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The Use of Public Relations Tactics in Two Nationwide Fundraising Campaigns in Nonprofit Organisations in Ireland. A Case Study Analysis

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The use of Public Relations Tactics in two nationwide
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Ireland

A case study analysis.

ARLENE HOGAN

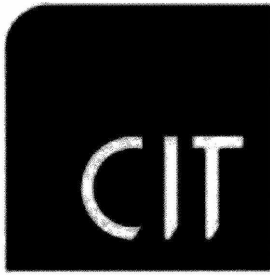
MA in Public Relations with New Media

September 2012

Cork Institute of Technology.



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Institiúid Teicneolaíochta Chorcaí
Cork Institute of Technology

**The Use of Public Relations Tactics in Two Nationwide Fundraising
Campaigns in Nonprofit Organisations in Ireland
A Case Study Analysis**

Arlene Hogan

A dissertation submitted in partial fulfilment of the requirements of
Cork Institute of Technology

For the degree of:
**Master's Degree (M.A.) in
Public Relations with New Media**

Supervised by Emmett Coffey

September 2012

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Authors Declaration

I hereby certify that this material, which I now submit for assessment on the programme of study leading to the award of

Master's Degree (MA) in Public Relations with New Media

Is entirely my own work and has not been submitted for assessment for any academic purpose other than in partial fulfillment for that stated above.

Signed.....  (Student)

Date..... 10 / 9 / 12

ABSTRACT

The Use of Public Relations Tactics in Two Nationwide Fundraising Campaigns in Not-For-Profit Organisations in Ireland A Case Study Analysis

Arlene Hogan

This study aims to analyse the use of public relations in two of Ireland's nonprofit organisations and their national fundraising campaigns. The two charities chosen were The Mater Foundation and its national fundraising campaign called The Heart Appeal and the second charity is The Irish Heart Foundation and its national campaign called Happy Heart Weekend.

The questions that the author will be looking to find are the importance of having PR as part of a nonprofit nationwide fundraising campaign, what PR tactics do these charities use to publicise their national fundraising campaigns in question and does communication play a strategic role in these organisations fundraising campaigns.

A qualitative research approach was taken for this particular thesis and the primary method used to gather the information were semi-structured interviews as the author felt that it would be the best approach to take for the research objectives of this thesis. The semi-structured interviews were with Chief Executives, Head of Fundraising and Communications Specialists. All interviews were chosen due to their experience in fundraising, communications and PR.

The research findings show that nonprofit organisations use PR to promote their campaigns and this is what helps in publicising the campaign to its publics. PR is used in nonprofit organisations as it maintains its image. PR reinforces and builds on the messages that the organisation gives to supporters and in challenging times, such as the sector is facing now, the relationship between the two is even more important. The nonprofits analysed in this thesis use PR tactics to promote their national campaigns and further on these will be discussed. The final point found through this study is that communications plays a strategic role in nonprofits campaigns.

In conclusion, PR is widely used in not just profit organisations but is strongly used in nonprofit organisations and it is the key for their campaigns to be successful.

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I would like to thank my family whose constant support was a pillar for me throughout the year. I would also like to thank my sister Clodagh who helped throughout the year and gave me constant support. My grandparents Mary and James Gannon who got me to where I am today both emotionally and financially. My aunts Rita, Marie and Annette whose constant support and guidance was much needed.

Finally to everyone who helped in interviews it was their experiences and input that the dissertation is centered around and which is invaluable. Your help was greatly needed. Thank you.

ABBREVATIONS

Chief Executive Officer (CEO)

Irish Heart Foundation (IHF)

Nonprofit Organisations (NPO)

Public Relations (PR)

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1. CHAPTER ONE: INTRODUCTION

1.1 Introduction

This piece of research will be concerned with Public Relations (PR) tactics used in implementing nationwide fundraising campaigns in the nonprofit sector. Recognising that the role of PR in any organisation is wide and varied, this study will examine more closely two nonprofit organisations and their nationwide campaigns. The study explores the PR tactics used in The Mater Foundations Heart Badge Campaign and The Irish Heart Foundations Heart Campaign – Happy Heart Week.

The major purpose of this study is to explore how PR is used to benefit a nonprofit organisation in gaining awareness in the public eye and to help the organisation financially.

The core of this study comes from a quote from Barbarba Diggs- Brown.

“Fundraising relies on public relations to increase the awareness of the mission and goals of the organisation among donor audiences.” (Diggs-Brown, 2012:404)

This study will be explored through the following questions:

- Is it important to have PR as part of a nonprofit nationwide fundraising campaign?
- What PR tactics are used in a nonprofits nationwide fundraising campaign?
- Does communication play a strategic role in nonprofit organisations fundraising campaign?

Is it important to have PR as part of a nonprofit nationwide fundraising campaign?

The aim of this question is to establish whether PR is essential to the growth of a nonprofit campaign. It will also identify if the organisation has a department specifically focused on PR or if there is a PR professional in-house in the two organisations being examined in this study. This question will also identify do PR professionals have an impact on a nationwide campaign.

What PR tactics are used in a nonprofits nationwide fundraising campaign?

This question explores deeper into how PR tactics are used in nonprofit campaigns and how they are implemented differently in each organisation. The notion of nonprofits relying more on PR than any other organisation is also discussed.

Does communication play a strategic role in nonprofit organisations campaigns?

This question explores whether communications in a national fundraising campaign play an important part in the successfulness of the campaign. This question will also answer whether communications builds understanding between an organisation and its publics.

1.2 Significance of the Study

NPOs need to diversify how they raise income to support the organisations missions and goals. Looking outside traditional income channels is therefore necessary in the coming years and the use of successful public relations strategies in a nationwide campaign. Not all NPOs get government funding thus the organisation has to look at other means of getting in income to fund various projects.

The study is significant as other nonprofit organisations can benefit by looking at how these two leading organisations use PR to benefit their national campaigns.

1.3 Context review

This study will examine two nonprofit organisations. Below is the review of those two organisations and the sector in which they belong.

1.4 The Mater Foundation

The Mater Foundation is the official fundraising body of the Mater Misericordiae University Hospital and was established in 1985. It exists to inspire and enable financial support from the community for exceptional patient care at The Mater Misericordiae University Hospital. The fundraising body has been around for many years now and its

mission “believes that healthcare is a basic human right and strives to raise funds on behalf of The Mater Misericordiae Hospital, to enhance patient care and act as responsible stewards of the resources we raise.” (Mater Foundation, Mission and Vision, 2012)

The foundations key values are as follows:

“To enhance patient care, characterised by high quality, integrity and respect for recipients.

To be transparent and accountable.

To respect and value people.” (Mater Foundation, Mission and Vision, 2012)

Funds raised through the Mater Foundation are used to purchase state-of-the-art equipment, enhance facilities and to ensure that all patients at the hospital are cared for in a restful, healing and comfortable environment. (Mater Foundation, Mission and Vision, 2012)

The foundation works closely with the Maters healthcare professionals, hospital management, and their donors and volunteers.

The foundation consists of eight staff members of which only one is part-time. The foundation comprises of a Chief Executive, Fundraising and Communications Manager, Fundraising Executive, Fundraising and Communications Executive, Finance Officer, Grants Officer, Communications and Public Relations Assistant and a Administration Officer.

1.5 The Mater Misericordiae University Hospital

Last year the Mater Hospital celebrated 150 years of treating sick and injured patients. It was established in 1861 and officially opened on the 24th September 1861 under the auspices of Catherine McAuley and the Sisters of Mercy. Catherine McAuley's aspiration to establish a hospital became a reality.

The Hospital is a charitable voluntary hospital and holds a unique place in the delivery of healthcare not only as the main charitable and voluntary general hospital serving Dublin's north inner city, but also providing healthcare to the rest of the country. (Mater Hospital, about us, 2012)

Its local catchment area is approximately 185,000. It boasts approximately 600 beds including day beds. It is the national centre for Cardio-thoracic surgery and heart and lung transplantation, Spinal injuries, Pulmonary Hypertension and is the major accident and emergency hospital serving Dublin's North inner city. Other specialities include ophthalmology, nephrology, infectious diseases, psychiatry, ear nose and throat, dermatology, rheumatology, endocrinology, neurology, general surgery and orthopaedics.

