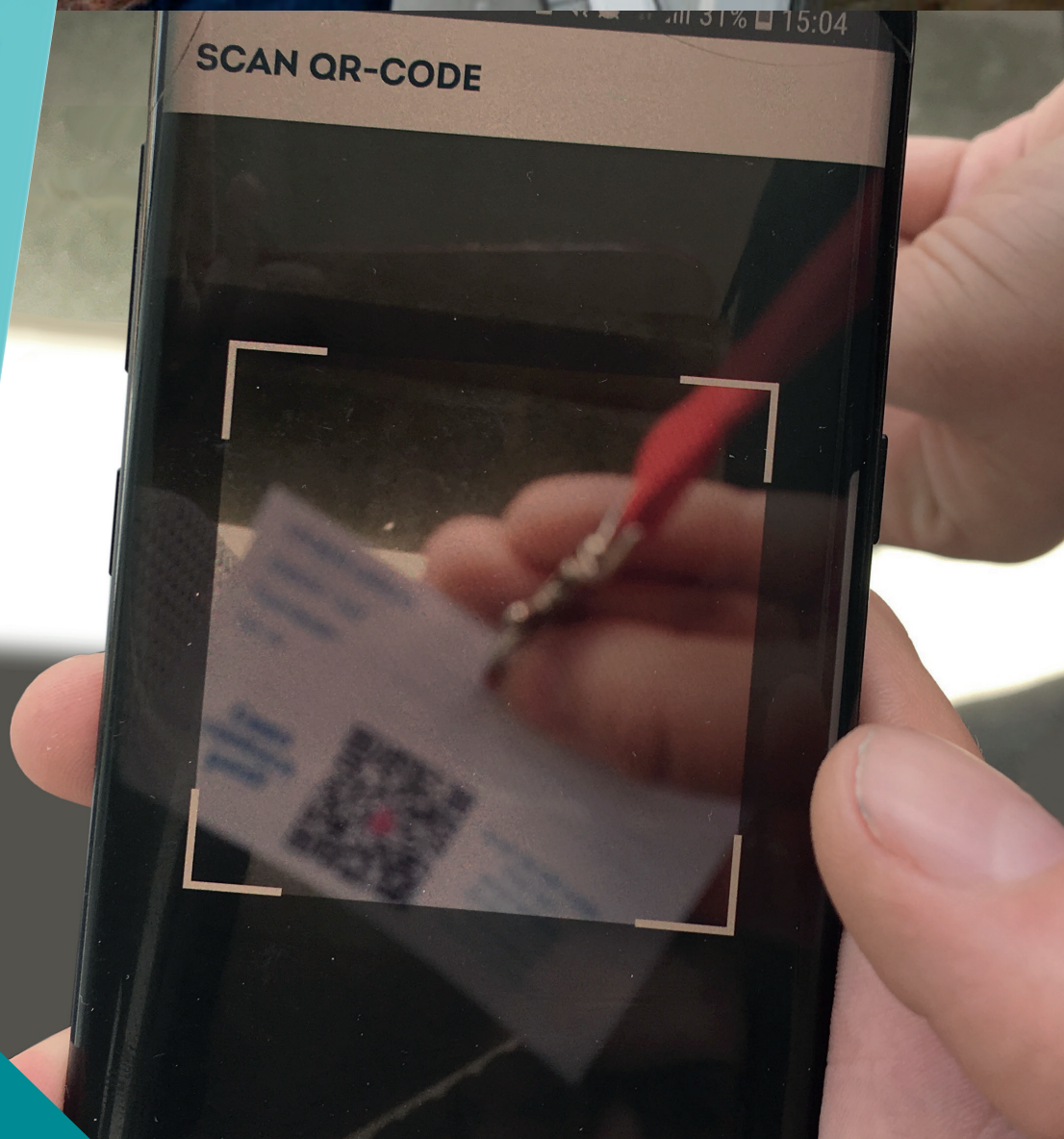
Chapter seven:
Implementation and strategy

7.1 Implementation of the street collection system
7.2 Future strategy of collecting at KWF
7.3 Conclusion

About

In this chapter, the implementation plan of the street collection system and the future strategy of collecting in the form of a roadmap are discussed. The implementation plan focusses on one year and shows how to implement, review and improve the current street collection system. The roadmap for the future strategy focusses on the coming three years and shows how the organisation, products and technology will work together towards the new collection at KWF.