In addition to medical and nursing training, it has significant teaching and research commitments in association with the largest University in Ireland, University College Dublin. (ibid.)

The hospital has had major achievements throughout its life. It started the first transplant programme in 1985. In 2005, the first lung transplant procedure ever taken in the state took place in the Mater followed by the first double lung transplant in 2006. (ibid.)

1.6 The Irish Heart Foundation

The Irish Heart Foundation (IHF) is voluntary nonprofit Organisation (NPO) fighting stroke and heart disease and was first established in 1966. 90 per cent of the organisation is funded by public and corporate donations and the other 10 per cent is funded by the government. The IHF has 44 staff. The main office is in Dublin and there are five regional offices in Cork, Sligo, Carrickmacross, Carlow and Waterford. (Irish Heart Foundation, about us, 2012)

The IHF as a charitable organisation provides information on heart health to the public and the media. It supports patients in managing heart disease and stroke and provides heart health programmes in schools and workplaces. The IHF also co-ordinates the training of medics and the public in emergency lifesaving skills (CPR). Supports research, education and development in the medical profession. Advocates better patient treatment and services. (ibid.)

The IHF receives 90% of its income from the public. And so their volunteer fundraisers are at the heart of the charity.

Their mission is to:

“Our mission is to lead in improving the cardiovascular health of people living in Ireland so they do not experience disability or die from preventable heart, stroke and other blood vessel diseases.” (The Irish Heart Foundation, about us, 2012)

Their vision is to:

“Our vision is that every person living in Ireland will live a long, active and healthy life free from heart, stroke and blood vessel disease.” (ibid.)

1.7 Overview of the nonprofit sector in Ireland

According to the First Annual Report in Ireland “The non-profit sector is of key importance in Ireland” (Kelleher & O Connor, 2010:5) Kelleher and O Connor discuss their findings in this report on the nonprofit sector in Ireland. They confirm that nonprofit organisations in Ireland are “providing employment, moulding public opinion, affecting government policy and providing essential skills and services.” They go on to add that “it reflects our priorities as a society.” In this report it also shows that individual decisions of “donors, supporters and volunteers, taken privately and often shaped by personal experiences or driven by personal beliefs, combine to mirror our communal psyche.”

Kelleher and O Connor highlight what this particular sector accounts for in Ireland “It is estimated that the Irish non-profit sector accounts for between 4% and 8% of GDP and provides employment (both paid and unpaid) to 10% of the population.”

1.8 Role of Public Relations in Nonprofit Organisations

According to Caywood (1997) “Every organisation, whether it realises it or not, is actively engaged in communications and public relations activities.” Broom (1997) states that most nonprofit organisations PR aims to define the organisation maintain a good reputation and include its mission in its work. Develop and maintain a communication channels with its publics. Create and maintain a favourable climate for fundraising. Support public policy and communicate to employees, volunteers and trustees that they should work productively to support the organisation’s mission, goals and objectives.

Caywood (1997) does highlight that it is through using communications and public relations that a nonprofit organisation can identify its audience and then send out their key messages to these publics. “Communication is integral to an organisations strategic plan and deserves a special focus.” (Caywood 1997:481)

Broom (1997) goes on to discuss that “the public relations tactics may differ greatly.” Further on in this thesis you will see how PR tactics are used in national fundraising campaigns.

1.9 Structure of chapters

This thesis is divided into various chapters:

Chapter one introduces the topic at which is being examined and the research questions it will answer. It also gives the significance of the study and structure of chapters.

Chapter two reviews the appropriate literature review on the topics of public relations, not-for-profit organisations, public relations in not-for-profit sector and social media.

Chapter three discusses and presents the relevant research methodology which was used to present this particular thesis.

Chapter four discusses the findings and analysis of the research data. This chapter will outline the data obtained from the primary data and analyse whether these findings have met the objectives of the research project.

Chapter five will offer recommendations for further research to be carried out.

2 CHAPTER TWO: LITERATURE REVIEW

2. Literature Review

The literature review is a critical look at the existing research that is significant to this thesis. The aim of this chapter is to concentrate on all the relevant literature concerning this research topic. The literature reviewed focuses on areas such as public relations; Models of Communication; PR tactics; social media; NPOs; Fundraising; PR used in NPOs.

2.1 Public Relations

Throughout history, leaders in all civilisations were very aware of the importance of influencing public opinion. Examples cited from various articles to verify this awareness vary from Babylonians of 1800 BC who made stone tablets to communicate how the farmers could harvest in order to increase the wealth of their country. The Romans and Julius Caesar who was a master at rallying support for his views and even the Catholic Church which helped to “propagate the faith” in the 1600s by establishing a college of propaganda. (Du Plessis, 2000)

Most of the Public Relations history is reflected in the tools and techniques that have been used during major historical events associated with politics and war. The first example of what we could call a PR campaign was initiated by Samuel Adams during the American Revolution War. He organised events to influence public opinion. (ibid.)

It is said by many text books that the foundations of PR grew more than two thousand years ago. Through the years, public relations has been defined by historians and textbook authors in many ways. According to Tench and Yeomans (2006) public relations is used in a range of industries and as a result there is no one universally agreed definition of PR.

“Public relations is the management function that establishes and maintains mutually beneficial relationships between an organisation and the publics on whom its success or failure depends” (Cutlip et al., 2000:6).

Rex Harlow, a pioneer public relations educator and founder of the Public Relations Society of America (PRSA) came up with a comprehensive definition:

“Public relations is the distinctive management function which helps establish and maintain mutual lines of communication, understanding, acceptance and cooperation between an organization and its publics; involves the management of problems or issues; helps management to keep informed on and responsive to public opinion; defines and emphasizes the responsibility of management to serve the public interest; helps management keep abreast of and effectively utilize change, serving as an early warning system to help anticipate trends; and uses research and sound and ethical communication as its principal tools.” (Harlow, 1976: 36).

In 1976, Harlow used a grant to investigate 472 definitions of the field, breaking them into concepts and central ideas. (Harrison, 2000:3) Harlow states that PR is a management function and in 1988 the PRSA came up with their own much shorter definition:

“Public relations helps an organisation and its publics adapt mutually to each other.”

Grunig and Hunt (1984) defined public relations in one sentence. “Public relations is the management of communication between an organisation and its publics” (Grunig and Hunt, 1984, cited in Tench and Yoemans, 2006, p.5). It is probably the best known definition of PR.

Whereas Kitchen (2004) describes PR more briefly than Grunig and Hunt simply stating that PR is about communicating with various publics.

Professionals and academics have been describing, defining and studying public relations past and present. By testing their theories and remedies they all contribute to

the body of knowledge which constitutes public relations as a profession. (Du Plessis, 2000)

In 1906, Ivy Ledbetter Lee was a former newspaper man who forged a major ingredient of what would be called public relations. The term Public Relations is to be found for the first time in the preface of the 1897 *Yearbook of Railway Literature*. Lee played the role of press officer in the coal industry in the US and he found it good business to let the press know about railroad accidents. Lee was hired as the industry was attracting bad publicity. Lee declared that you "Tell the truth, because sooner or later the public will find out anyway. And if the public doesn't like what you are doing, change your policies and bring them into line with what people want."(Gunnig, 2003:3)

Kitchen (1997) states that "Public Relations has been defined by various scholars and professional bodies, and may not necessarily reflect the way in which it is always practiced." (Kitchen, 1997:8)

2.2 Models of Communication

The main focus of this study is to look at the tactics used in a nationwide campaign which involves the communication between the organisation and its public.

Grunig's research for over 20 years has added new theories to the body of knowledge that already exists. These theories have helped to improve the field of public relations in many ways. Public relations practitioners are better able to serve the organizational and public interest by using the best model or models listed below.

Grunig and Hunt (1984) defined four typical ways in which PR developed, evolved and which are practiced today. These became known as Grunig and Hunts four models of communication. They are as follows: Press agency/publicity model, Public Information model, One-way asymmetrical model and Two-way symmetrical model.

Press agency/publicity and **Public Information** models are one-way models of communication only sending out what information or stories that favours them. They describe communications programmes that are not based on research and strategic planning. Press agency and public information also are

asymmetrical models. “They try to make the organisation look good either through propaganda (press agency) or by disseminating only favourable information (public information).” (Grunig, 1992:11)

One-way asymmetrical model also uses one way communication. According to Grunig (1992) this model uses persuasion and manipulation to influence an audience to behave as the organisation desires. The model does not use research to how the public feels about the organisation. (ibid.)

Two-way symmetrical model is a two-way communication method. As discussed by Grunig (1992) this model uses communication to negotiate with its publics, to resolve conflict and to promote mutual understanding and respect between the organisation and its publics. It is sometimes described as the “ideal” public relations model. (Theaker, 2008:31)

Both the press agency and public information models represent one way approaches to public relations. This would be the dissemination of information from organisations to their audiences or publics, usually done through the media. (Grunig, 1992:288)

This began with the Creel Committee during World War I, however Grunig (1992) has stated that some PR practitioners began to base their work on the behavioural and social sciences. The most known PR practitioner to have begun this was Edward L Bernays who took an interest in psychology and based his practice on it. From the introduction of a scientific approach this made the practice of PR two-way. Grunig and Hunt (1984) therefore, described the first two-way model of PR as the two-way asymmetrical model. Grunig (1992) claims that “Asymmetrical communication is imbalanced, it leaves the organisation as is and tries to change the public, Symmetrical communication is balanced, it adjusts the relationship between the organisation and public.” (Grunig, 1992:289)

Research studied by Grunig (1992) leads us to believe that excellent PR departments model more of their communication programs on the two-way symmetrical than on the other three models - Press agency/ Publicity model, Public Information model and the One-way asymmetrical model.

2.3 The Excellence Project

“The excellence theory of public relations is a fundamental and defining statement about what effective public relations is. The excellence theory is the result of a 15-year comprehensive study to determine what are the characteristics of excellent communications and of the companies that do excellent public relations.” (Katie Delahaye Paine, 2012)

According to Butterick (2011) the excellence project means a lot to PR because of the depth of research that was undertaken and its conclusions that have been drawn from it have made a huge contribution to the way PR is practiced.

Botan and Hazelton (2006) agreed with Butterick (2011) in that they believe that “Over 20 years, a leading body of work has developed around the excellence theory, which has probably done more to develop public relations theory and scholarship than any other single school of thought. Its founder, James Grunig, is the most widely recognised public relations scholar.” (Botan & Hazelton, 2006:6)

The research involved over 300 organisations in the United States, Canada and the United Kingdom which evaluated the best possible practices in PR. The International Encyclopaedia of Communication (2012) summarised the main points of the excellence theory. First, the excellence theory explained the value of public relations to organizations and society based on the social responsibility of decisions made by management and the quality of relationships with stakeholder publics. For an organisation to be effective, according to the theory, “it must behave in ways that solve the problems and satisfy the goals of stakeholders as well as of management.” (The International Encyclopaedia, 2012)

In the excellence theory Grunig states that organisational effectiveness and managed interdependence is a major characteristic of successful organisations. Second, the study found that “public relations loses its unique role in strategic management if it is sublimated to marketing or other management functions.” This resulted in the attention only to the stakeholder category of interest to that function, such as consumers for marketing. This also usually resulted in asymmetrical communication. (The International Encyclopaedia of Communication, 2012)

The International Encyclopaedia of Communication (2012) explained the third point from Grunig's excellence study showed that employees' satisfaction with their jobs and with the organization increased because of a symmetrical system of internal communication.

The fourth point was that organisations with excellent public relations respected women as much as men and the organisations developed programs to empower women throughout. (The International Encyclopaedia of Communication, 2012)

Emphasis on gender also led to the multiplicity of race and ethnicity as a fifth part of the excellence theory. (ibid.)

In summary, excellence in public relations may be categorised in three general areas: expertise, mutual expectations between the dominant coalition and the public relations area, and a participative organisational culture (Grunig, 1997:298).

2.4 Public Relations as a Management Function

Earlier in this chapter Cutlip et al (2000) defined PR as a unique management function that uses communication to help manage relationships with key publics. In this case for this study the public's are the donors for both NGOs.

Bowen et al (2010) defines PRs unique function is to:

“help the organisation develop and maintain relationships with all of its key publics and stakeholders by effectively communicating with these groups. Communication is key in maintaining a satisfactory, long term, trusting relationships with publics and stakeholders.”

Grunig (1992) states he has witnessed some major changes in PR from when he first entered the industry; two of which apply to PR as a management function. First, Public Relations is becoming a management function rather than only a technical communication tool. Second, the Public Relations practitioners are viewed more as strategic councillors rather than focusing on publicity in the mass media.

Kitchen (1997:7) states that it is important for PR to be treated as a management discipline as it can play a significant strategic role in managing organisational relationships with those external and internal stakeholder groups whose support may be crucial to the achievement of the organisations goals.

2.5 Defining a Public

In PR there are many different types of people that PR practitioners communicate with. These different groups of people are called “Publics”. Harrison (2000:4) describes publics as “groups of people with which it is, ought to be, or wants to be, in communication.” Harrison goes on to say that “Every organisation will have its own set of publics, and some will be more important to it than others.” Grunig and Hunt (1984:145) define a public as “a group of people who face a problem, are divided on a solution, and organise to discuss it.”

Du Plessis (2000:19) adds that “publics are categorised according to the needs of a particular organisation and will differ from one organisation to the next.” As the name suggests public relations manages the relations with various publics. (Caywood, 1997)

Butterick (2011:23) another theorist who adds that “Publics when used in PR describes people who are affected by an issue.”

American philosopher John Dewey, first introduced the concept of publics and elements of his definition were taken up by James Grunig and Todd Hunt and then adapted for PR. (ibid.)

2.6 Nonprofit Organisations

Broom (2009) claims that nonprofit organisations address a range of issues, particularly issues that affect people’s lives. Issues such as “health care, homelessness, environmental concerns, youth development, job training, arts and culture, education and much more.”

“Charitable giving has existed for centuries in Ireland and has a deep, committed tradition. The history can be traced back to the 12th century, when religious orders established hospitals and infirmaries.” (Nolan, 2010:5)

The sociologist Max Weber observed that “voluntary associations” were critical to the fabric of our culture, prominent historians have developed this further.

Holland and Ritvo (2008) add that the nonprofit sector is broad and diverse. Salamon divides these organisations into four functional categories, service providers, advocacy organisations, expressive organisations and community building groups.

According to Kelleher and O Connor (2010) the non-profit sector is of key importance in Ireland – “providing employment, moulding public opinion, affecting government

policy and providing essential skills and services. The so-called third sector also fulfils a more intangible function – it reflects our priorities as a society.” The First Annual Report on Fundraising in Ireland.

Non profit organisations are found in almost every country in the world and so Caywood (1997:455) highlights that “the nonprofit sector fills the gaps in meeting the needs of society left unattended by the other two sectors- for profit organisations and government agencies.” Caywood then goes on to make a point that “Recognition of the role and importance of nonprofit organisations in society highlights the need for effective public relations in the “third sector.”

As published by Cutlip et al in their book *Effective Public Relations* they state “Every organisation, whether it realises it or not, is actively engaged in communications and public relations activities.” And thus, so do nonprofit organisations.

Media relations is an important part of PR for the nonprofit organisation. Because the mission of nonprofit organisations focuses on issues important to the local community. (ibid.)

Broom (1997) maintains that the definition of nonprofit organisations can be applied in many countries. These include five features of such organisations:

1. Organised – this feature means that the organisation has rules, officers and other indicators of relative permanence.
2. Private – They are not characterised as a government body, they are not controlled by the government. Some charities do receive government but this does not matter.
3. Nonprofit distributing – these organisations do not generate profit income for the owners or directors. It is prohibited.
4. Self- governing – this means they are independent of external control. They have their own boards of directors. They do not take direction from the government.
5. Voluntary – there must be a voluntary aspect to the organisation. There must be some charitable contribution involved.