7.1 Implementation of the street collection system

The designed street collection system has to be implemented and validated correctly, to make the system successful. The system was only tested (see chapter 6.3), but could not be validated in real life, because the collection is only held once a year. It is expected that during the collection week a lot of factors play a role that positively influences the potential donators towards donating. Therefore, the collection experience will be different during the real collection week compared to the collection done during the test. Also, new elements have been designed that are not tested yet. Therefore, it is important to use and test the street collection system in the next collection week.

Implementation process

How to do the implementation and validation is shown in an implementation plan (figure 7.2). The plan consists of five phases which overlap in time (see figure 7.1), meaning that one phase starts when another has not yet ended. The process is also iterating, when the five phases are completed, the process starts again with the first phase. It will be important to keep developing and validating the collection products. Not only the street collection system, also the current door-to-door collection and new products like online collection need to be (re)developed

and validated.

Collection products are dependent of payment methods. When new payment methods become available, new collection products may be designed that fit these new payment methods. It is important to think about if and how to use the new collection products. It is not advised to just add another payment method when it becomes available. It is important to fit the collection products to the users, which in the first place are the collectors and secondly the donators. It will be sometimes difficult to explain to collectors how and why to use this new collection product when they already have something else they are used to, which works fine in their opinion. For these reasons, it is advised to do yearly design iterations for all collection products.

Figure 7.1 shows that the develop and review phases are larger than the other phases. Together these phases take up nine months each year. The inform and recruit phases take a bit longer, about three months a year. And the use phase is really short, namely only one week every year. This also means that it is not possible to have a quick innovation process and one iterating step lasts one year. A full redesign of a collection product can only be tested during the use phase which only occurs once a year. Small iteration steps can be taken, but they can only be tested in a laboratory study.

Implementation plan
Before the collection week
Develop
The implementation of the street collection system starts with the develop phase. The most important elements of the street collection package need to be created by KWF. These are the coordinator booklet, the physical collection material, the team leader briefing and the 'how to do collection' video. Chapter 6 provides the outlines and content for all these elements, the booklet, physical material and the briefing can be created internally at KWF, however the 'how to do collection' video needs to be created by an external party, since there are no KWF employees who can do this. KWF already has a lot of experience with the creation of videos and has different partners that can help with this. The creation of all the physical elements is expected to take up one to two months.

Inform
When developing and implementing a new product for collection, a lot of stakeholders need to be informed. The stakeholders need to know how the product works and why this new product is going to be used (see figure 7.3). The first stakeholder group that needs to be informed is Team Volunteers of KWF, these are the relation managers and the service point. These are the people that will explain the new system to the volunteer departments and therefore they have to become experts on the new street

Figure 7.1. Five phases for product development and validation

collection.
Following the KWF employees, the departments that will do the street collection need to be informed as well. First, it needs to be decided which departments will start with the street collection in this first year. The collection system was designed for the large cities in The Netherlands, so these cities should start with the street collection. Smaller cities (from the 'city' department type) can also start with the collection, especially when they have the typical bad performing neighbourhoods that could benefit from street collection. The employees of Team Volunteers, especially the relation managers, together with the departments should decide at which location to do the street collection this first year.
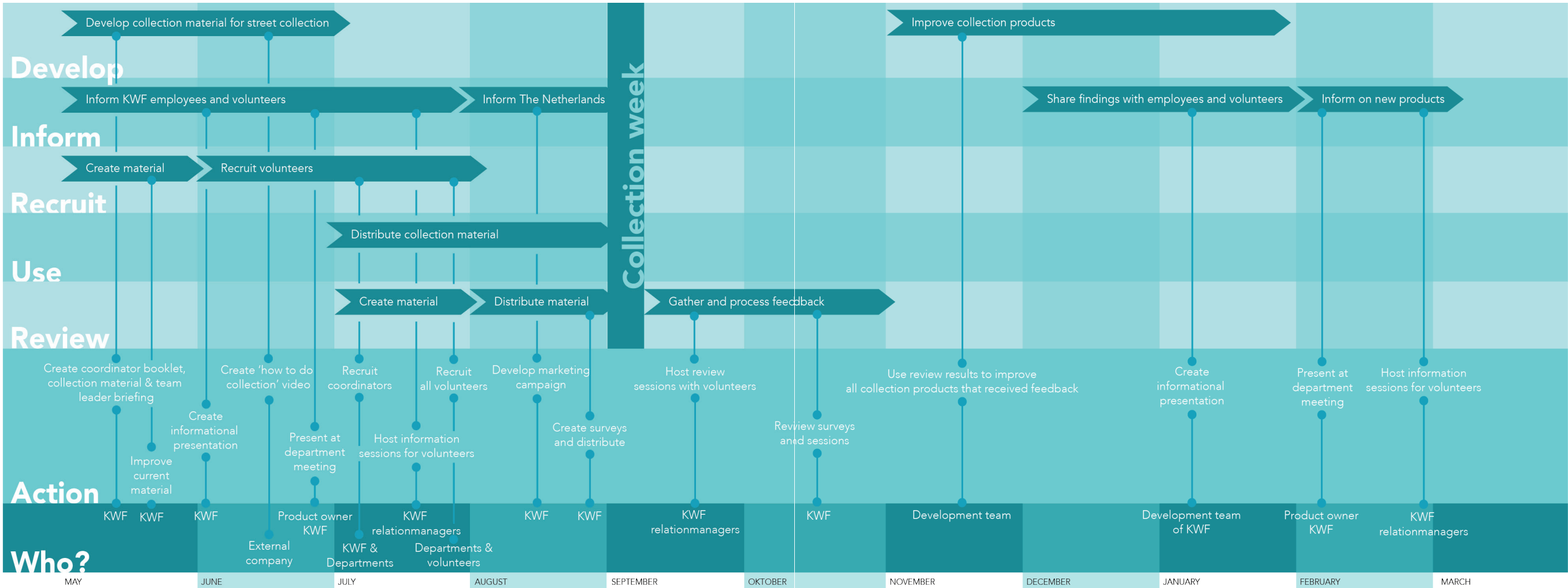