2.6.1 Role of PR in nonprofit organisations

According to Caywood (1997) “Every organisation, whether it realises it or not, is actively engaged in communications and public relations activities.” Broom (1997) states that most nonprofit organisations PR aims to define the organisation maintain a good reputation and include its mission in its work. Develop and maintain a communication channels with its publics. Create and maintain a favourable climate for fundraising. Support public policy and communicate to employees, volunteers and

trustees that they should work productively to support the organisation's mission, goals and objectives.

Caywood (1997) does highlight that it is through using communications and public relations that a nonprofit organisation can identify its audience and then send out their key messages to these publics. "Communication is integral to an organisations strategic plan and deserves a special focus." (Caywood 1997:481)

Broom (1997) goes on to discuss that "the public relations tactics may differ greatly." Broom also discusses that social and economic conditions require the help of public support. "Public relations helps create the public policy environment, volunteer participation, and philanthropic support crucial to the survival of charitable organisations." (Broom, 1997:460)

Broom (1997) also implies that because of intense competition this has led to how public relations has changed the way it is practiced in nonprofit organisations. There are six points in which Broom (1997) has remarked on how PR has changed in the nonprofit sector. The first point is the mix of marketing and management and these are now important parts of the communication strategy that the organisation draws up. The second point is that the organisation management have raised the professional standards of the sector and want to engage in professional public relations assistance – "either hiring staff or outside consultants." The third point Broom (1997) makes is the role of the PR consultant is to recruit volunteers and obtain donations for the organisation. The fourth point speaks of the charity organisation paying for advertising and that this is a major controlled communications tactic for these organisations. The fifth point says that nonprofits are now linking with corporate donors and news media organisations to enhance its work. The final point shows us that communications in the nonprofit organisations have evolved greatly which now includes websites, emails, social media and portable communication devices to enhance the organisations communications strategy. This final point also highlights the fact that this new technology being used has raised questions on whether it is ethical and intruding on privacy.

2.6.2 Fundraising

As the core study of this thesis comes from a quote from Diggs-Brown (2012) “Fundraising relies on public relations to increase the awareness of the mission and goals of the organisation among donor audiences.” (Diggs-Brown, 2012:404) Diggs-Brown also adds that “fundraising is one of the most important activities of a nonprofit organisation and is assisted by PR efforts.” As PR in NPOs increase the awareness of the organisation and thus increases donations. Donations are what the organisation need to survive. Without the awareness the organisation would not be able to get their mission and goals out to their key audiences. (ibid.)

Broom (1997) states that in addition to the public relations role of building relationships and communications functions the PR role is also to support the fundraising effort. Broom (1997) does claim that nonprofit organisations generate income from three major sources, “private charitable giving (gifts from individuals, corporations and foundations), government support or payments (grants or contracts or reimbursements for services) and private fees and payments (proceeds from the sale of services or products to the customer.)” (Broom, 1997:460)

2.7 Foundations

The association for Fundraising professionals defines a Foundation as “an organisation created from designated funds from which the income is distributed as grants to not-for-profit organisations or in some cases, to people.” (Lindahl, 2010)

There are two general types of foundations and Broom (1997) adds that these are private foundations and public foundations.

“Private foundations are funded by one source, whether an individual, a family or a corporation. Public foundations in contrast, receive funds from multiple sources, including private foundations, individuals, government agencies and their own service fees.” (Broom 1997:462)

These two Irish charities being analysed in this thesis are public foundations as they both receives funds from multiple sources.

2.8 PR Tactics

“Practitioners using tactics purposefully and selectively can communicate the benefits of public relations campaigns and programs to organisational management more easily.” (Austin et al, 2006:5)

Worth (1993) states that the heart and soul of communications support lie in the public relations plan which combines strategy and tactics.

2.9 PR 2.0

According to Breakenridge (2008) “ Bernays is the inspiration for the PR 1.0 publicity and spin machine and the architect of how a majority of companies still approach PR today.” and that she also states that “social media is reintroducing sociology, anthropology, psychology and other sciences back into the marketing.” In today’s world of PR it has come a long way since typing up press releases on typewriters and only having the traditional media to release your news story. Breakenridge highlights the fact that “social media is truly the catalyst for reflection and an opportunity to do PR and amplify value and increase effectiveness in the process.”

Breakenridge defines PR 2.0 as

“ PR2.0 was born through the analysis of how the web and multimedia was redefining PR and marketing communications, while also building the toolkit to reinvent how companies communicate with influencers and directly with people.” Solis et al (2009) adds that “its all about humanizing and personalizing stories specifically for the people we want to reach.”

2.9.1 Social Media

Breakenridge (2008) defines Social media as “anything that uses the Internet to facilitate conversation between people” and Breakenridge goes further to say that “Social media refers back to the “two-way” approach of PR that Lvy Lee discussed in his day. Its about listening and, in turn engaging people on their level.”

“It is through the process of communication and public relations that an organisation systematically identifies the audiences for its various messages and ensures those messages are conveyed and reinforced in an effective way.” (Caywood, 1997:481)

2.10 Conclusion

This literature has helped to shape the structure of this research. Several books were critiqued and this information was used to understand the topic being researched. PR tactics are important in the use of fundraising campaigns. There are many definitions for Public Relations and from researching this topic from several books has given the author a better understanding of the sector. Nonprofit organisations are important to society and these organisations using PR as a way of highlighting their national campaigns.

3 CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The purpose of this chapter is to outline the research methodology that was used to collect the abundant data for this study. This chapter also explains the primary objectives of this research, and will discuss the methods used to collect them. Additionally, there is also a section for the limitations of this research.

Parasuraman et al describe, that a research methodology consists of principals and techniques, that enables decision makers to systematically collect, record, analyse and interpret data. The purpose of this chapter is to exhibit the research methodology that was used to achieve the objectives of this study.

3.2 Objectives of this research

After reviewing the relevant literature, the main objective of this research was to analyse public relation tactics. This will be undertaken by investigating two nationwide fundraising campaigns in two widely known not-for profit organisations. The study explores the PR tactics used in The Mater Foundations Heart Badge Campaign and The Irish Heart Foundations Heart Campaign.

The major purpose of this study is to explore how PR is used to benefit a non-profit organisation in gaining awareness in the public eye and to help the organisation financially.

3.3 Secondary research

According to Emory and Cooper (1991), it is important that before conducting the primary research that the secondary data relating to the research topic is thoroughly analysed. They highlight three research purposes for which secondary research is used.

1. It allows the researcher to build on past research.
2. It satisfies the need for a specific reference on some issues.
3. It provides background information on the topic.

The secondary data which was used in this project was sourced from journal articles, CIT library internet sites, books and notes used throughout the year. It is very important to research any topic by looking at secondary sources. This helps in gathering back

ground information and also in providing a greater understanding to the topic being researched. The author also feels that collecting information from secondary sources allowed to identify the lack in research of the chosen topic and this can only strengthen the research which the author will be conducting.

3.4 Primary research

While undertaking this research several different methods for the collection of data were used. These were both in the form of primary and secondary sources. The secondary sources used were compiled from books and journals. These sources were used to help conduct the research and to understand other research done in the field of PR tactics. Before the research took place the journals and books were read to help get background information on the research topic, this helped in getting ideas about the subject matter being researched.