Figure 7.2. Street collection implementation plan from may 2018 till march 2019
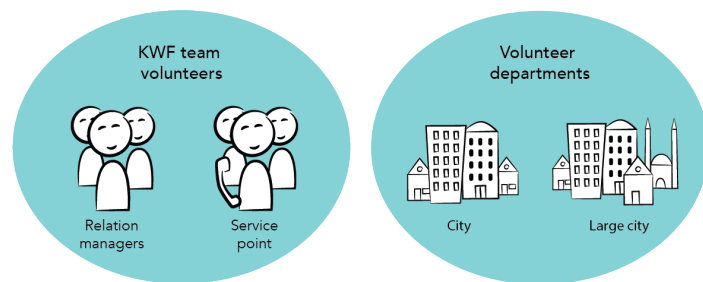
Figure 7.3. KWF stakeholders in the street collection system

The KWF volunteers have been confronted with a lot of changes over the past couple of years. Bigger changes were the merging of several smaller departments (which is now being undone for some of them) and the pilot testing of the new debit card collection box. This pilot takes two years and is executed in the collection weeks of 2017 and 2018.

KWF performed a satisfaction survey amongst her volunteers in the winter of 2017-2018. It follows from this survey that volunteers think that sometimes KWF is changing too much for no apparent reasons. This shows that volunteers sometimes have difficulty in understanding why changes are implemented. It will be very important to make clear why a change in organisation, training or collection products is made.

To make sure the stakeholders understand the new collection system, a presentation needs to be created that clearly explains what the street collection is, why it is introduced, how it works and how it is organised. The KWF employees need to become experts on this subject so that they can clearly communicate the same story to the departments and inspire them. The 'why' will be most important for all stakeholders and the background story from this project needs to be used to communicate the why. It is advised to make the presentation as visual and informative as possible and to include the instruction video as well.

The last group of stakeholders to be informed is the target group, meaning all residents of the selected departments or neighbourhoods for street collection. If the people are informed that KWF is doing collection in a different way in their neighbourhood, people might be less surprised when they encounter the street collectors and they might be more open to them.
The most important tool to use for this is the large marketing campaign that KWF launches the week before the collection week. Through this campaign, people are made more aware of the collection week and are prepared for it. There are also other tools available for communication on a local level. The departments will have to make an effort for this themselves. Available tools include press announcements for local papers, social media accounts like Facebook or posters and flyers.

Recruit
When the new collection method is embraced by the departments, they have to start organising it. The first thing needed for street collection is a coordinator. This coordinator can be recruited by the department, with the help of Team Volunteers. A recruitment video is already

available (at https://bit.ly/2HGIks8). Next to a coordinator, new volunteers are also needed. For some of the selected neighbourhoods, a department might decide to stop doing door-to-door collection while there are still volunteers available. These volunteers can be recruited for street collection or as online collector in the same neighbourhood. When both door-to-door and street collection will be done in a neighbourhood, or when no volunteers are available at all, new volunteers need to be recruited. The volunteer recruitment briefing and all available recruitment material will help the coordinator and department volunteers with this. Recruiting new volunteers is a hard thing to do, so the local departments will need help from Team Volunteers with this.