After a lot of consideration and research it was decided to use a qualitative research approach instead of a quantitative approach, the author did so due to the nature of the research. Mason (2002) states that qualitative research celebrates “richness, depth, nuance, context, multi-dimensionality and complexity”. It was felt that qualitative would be more beneficial to this type of research because it can explore attitudes, perceptions and ideas. Kvale (1996) states that the qualitative research interview seeks to describe and the meanings of central themes in the life world of the subjects. The main task in interviewing is to understand the meaning of what the interviewees say. It is a more hands on human approach which can draw the attitudes and feelings of the interviewees out more, which in turn will add interesting findings to the research objectives of this thesis. Thus it was felt that semi structured interviews would be the most beneficial approach to take in the primary data collection for this project. There are several interview types which can be used during qualitative research some of these are informal conversation interview, general interview, standard open ended interview, closed fixed response interview. Semi structured interviews allowed the author to be more flexible while asking the interview questions; it also allows the author to bring up relevant questions if the need arises. The framework of themes which the author would like to explore was decided upon well in advance of conducting the interviews. Semi structured interviews were also felt to be appropriate for this research as it allowed a two way conversation to take place. This means of interviewing allows the interviewer

to draw as much information out as possible and the author feels this can only improve the research. The author also feels that triangulation of qualitative methods was not needed as it would be taking a case study approach to this research. The aim of case studies according to Flick (2009) is the precise description or reconstruction of a case. In doing so the author feels semi structured interviews as a methodological approach is best suited.

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3.5 Research techniques used

According to Aaker and Day (1990), qualitative research techniques forge a longer, more flexible relationship with the respondent and reveal richer data, both in context and in-depth. As a result of this project being qualitative in nature, the author decided with a lot of thought and following the research that was under taken on the different methods for the collection of data that qualitative research techniques were the most appropriate to employ as the principle method of primary data collection for this research.

Thus the author decided upon Interview methods as the main qualitative methods of research for this thesis. It was felt that due to the type of research which was being conducted that no other method for collection of data would be relevant for this research. The author has decided to conduct six interviews so as to collect an adequate amount of data to analyse. The author also feels that this research will not lack any conclusions due to only one method of collection of data being conducted. Subsequently, it was decided to choose a semi structured interview method, as this method was the most likely to achieve the ultimate objective of the project. Six requests were emailed out and all six responded. It was concluded that this was sufficient, although the author would have preferred to have had at least one more response as it was felt this would have helped greatly in analysing the data and would have collected a more diverse representation of the data collected.

3.6 Sample selection

Cork Institute of Technology

Sample selection in any research is a very important decision we use sampling strategies according to Schutt “to study systematically the features of samples that make them more or less likely to represent the population from which they were selected” (Schutt,

2006, 140). Due to the research being conducted on PR tactics within two major nonprofit organisations in Ireland the need for a sample selection was greatly reduced. As the interviews were conducted with members of the nonprofit organisations purposive sampling was chosen as the best method of sampling for the interviews. The six participants of the interviews were chosen as they would have the best knowledge on the subject area being researched and the participants were willing to talk and were very helpful. These participants had the background knowledge on the PR tactics used and were the most suitable candidates for the interviews.

3.7 Interview technique

As stated above six interviews were conducted to obtain the data necessary to produce this thesis. The next step in conducting the research was to compile the interview questions and to plot out themes and questions for the interview. The interview consisted of sixteen open ended questions which centered on the theme of PR tactics in the nonprofit organisations which was being focused on for this research. These questions were gathered so as to allow the interviewee to feel comfortable and open to talk, a relaxed interviewee can allow a more interesting interview while insuring the data collected was of significant relevance to this research. These questions were purposefully compiled so as not to be leading and not cause the interviewee to think the researcher had an agenda, this can make the interviewee become more guarded and not elaborate on the questions being asked. The author wanted the interviews to go as smoothly as possible and also to make sure the best data was got to analyse, due to this a pilot interview was conducted. This pilot interview was conducted with a work colleague who works for the Mater Foundation. The pilot interview went great, the author had to make certain changes to some of the interview questions but this cemented that the proper interviews would go according to plan. It was felt this aspect of the research technique to be very beneficial as it allowed the primary interviews to go smoothly and also it allowed the interviewer to portray once self within the interview correctly.

3.8 Conducting the interviews

The next step in this research was to complete the interviews, before the interviews took place a consent form was drawn up for the participants of the interviews. This was a very important part of the interview process as it allowed the interviewees to gain trust with the author. This consent form would be produced before the interview took place and the interviewee could sign it and gain anonymity. This proved to be an important part of the research it was made a point to stress that before each interview took place, the interviewees were under no obligation to take part in the process for this project. Each interviewee was reassured of their anonymity throughout the process. Each interview was recorded and permission was granted by the interviewee for this. It was also stressed that the answers given were their own opinions and that these answers would not be taken out of context. It was understood that the author was not there to make judgments on the performance of their nonprofit organisation, instead the author was there to gather information for this research on how they perform and what their PR tactics were about. Both interviews took place in the interviewees' place of business during working hours. These measures were taken for the ease of the interviewee and to ensure a relaxed environment according to Kvale (1996) interviews are conversations where the outcome is a coproduction of the interviewer and the subject. It was felt that the interviewer had a major role to play in the successfulness of the interview. As a result, the respondents were very cooperative in answering the questions and willing to discuss their organisation. The six interviews were conducted on six separate days allowing the researcher to prepare for each interview. The questions that were asked were semi structured questions to let the interviewee elaborate and get their opinions across. The interview lasted approximately thirty-five minutes in length and provided the researcher with greater knowledge of the subject area.

3.9 Analysis

When the data collection was completed the next major step was to analyse the transcripts of the interviews. This proved to be a lengthy process. The author wanted to be as accurate with the transcripts as possible so it was listened to a number of times. The recordings were replayed during the first reading of the transcripts in order to

eliminate any errors. The author reread the transcripts a second time and several themes began to emerge which had not been realised prior to this. The author used coding to analyse the interviews and this proved to be very beneficial as it helped when writing up the findings. A great amount of time was set out to analyse the transcripts, these transcripts were read over several times and important themes were highlighted. This proved to be very beneficial in producing conclusions from the six interviews. From the very start of the data collection process the author continuously analysed the data as the research progressed. In doing so the author could confirm what was already known about the PR tactics used in the nonprofit organisations which were being researched. This form of collecting data and analysing allowed the author to record and organise the data from the start. After the final reading, suitable quotes for the research findings were identified so as to be used in the research findings chapter.

3.10 Limitations of research

Here, the author will identify the limitations of this research so that the findings can be considered in the proper context. The limitations will influence any conclusions that can be drawn from the research findings and, will allow any further studies to be improved thus outlining the limitations of this research is vital to the research project. There were certain limitations anticipated before the research started these were:

1. The research having a biased aspect to it due to the fact that the researcher works for the Mater Foundation.
2. Collecting all the participants in the time frame set aside for this task.
3. Getting people to be interviewed due to their work commitments.
4. Feeling embarrassed while conducting the interview.
5. Shortcomings of interviews.

3.11 Measures taken to minimise the effects of the research limitations

Thus to eliminate these problems, before the research was started several guidelines were put into place. These were to make the interviewee feel comfortable and to form a rapport with the researcher. The interviews were to be conducted in a relaxed environment with no distractions to the interviewee. It was felt this to be a necessary

requirement for the interviewee as ethical issues are very prominent in conducting research today. It was necessary to eliminate any ethical misconduct from the very onset of this research project. The issues which surrounded time management was easily eradicated, the author set out at the start of the research with a wide timeframe, all interviewees were contacted at the very start and were given a time frame to contact the author if they wanted to participate. It was also felt that the fact the author gave the option of complete anonymity persuaded the respondents to get in contact quicker. To overcome the researcher's embarrassment was going to be the hardest problem to get pass but in the interest of research this would just have to be overcome. The fact that the researcher works for one of the nonprofit organisations being researched meant bias may occur. To eliminate this, the author took purely the role as a research one and did not allow the fact there were ties to the Mater foundation obstruct the research which was being carried out.

The sample size was too small to draw more comprehensive conclusions from the research as the author was restricted in the amount of interviews that could be carried out.

The shortcomings of interviews can effect any research being conducted these take the form of the interviewer can affect the data if he/she is not consistent. It is very time consuming. It is not used for a large number of people.

Observer effect was also a limitation to this research, observer effects are changes in the participant's responses that happen during an interview because of the presence of the researcher. An interviewee may give a response that they believe to be accurate but because of the researcher being present this response may not be fully true. In order to lessen observer effects, the participants of this research were told that the author would not be making any perceptions on their work and the organisations with which they worked for and that no answer that they gave during the interview would be taken out of context. It was found that if a friendly and relaxed environment was created, then the participants would be more at ease. In order to eliminate any bias during the process, the author went in to the interview with a complete unbiased attitude and took into consideration everything the interviewee was saying without own opinions forming.

Due to time restrictions some of these problems could not have been fixed these are just to highlight problems which were encountered and if the research could be done again these problems would be tackled. The participants of the interviews would have been well trained in answering researcher's questions and observer effect may not have been combated. There were certain limitations to conducting this research it would have been

great to conduct more interviews and more focus to get a more broad understanding of topic being researched. This approach was restricted due to lack of funds and the time frame which it was conducted in.

3.12 Ethical issues.

The meaning of ethics is the difference between right and wrong. Any researcher should conduct their research in the right way in turn they will be conducting it in an ethical way. The method for the collection of data must in all circumstances be collected ethically. This promotes in research knowledge, truth, and avoidance of error, in research trust and accountability is the way to collect the data, it also insures that the data collected is of a legitimate source. The ethical principals which the author followed closely while conducting this research are,

- Honesty
- Avoidance of bias in analysing the data collected
- Avoidance of careless errors
- Confidentiality was put into place from the onset of this research
- All transcripts were emailed to the participants of the interviews.

This research the author felt was conducted to a high ethical standard as it is important to follow a certain standard of research.

3.13 Conclusion

Within this chapter the author outlined the research techniques which were used in the collection and analysis of the research data that also outlined the use of secondary data. The author provided a step by step guide on how the research data was collected and what methods were used to collect the data for this research project. The process of analysis of the data collected was also outlined, validity and accuracy was also discussed as an important part of any research project. The limitations of the research were also stated and discussed as well as all measures taken to limit the effects of them were outlined in detail as well.

4 CHAPTER FOUR: RESEARCH FINDINGS AND ANALYSIS

4.1 Introduction

Pitchforth et al (2005) states that writing-up qualitative research inevitably results in the emergence of new ideas and ways of viewing the data and hence plays a crucial role in the analysis process. This chapter will present the findings of the primary research which was conducted in order to answer the research questions. Six semi structured interviews allowed me to look into the subject area and also include the insights and opinions of the key participants of this research. After each interview had been looked at thoroughly, common themes were identified in the data. From this, the author gained a good understanding of the PR tactics and the importance of PR is to national fundraising campaigns. The findings are supported by quotations taken from the transcribed interviews. The remainder of this chapter will be split into subsections which the author considers to be important in answering the research questions. The format of this section will include the findings of each organisation with comparison and analysis directly succeeding.

4.2 Interviews carried out by The Mater Foundation and The Irish Heart Foundation

Six interviews were carried out to collect data on the nonprofit sector and the importance of PR tactics in this sector. These six interviews which were carried out in the earlier research stages proved to be very insightful for this research. The interviews which were conducted with the Mater Foundation and the Irish heart Foundation were done so as to answer the main research questions posed for this thesis. Both campaigns are very successful and both use PR tactics to promote their campaign on a national level. The interviewees consisted of one male and five female and had worked in charities for a number of years previously. The interview process consisted of eighteen open ended questions, the questions were purposively open ended so as to gain fruitful information and allow the interviewee to discuss the charity that they work for freely. The opening questions of the interview were set out so as to allow the interviewee to relax and feel comfortable while the author asked the questions. It was also to get them to feel comfortable talking about their industry of work.

For the purpose of this research the author needed to find out about the importance of PR and communication in fundraising campaigns. Through analysing this research several themes emerged throughout the interview process. These were that the two charities being analysed had no PR consultants they would hire assistance for the two national campaigns, both had early stages of social media and both thought social media had low impact on campaigns, they evolve their campaigns yearly so as to engage new donors, PR tactics are used in their national campaigns and both find them successful to use and they both find communication plays a strategic role in their national campaigns.

The primary research objectives are:

- To find out is it important to have PR as part of a nonprofit national fundraising campaign.
- To explore what PR tactics these two charities use to highlight their national fundraising campaigns.
- And finally to highlight whether communication plays a strategic role in these two nonprofit organisations.

The author will extract the various themes from the six interviews to develop the research findings.

4.3 Public Relations

Firstly, all interviewees were asked what their understanding of public relation was. This was important to understand each interviewee would touch upon PR in some part of their work if not deal with the PR of the charity. Each interviewee did not have to hesitate as to what their understanding of PR was. All participants agreed that it was a way to maintain an image of the organisation and a way of maintaining relationships and communicating with the public. According to Aidan Stacey, IHF: “PR is to shape and maintain an image of an organisation or individual.” Ceri Teggin, Communications Assistant agreed with Aidan and said, “Public relations maintains the relationship between an organisation and its public. PR maintains the image of an organisation.” Caroline Cullen stated that her understanding of PR was “ Public relations is the flow of information between an organisation and its public.” The interviewees from the Mater Foundation agreed with The Irish Heart Foundation interviewees and Mary Moorhead CEO the Mater Foundation said, “Public relations to me is creating and maintain relationships between an organisation and its publics.” Kerry Lindsay, Fundraising and

Communications Manager, “I learned that PR is establishing the relationship among two groups an organisation and its audience.” And Aisling White, PR Executive, Dublin based PR company agreed and shared, “I understand public relations is the management function that establishes and maintains mutually beneficial relationships between and organisation and its publics.”

From looking at the literature found on this topic PR is the distinctive management function which helps establish and maintain mutual lines of communication between an organisation and its public. This upholds the definition of Harlow (1976) where PR is believed to be a management function which maintains and establishes communication between an organisation and its public.

In-house PR is utilised in both organisations without a PR department. Both organisations fully understand what is meant by public relations and use it to their advantage.

4.4 Social Media

All interviewees were asked first do they use social media to promote their work in the organisation and whether they believed it help their particular campaign. Aidan Stacey confirmed that The Irish Heart Foundation does have Facebook and Twitter platforms and said, “We have a large number of followers on Twitter and Facebook at the last check I did. As we only started these up in 2011 and 2012 really.” They have only got into the social media side and would not rely on this avenue to create a huge amount of publicity and income for the charity. Mary Moorhead added that, “Yes we do have a Twitter and Facebook account which we use to help us raise awareness of our campaigns. I do know our Facebook and Twitter followers have grown in the last year and a half which is great as so many charities are now using it to get their message across. It’s a free way of getting the publicity for the organisation and I think it’s brilliant.”

Then the question was asked as to “was social media beneficial to their national campaigns”.

Aidan Stacey answered this question saying, “I would say that it has in ways as more people can connect with us. We actually get people asking to sell badges for us. For IHF it has a small impact on income and awareness of the campaign but still helpful.”

Mary Moorhead agreed and said that, “I think it has in a small way impacted on our campaign. I know that for our Heart Appeal we did get a lot of coverage as Tommy Bowe was heading our Campaign last year and we got so many new followers on twitter and people shared our photos of the launch on Facebook which was great coverage for us and the campaign in particular.”

Caroline Cullen also agreed that it brought in a small bit of income but she found that “Social networking sites such as Facebook and Twitter can be useful PR tools in supporting volunteer fundraisers for the Irish Heart Foundation. We use our social media platforms as a way of drip-feeding key messages and especially around the time of our Happy Heart Week Campaign. I find social media excellent in communicating out about our Happy Heart Week Campaign. It even generates a small amount of income for us around the campaign but we have only started using it really this year so it will take time. The visual elements mean that it’s great for supporters to see what other donors have done and encourages other people to maybe give as well. By just spreading the word around about the campaign with their friends and colleagues helps in the publicity.”