Use
The new collection packages can be distributed together with the other collection material. It is advised to provide all material at once in a real box, so all the material for one type of collection is received by the one person. The packages can be filled based on the number of volunteers that will do street collection. The only product that will be delivered separately are the debit card collection boxes, who have to be delivered by volunteers of another charity.

Review
It will be important to review the street collection system and validate whether it works the way it is supposed to. The only time the collection can be validated is during the collection week. Therefore, collectors, coordinators and Team Volunteers need to work together on the validation. Team Volunteers needs to develop material for reviewing the collection, for instance, a review survey that can be filled out by volunteers or a guide for the review meeting that the coordinator needs to organise after the collection. The latter is advised and explained to the coordinator in the four-step plan in the coordinator booklet.

During the collection week
Of course, the use phase is the collection week. All volunteers need to be well informed when they go out on the streets and they have to know what is being asked of them. Next to that, the review phase starts. It is advised to gather feedback from people on the street next to the feedback from the volunteers. This needs to be done during collection when the experience with the street collection is fresh in mind. This can be done by using, for instance, the street intercept survey method. It is advised to let the survey be performed by professionals in different locations at different times during the week.

After the collection week
Review
After the collection week, the review phase continues. As mentioned, the opinions of the people on the streets are gathered during the collection and the opinions of the volunteers can be gathered through a survey or a review session. The best facilitators for the review sessions are the relation managers of KWF. They can immediately gather the feedback and it can be processed quickly by KWF. It is estimated that these sessions will be held over a timeframe of two months and it is advised to try to do the sessions as quickly as possible after the collection week.

The experiences of the volunteers will fade in their minds. During the qualitative volunteer research (chapter 3.2) is was found that the collectors lose their interest in KWF quickly after the collection week.

All the gathered information needs to be processed by KWF. From this, an advice about the collection system will be formulated. It is advised to organise at least one review session per department and to do the session on a yearly basis.

Start with development again
When reviewing is finished and a new advice about the collection system is formulated, the system needs to be adjusted accordingly by a development team. This team can be employees of Team Volunteers, but it is advised to hire a designer for this as well.
All information found and changes made need to be shared with all stakeholders again. In this way, the collection system will improve every year.

7.2 Future strategy of collecting at KWF

The street collection package and accompanying organisation strategy mark the start of a complete new collection system at KWF. It is very important for KWF to start innovating the collection. When ew payment methods become common practice and old payment methods start disappearing, the collection products should match these changes. To have an overview of the collection in the future, a roadmap for the period 2018-2021 is created (figure 7.4). This roadmap is not a static document. It is a guide and can be changed over time.

The roadmap is created based on trend research (chapter 2.3), correspondance with KWF colleagues and a creative session with the relation managers .

The roadmap is divided into three different elements, organisation, products and technology. The new products need a new organisation structure to be succesful. Therefore, it is advised to simultaneously change the organisation structure while changing the collection products. The new and current product packages of KWF are based on the new technologies that are expected in the future.

Organisation
Department classification
To create more personal collection products, KWF needs to know which target group to reach where. The department classification is the first step towards this new demographic targeting. It is advised to continue with the five department types and create fitting profiles for each type. In this way, all stakeholders know what the types stand for and it will be easier to design new products, strategies and organisational structures.

Department composition
Right now, the larger KWF departments have a lot of organisational layers (see figure 7.5, the left side). Because

of these layers, collectors often have no idea what others do, how much the department collects in total or even who the other volunteers are and the communication in the departments is often downward. During the qualitative volunteer research (chapter 3.2) it was found that the collectors often have one contact person from the department (this can be a district leader or coordinator) and that they don't know the other collectors in their district. It is expected that the collectors' motivation and team feeling will increase when this is changed. In this way they will feel part of a bigger team with the same goal.

The street collection system proposes a new organisation structure (see figure 7.5) with the goal of increasing the group feeling amongst the collectors and the other volunteers, so they become more motivated. The new proposed structure of the street collection system focusses on centralising the organisation by making use of a street collection coordinator who keeps in contact with all street collection teams. The teams have a team leader, there is one contact person in every team who keeps an overview of all activities. The teams will also meet each other during a preparation meeting with the coordinator. In this way, all volunteers get to know each other and know they are doing the collection as a large team.

It is advised to change the old organisation structure of the local departments, from a board with mandatory functions to a department team with coordinators for all different activities. One important 'old' function that needs to stay is that of treasurer. Departments always have to keep the books when they have collected money.
Different departments will not have the same amount of coordinators in their teams, larger departments will have place for coordinators for different kinds of collection. Other departments might not have as many volunteers and therefore fewer coordinators are necessary. In those cases it could also be the case that two coordinator functions are occupied by one person.

Communication
The relations between KWF and the departments are currently arranged based on the size and needs of the departments. Most of the time, a relation manager keeps contact with larger departments and all other departments are managed by the service point. With the new department classification, it is important to consider these relationships and decide how the relationship should be managed with the different departments and who will be the contact person.
KWF has already started with the development of 'service packages' for each type of department. This is a good way to make clear to the KWF employees what to do and how to approach each department. It is advised to develop these packages together with the KWF employees and the volunteers from departments that have a lot of experience with volunteering for KWF. The two most important department types to keep in close contact with are the 'large cities' and the 'cities'. These are found to be the two types that perform worse during door-to-door collection, so the relation managers should focus most on these departments.

Products

The development of the street collection system also marks the start of a new way of organising and providing the collection products to the departments. The street collection package provides all necessary material in one box, so the volunteers don't have to order everything separately with the risk of them forgetting something. This could also work well for the normal door-to-door collection and for new product packages that can be expected in the future, like the online collection (see figure 7.6). The department team can decide each year which packages to order and for how many volunteers.

There will be an important difference between products for departments of different sizes. The small departments (small village and village) will need less different collection products and less coordinators to manage the collection. It is advised to fit the collection packages to the type of department. The street collection package as designed right now, is meant for cities. However, the street collection could also work in a village near the local supermarket. This will however be only one volunteer who is collecting on a Saturday. So, for this kind of street collection a different package needs to be provided (figure 7.6). This collection will also be done with the regular collection box, because there are not enought debit card boxes available.

Next to creating packages for collection products in the collection week, it is also advised to look at the other collection options KWF already has. This can make the organisation of all collection activities easier and better organised for the volunteers. One important product is the funeral collection. For this, a department could appoint a coordinator and a package with all the needed information and material can be provided by KWF. Other products that currently receive little attention are the 'charities week' and 'Kadoneren' (see chapter 2.4). These collection products could also have great potential and creating packages for these products is advised as well.

During this project a set of six design elements was discovered that forms the basis of a collection product (chapter 5.2). It is advised to take these design elements into account, each time a product is designed or reviewed. Also, the opinion of the users of the products is very important and it is believed that much more inspiration and ideas can be gathered from them.

Technology

It is important for KWF to keep following the technologies that are developed. Especially the new payment methods provide new opportunities for collection products and next to that, the creation of an app for collectors will provide a lot of opportunities as well.

The debit card collection box and CollecteWeb have been used for a few years by KWF and they are currently being implemented and used. The street collection works with the debit card box for several reasons. Firstly, people have the opportunity to pay with cash and card, so the chance that someone on the streets can't donate is really low. Secondly, only a limited number of boxes are available every year, since 24 charities together own a number of boxes and not enough boxes will be produced for all collectors of KWF. Since the boxes are limited it will be

important to use them in the most effective way possible. It is expected that street collection is the most effective method for a debit card collection box.

It will be important to look at the other new technologies in the same way. When they can add something to the collection of KWF, they should be used in the right way. When they probably don't add anything new or just make things more complicated for volunteers, they shouldn't be used. Therefore, it is expected that the iDeal-QR code will be a nice second payment method for door-to-door collection, since it is relatively cheap and every volunteer can have their own personal QR code, meaning that they can see what they have collected at any point in time. Here, the CollecteWeb app will also come into play. This app will become available for all collectors. They will be able to see how much money they have collected at every point in time, via all different payment methods, which will probably provide a new motivation for the collectors to collect as much as possible.