Ceri Teggins who works on the IHFs Happy Heart Weekend agreed with Aidan and Caroline in terms of the platform bringing in little income, “I look after the social media side of the charity and we would use it on a daily basis. We’d put posts up in the run up to the campaign and during it. At the end we would put up how much was raised and how successful it was. Our Happy Heart Weekend is quite big and as we only started using social media in 2011 early 2012 social media is a help but I wouldn’t say it brings in a lot of awareness and income. Aisling White added that, “I know that the Mater Foundation have their own Facebook and Twitter accounts and we would advise them to use it as much as possible throughout the campaign as it definitely does work in a small way. I know that we got Irish Rugby player Tommy Bowe to head the campaign and the Mater Foundation shared the photos of the launch on their page and there was amazing coverage from it. It just shows you the power of social media now. So it has definitely helped in relation to this campaign but needs to be built on.”

So social media can compliment traditional media but for these two campaigns they are just building on it and it generates little awareness and income for both charities.

4.5 PR used in national fundraising campaigns

One of the main themes coming from the qualitative research is that PR used in these two national campaigns makes the awareness of the campaign even more so to the public. If we look at what the interviewees shared, Aidan said that “PR is extremely useful. I think without it we would not be near as big a charity as we are today. In today’s economic downturn successful fundraising is difficult at best. It reinforces and builds on the messages that we the charity are giving to our donors and supporters by garnering media and public support. Donors have a choice, they think what charity would I like to support today or even long-term and establishing the right message is key to getting that donor to support your cause.”

Mary Moorhead agreed and said, “I would have to say that PR plays a vital role in our campaigns as it creates relationships and new donors and raises awareness of the campaign. PR I feel has become more important in this economic climate not just for nonprofit organisations but for every organisation. Fundraising is one of the most important activities of a nonprofit like us and I feel that it is assisted by the PR efforts.”

Caroline Cullen added that, “PR is hugely impacting on the campaign and we can measure that by the success at the end of the campaign. We need the public to know about our campaign and so using PR tactics to do this helps in bringing in our targets for that particular campaign.” Following this statement Kerry Lindsay added that, “I would find PR definitely adds to our national campaigns. Potential supporters need to know why funds are needed and the difference they will make. Fundraising aims to encourage donations and to inspire supporters to raise money through a direct call to action. Here our call to action is buy a badge. Buying the badge helps to fund the family Heart Screening Clinic. Good PR supports our call to action by demonstrating the need for the funds in this case the Family Heart Screening Clinic and how we spend the money. PR has so much value in a fundraising campaign.” Ceri Teggin also agrees and states that, “The PR we use for our campaigns especially our Happy Heart Weekend is vital for the campaign to be as good as it is. We use celebrity photocalls, research statistics, press releases, case studies. All of these help in raising the profile of the campaign and so without these the campaign would not be what it is today.

When also asked do you think it is important to have PR as part of your national campaign the interviewees all agreed that it was extremely important to have PR in their national fundraising campaigns.

Aidan said that, “Oh yes I do 100 per cent as without the publicity the public would not know about the campaign or initiative and it wouldn’t bring the awareness we need to support more work that we do. When we highlight a campaign you can see how it has benefited as our website numbers go up, the phones are busy and our articles are posted in the newspapers.” Caroline Cullen added that, “Absolutely, no doubt I believe that PR is important to the campaign. The campaign is also a success as the issue it is dealing with holds a place in close to people’s hearts, excuse the pun, so that along with PR works splendid together. The image of The Irish Heart Foundation is what is known to the general public and so this image needs constant attention and nurturing to make sure it stays that way and here is where I believe public relations plays an important role.”

Ceri Teggin also agreed with Caroline and said, “I agree totally that PR is important. I don’t think we would have much going on with the campaigns if we didn’t have some publicity around them.”

Mary Moorhead stated that, “PR is very much so the key to raising awareness of a campaign. Potential supporters need to know why funds are needed and the difference they will make and PR does that. PR can bridge the gap between the call to action and the donations being made.” Kerry Lindsay agreed and said that, “PR reiterates and builds on the key messages of our campaigns like our Heart Badge Campaign and uses this as part of a coordinated strategy to increase our income. Press releases, radio ads, photocalls, high profile sports and TV personalities, case studies, blogging and using social media as a tool all help with raising the profile of our campaigns and in particular our Heart Badge Campaign. Investing on Public relations will help our national campaigns to achieve its objective effectively and smoothly.”

Aisling White when asked the same question said, “No question about it. I can tell you the campaign would not be as successful if PR was not part of it.”

The Literature review shows us that as the major purpose of this study is to explore how PR is used to benefit a nonprofit organisation in gaining awareness in the public eye and to help the organisation financially. The core of this study comes from a quote from Barbara Diggs- Brown.

“Fundraising relies on public relations to increase the awareness of the mission and goals of the organisation among donor audiences.” (Diggs-Brown, 2012:404)

Broom also discusses that social and economic conditions require the help of public support. "Public relations helps create the public policy environment, volunteer participation, and philanthropic support crucial to the survival of charitable organisations." (Broom, 1997:460)

This corresponds with the research findings as both organisations agreed that PR is an important part of charitable organisations with particular reference to their national campaigns.

4.6 PR Tactics

When asked what PR tactics were used in the Mater Foundations Heart Badge Campaign and The Irish Heart Foundations Happy Heart Weekend it was found that both strongly use tactics as a way to gain awareness and income. When asked what would be the main PR tactics that you would use in a national campaign, Aidan Stacey pointed out that "The PR tactics behind a major campaign such as our Happy Heart Weekend Campaign are key to getting the awareness we need to make the campaign a success. We would start by having a well thought PR plan which would include message development, marketing, advertising and even the use of social media. Our main tactics are celebrity photocall, personal stories and research statistics. These all together form a strong fundraising campaign." Mary Moorhead agreed with Aidan in using celebrity photocalls and personal stories, "So if we talk about our Heart Appeal, we would hire a PR company for the coming months before and during the campaign so they can advise us as to what strategy to take. We would meet the PR company and we would decide on a angle to take with the campaign. For example with our Heart Appeal campaign we went out last year with the message being defibrillators are essential in any public place. So we got key personalities to head the campaign. Catherine Thomas and Rob Kearney helped us launch the appeal and gave a lot of support. This tactic of having a sports or a well known personality head a campaign worked really well for us."

Caroline Cullen added that, "We would use all the PR avenues from developing a video for the campaign to radio ads and tv ads. We use anything we find will be effective. We would send out the trusty press release and follow up with a good photograph and quirky caption if possible. We have built up good relationships with many of the journalists and so we would contact them before the campaign and invite them along to the launch to get as much publicity as we can." Aisling finally added that, "We used

tactics such as the celebrity photo call with the lovely Tommy Bowe. We used personal stories or sometimes we call them case studies to pitch to the media. The more human a story is the more people can relate to it and it helps people.”

The Literature review shows us that PR tactics are widely used and Austin et al (2006) states that “Practitioners using tactics purposefully and selectively can communicate the benefits of public relations campaigns and programs to organisational management more easily.” (Austin et al, 2006:5)

Both organisations use PR tactics and so the main tactics would be press release, celebrity photocall, research statistics and personal stories. These all help with both the organisations national fundraising campaigns.

4.7 Communication used as a tool for maintaining relationships

When asked how important would you say communication is as the tool for maintaining relationships, Aidan stated his opinion that, “For us as a charity, communication between us and with our publics is critical for us to keep going the way we are going. Without a strong link of communication we would most likely not generate as much community support as we do now. We believe that donors are our key and using communication as a tool for maintaining communication is paramount.” Caroline Cullen added that, “Now more than ever in the charity sector fundraisers need to have a healthy relationship with their donors as you want to maintain hopefully a long term relationship with them. How communications is handled can bring people together or tear them apart so with us it is about having a good relationship with our donors and communications, well managed communications is a key part to play.”

Ceri Teggin stated that, “It is so important as we communicate to our donors everyday and it is extremely important that this is done in a professional manner. We are so busy with sending out the right message and communicating that across the board. Talking with our donors and even prospective ones is an important task as they are the core of the organisation.” Mary Moorhead agreed and said that, “Communication is a key tool for maintaining relationships. Because we deal with the public on a daily basis we need to have a good relationship with our donors and so communicating with them is extremely important. We keep them up to date with how the funds are spent and after every donation is made we send a thank you letter out to that person as it is very important we maintain relationships.”