The new CollecteWeb app will also provide new chances for KWF on different levels. KWF will be able to track the profits during the collection week. This information can be used to improve the collection and the organisation.
The information form the app can also be combined with the finding that live counting of the total amount of money collected is an interesting interaction. The live counting can be done digitally and KWF can use this counting during the marketing campaign as well. One option would be to keep track of the total amount online on social media, then the collectors and all other interested persons would be able to follow this during the week. This can be used during collecting and will provide a fun extra element.
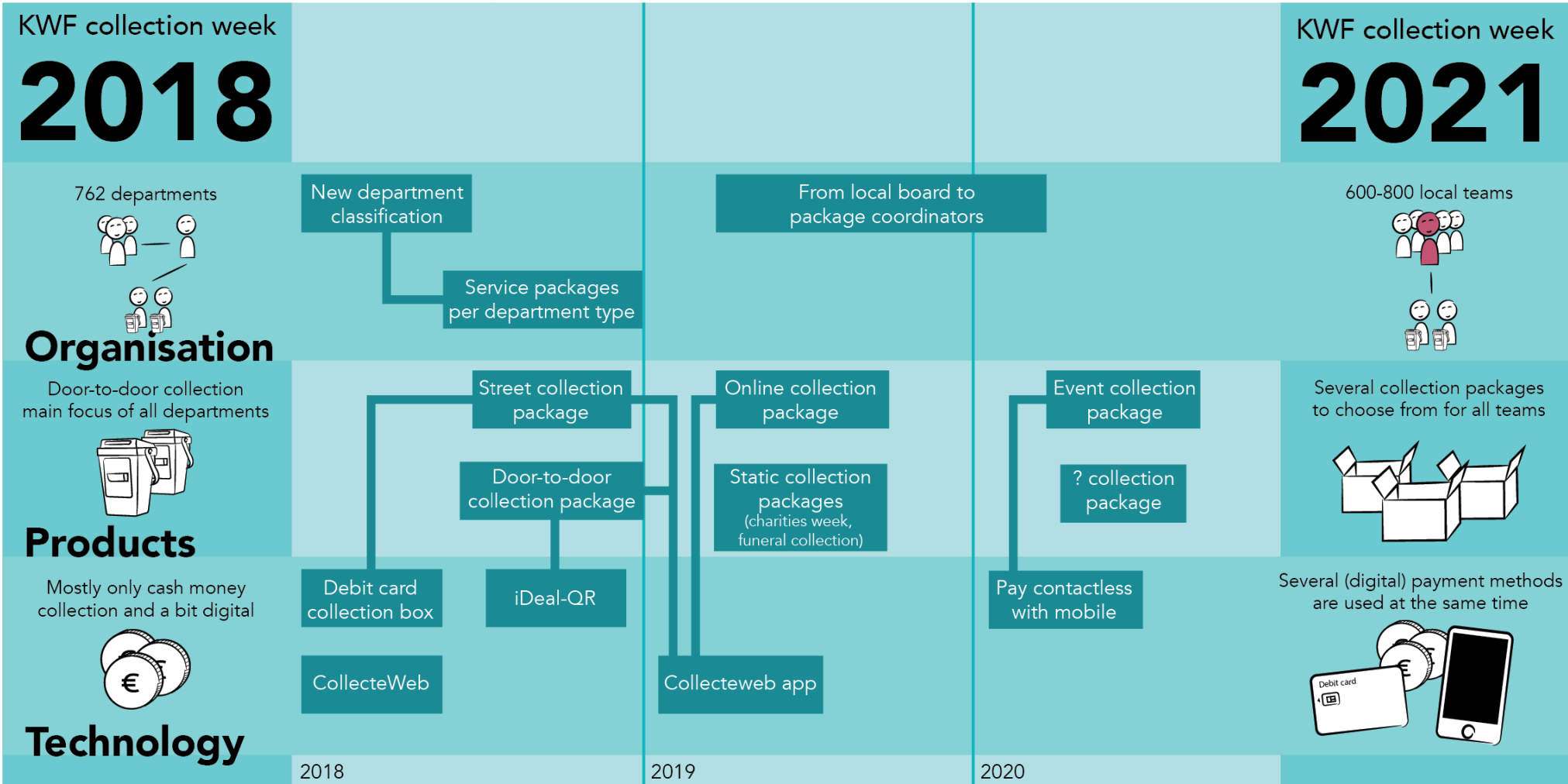

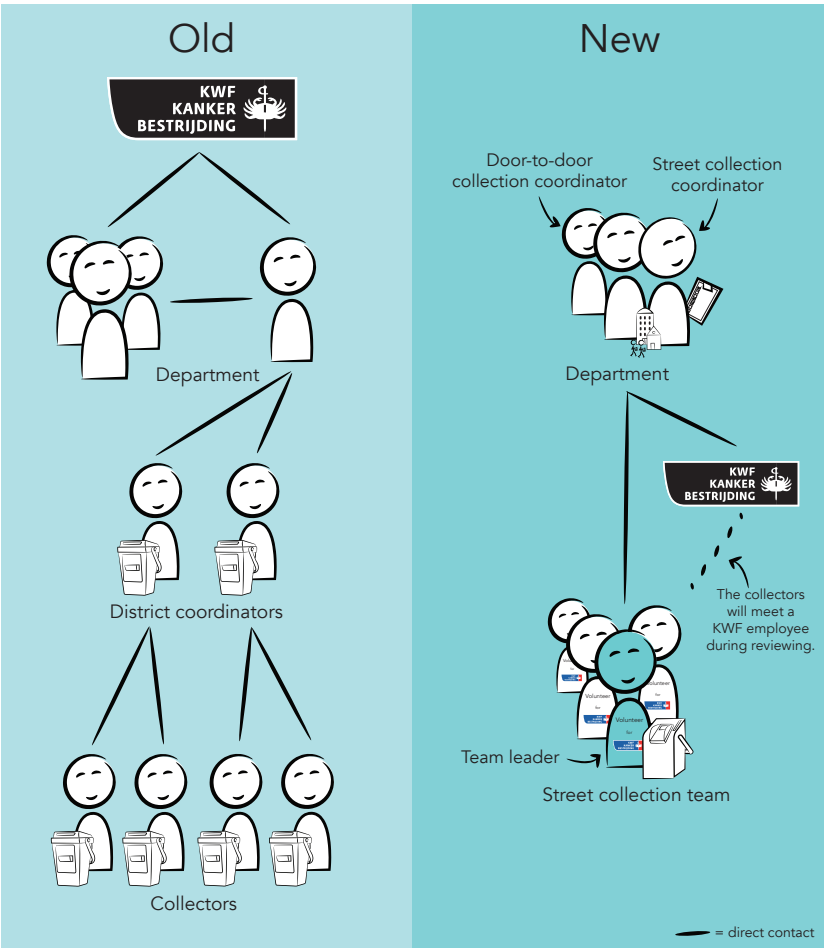Figure 7.4. Roadmap of collection till 2021

Figure 7.5. Organisation of the volunteer departments

Figure 7.6. Different collection packages

7.3 Conclusion

It will be important to implement the street collection system in the right way. Most importantly, people need to be informed of the system and understand why it will be used. It is also important to keep validating the new product in association with all stakeholders, in the end the users know best.

The organisation of KWF and its departments need to facilitate the new street collection system and all the other products. The different department types need to be taken into account. Thus it might be smart to create a special smaller street collection package for villages as well. When more new collection packages are developed, it is advised to use coordinators for each type, especially in the larger cities, so one person can fully focus on one type of collection.

It is also important to keep innovating for the future. The new payment methods and other products like an app can be very useful when applied in the right way. It is strongly advised to critically look at the payment methods before just using them. They have to match the goal of the collection and not be a new gimmick that looks cool.

The implementation plan and the future roadmap provide a path for the future of the street collection system and the future of collecting at KWF.

Chapter eight: Concluding

This chapter discusses the final outcome, the recommendations and the personal evaluation of this project.

About

8.1 Conclusion

The project started with the goal of 'designing a product or system with the purpose of increasing the revenue from door-to-door collection by means of improving or redesigning the collection system to decrease the barrier for donating'. In order to do this, the project started with an extensive analysis, to identify the actual causes behind the decreasing revenue. A lot of reasons were discovered, and one important element became the new focus of the project: location. It was concluded that door-to-door collection does not do well in some locations and in others, it does. Therefore, the project moved on to a department classification and the worst performing type, the 'large city', was selected as the new focus of the design of a new collection strategy, system and product.

The new street collection system for the large cities in The Netherlands targets people who normally don't see a collector at their doors. These people live in specific neighbourhoods in the cities where now they will be targeted by the multicultural street collection teams. The teams consist of people from their own neighbourhood, from all backgrounds.
The collectors wear a recognizable outfit, conveying that they are volunteers for KWF. They use a collection box which can be used to pay by cash or card, so everyone will be able to donate if they want. The collectors know what to say and how to behave. They will have an open posture and be welcoming and thankful. They will not be pushy or annoying and people on the streets will notice this.

The street collection is organised in a professional and structured way and all volunteers know what is asked of them. Next to that, they feel part of a larger team and they feel passionate about KWF and its goal. In this way, the teams will decrease the barrier for donating for the people in these neighbourhoods in the cities.

The street collection system will increase the revenue from collection during the collection week. Not by changing the door-to-door collection, but by reaching those people who aren't normally reached by KWF during the collection week, through a different collection method. This is done by taking the 6 most important elements into account: location, product, communication, behaviour, organisation and training.

The implementation of this system will be done over the course of a year and it starts right now, after the first year more testing and validation will be necessary to make sure the product stays useful. Next to the implementation of the street collection system, KWF will also have to improve its other activities, products and organisation in order to stay modern, while at the same time allow everyone from 10 till 90 years old to donate to KWF. In this way, KWF can get the most out of the yearly collection in a successful and efficient way.

"The new system will increase the collection revenue. Not by changing door-to-door collection, but by reaching those who aren't normally reached."

8.2 Recommendations

The findings and conclusions from this project have been adopted by KWF during the entire project and KWF is already changing a lot of things. Chapter 7 elaborates on the future strategy of the collection and it is recommended to take this roadmap and expand this for all the collection products of KWF.

The first next step is the implementation and validation of the street collection system during a couple of years. When doing this, it is important to follow the steps of developing, informing, recruiting and reviewing after using. In this way, KWF can make sure all stakeholders are informed and the best product possible is developed over the years. These steps also need to be taken when implementing a new or when improving an existing collection product. Then, when products become redundant, this will be noticed as well.

It is advised to change the organisation structure as mentioned in chapter 7, but it will be important to tailor the structure to the type of department. Just like the collection products, the department structure needs to fit the department type. There probably is not one product or system that can be used in the same way by all departments. That is also why it is advised to create a second, smaller street collection package tailored to the villages.

There is a lot of potential in all the other collection products, next to the collection week products. For instance, 'Kadoneren' is a great way of letting people donate outside the collection week and the charities week collection system has a lot of potential as well. I personally believe that all those products could work really well, but then they need more attention. The products also cannot be used all at once by most departments. Choices have to made and departments need to be able to focus on a specific set of collection products in the most effective way possible.

It is recommended to continue with the collection week. Some charities in The Netherlands decide to stop collecting, but the question then becomes; where and how do you collect this large amount of money. I think it is not possible to replace the collection week with another method that is able to collect 6 million euros, the collection week just needs to evolve and modernize for the younger target group. It is possible that in 10 years, the collection week is all about online collecting and donating, but KWF would still have those two weeks of full attention to the cause and that is worth a lot.

Next to the products, it will be very important for KWF to think about the organisation, the way the departments and Team Volunteers are organised and managed. Moreover, if KWF wants to keep improving and innovating in the collection system, Team Volunteers might need a designer/innovator to work on this full time. At the moment, there is no employee in the team who can fully focus on improving, researching, testing and implementing new or current products for collection. Team Volunteers is all about supporting the volunteers and the current activities and in my opinion that doesn't leave much room for innovation.

8.3 Personal evaluation

During this long project of 8 months I have learned, experienced and done a lot. At the start of the project, I nor KWF colleagues had any idea that I would end up where I did. I believe this is a good thing, because I let myself be guided by my research and findings and I followed the outcome every time to where I eventually ended up.
I am proud of the amount of information I managed to gather and present in a comprehensible way and I am even more proud of the fact that KWF is already starting to implement my findings and conclusions from the project. I have had conversations with colleagues from different departments who wanted to know all about my project and who wanted to follow my conclusions and work with them. This shows me that even when you are just a rookie in a business or organisation, you can make a difference and have meaning.

I loved doing research during this project. Taking my car and driving to Hippolytushoef and 't Veld (places I had never heard of before), talking to people I had never met, and immediately feeling a connection was a great little adventure. Also, talking to people via Skype from all over the country who were saying whatever they wanted was confrontin but exciting.

After that, I started analysing so much information and with some help, I was able to dig through that large amount and build a theory from it. When I finally ended up with several schemes that made sense to me, I was really happy that I was able to conquer so many information.

I also met a lot of great people during the project and I got to see and experience why so many people want to do good and work for charity. It was great to work with people on a weekly basis and get to know them a bit better. I was also amazed that a lot of people want to help you in their own free time. I really felt a strong connection to KWF the minute I walked in and I got to express that in December, when I went to help with creating a giant heart of lampions in the heart of The Netherlands.

Sometimes it was also quite hard to do things during the project. I was all alone and I felt like that quite often. As a designer, you learn that you have to do work as a group and not once during the courses of the Master program, I had to do a project on my own. Except for this project. This allowed me to show what I can do by myself, but at the same time, it confronted me with the things I still have to work on or find hard to do. I am glad I discovered what these things are and now, I am able to improve them.

The future of collecting
for KWF Kankerbestrijding

This master thesis discusses a new collection product for KWF Kankerbestrijding and its volunteers. This new street collection package is part of the new future strategy of KWF: personalize collection, use different products in different places and the fit the organisation to this. With this new strategy KWF will make the collection future proof.

The thesis also elaborates on the background of KWF and collection, on all research that was executed in this project and how this new product and the strategy were created.