Kerry Lindsay stated her opinion on the matter saying, “As Fundraising and Communications Manager I would say communication is very high on the scale of importance for maintaining relationships especially in the nonprofit sector as those relationships are very important for us as a hospital foundation. We communicate through articles in the newspapers, our newsletter, our website and more recently through an Enewsletter which is sent out on a monthly basis to keep the public up to date with what we do. Our donors want to see where their money is going and so communication with these key publics are crucial.” Aisling White added that communication is, “Very important! Especially in the nonprofit sector as you need to communicate with your donors and from working on campaigns for nonprofits it’s important to have good communication in all areas. Not just your donors but communication in the office needs to be good too. Communicate effectively and then everything else will fall into place.”

Both organisations here agrees that communication is an important tool to use in running with national fundraising campaigns. It has emerged that communications plays a strategic role in the Mater Foundations and The Irish Heart Foundations two major campaigns.

The study includes that it is important to have PR as a part of a national fundraising campaign as it adds to the impact of awareness it receives. There are a number of PR tactics that these two charities use in their national campaigns and these are press releases, celebrity photocalls, research statistics and personal stories to add a more human effect to the campaign. And finally communication plays a strategic role in a national fundraising campaign as can be seen with these two national campaigns, The Heart Appeal at the Mater Foundation and the Happy Heart Weekend with The Irish Heart Foundation.

This chapter showed the data that was compiled during the research stage and produced findings under the themes which the author found most important to this topic. The selected quotes helped give the opinions of the participants on the questions that they were asked during the interviews. In the next chapter, it will give the conclusions which the author has reached from looking at the data collected and will analyse the findings that will hopefully address the primary objective of this research.

5 CONCLUSIONS AND RECOMMENDATIONS

This chapter will conclude on the research question that is being analysed here which is the use of Public Relations tactics in two Nationwide Fundraising Campaigns in nonprofit organisations in Ireland a case study analysis. The data collected will be discussed and it will be looked at to see if it supports the material found from the literature which was looked at throughout the research.

5.1 Conclusions

The purpose of this study was to analysis two large national fundraising campaigns and research the use of public relations tactics in these two national campaigns. The ultimate conclusion is that PR plays a huge role in implementing a national fundraising campaign in Ireland. However it was also found that PR in national fundraising campaigns needs to embrace social media as with these two campaigns in particular need to expand more with using social media as a PR tool. It was only early days for both organisations in the development of social media in their fundraising campaigns but both were open in using it and found it had little impact on income and awareness.

This thesis demonstrates that PR is a vital aspect of national campaigns especially in the nonprofit sector as with the economy suffering the nonprofit sector need to highlight the importance of their campaigns to bring in income. As Broom (2009) claims that nonprofit organisations address a range of issues, particularly issues that affect people's lives. Issues such as "health care, homelessness, environmental concerns, youth development, job training, arts and culture, education and much more." So these charity organisations are needed more than ever now. PR assists them in creating successful campaigns.

5.2 Research Question One

From the research, the following are the reasons why it is important to have PR as part of a nonprofit national fundraising campaign.

- PR is hugely impacting on a fundraising campaign as it creates relationships, new donors and raises awareness of the campaign.

- Fundraising is one of the most important activities of a nonprofit and it is assisted by the PR efforts.
- It is through using communications and public relations that a nonprofit organisation can identify its audience and then send out their key messages to these publics.
- In house communications department deals with the PR in both charity organisations.
- In both these cases PR professionals has an impact on a nationwide campaigns as PR highlights the mission and goals of the organisations and maintains relationships with the charities donors.

5.3 Research Question Two

From the research, the following are what PR tactics are used in a nonprofits nationwide fundraising campaign.

- PR tactics strengthen a national fundraising campaign.
- Each organisation uses the same PR tactic in launching a national campaign. Findings concluded that both organisations use press releases to inform the public of their campaign, they both use a celebrity to launch their campaign so as to have a larger impact on the media, they both use research statistics as part of their campaign to draw on people's attention and they both use personal case studies to give the campaign a human touch.
- Nonprofits rely more than ever on PR than any other organisation as the average donation has fallen and nonprofits are struggling.

5.4 Research Question Three

From the research, the following points were drawn which agree that communication does play a strategic role in nonprofit organisations campaigns.

- Communication is a strategic role in both the Mater Foundations Heart Badge Campaign and The Irish Heart Foundations Happy Heart Weekend.
- Effective communication can have a huge advantage to national campaigns in the charity getting the key message to its audience.
- Two-way Communication is the preferred way for these organisations to communicate with its publics.
- The use of technology has extended the selectivity and reach of communication for both charities. Like social media, websites and portable communication devices.

To ultimately conclude this thesis, the author has found that public relations is a vital component for nonprofit organisations to use. It develops channels of communication with those of which the two discussed charities serve. It creates and maintains a favourable climate for fundraising. The use of PR tactics is widely used and the author feels that given more months the Mater Foundation and The Irish Heart Foundation will take on a more social media role and use this more effectively for their campaigns. Communication is the one main thing that these charities use to get their publics to gain acceptance of their mission and why they are raising funds with these two national fundraising campaigns.

5.5 Recommendations

The author has drawn some recommendations from researching this particular area.

- Both charities would be recommended to embrace social media in order to stay ahead of technology. It would be recommended that the charities would spend time on educating members of staff in more innovative ways to harness the best from social media.
- The conclusions which the author has drawn from this research are based on just two national charities a recommendation is made to do broader research into other charities in Ireland and maybe Europe so as to get a better understanding of what PR tactics are used in their fundraising campaigns.
- The Irish Heart Foundation and the Mater Foundation have in house communications teams but not a department solely for PR of the charity. It is recommended that both charities hire full time PR professionals to maximise their overall PR for the charity.

This thesis intends to encourage more research into the nonprofit sector and how public relations tactics are beneficial to a national fundraising campaign. It is also intended that fundraisers could learn from the PR tactics and the importance of PR in the nonprofit sector.

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APPENDICES

Appendix A – Sample invitation to participate Introduction Email

Dear _____,

My name is Arlene and I am currently finishing my Masters on Public Relations with New Media. I am at the last stage and would be grateful if you could help me.

The thesis which I am doing is centred on PR tactics used in nationwide campaigns in Ireland.

I would appreciate your help in arranging to meet me for an interview where I can ask you a few questions on your knowledge on fundraising and PR.

I look forward to hearing from you.

Kind regards,

Arlene Hogan

Appendix B – Consent to Participate form



Institiúid Teicneolaíochta Chorcaí
Cork Institute of Technology

Consent to participate in research

Title of research:

The Use of Public Relations Tactics in Two Nationwide Fundraising Campaigns in Not-For-Profit Organisations in Ireland

A Case Study Analysis

This interview is being conducted as part of the research for my Master's Thesis. It is a case study about the public relations (PR) tactics used in implementing two nationwide fundraising campaigns in Ireland. The importance of PR in nonprofit organizations.

- **Research:** Arlene Hogan, Cork Institute of Technology, Bishopstown, Co Cork. (0857327063)
- **Thesis supervisor:** Emmett Coffey, Cork Institute of Technology, Bishopstown, Co Cork.
- Any data provided will be safeguarded by me. It will be held in the strictest of confidence. It will be used only as part of the research for my thesis. Once the thesis has been submitted and assessed, the data will be destroyed. The data will be stored on my personal laptop as a word document until the data is destroyed.

Statement for interviewee:

I am willing to participate in this research and answer questions to the best of my

knowledge. I guarantee to be truthful in answering and participating in this research.

Signature of interviewee

If during your participation in this study you feel the information and guidelines that you were given have been neglected or disregarded in any way, or if you are unhappy about the process, please contact my thesis supervisor Emmett Coffey at emmett.coffey@cit.ie or +353 (0)21 433 5409. Please be assured that your concerns will be dealt with in a sensitive manner.

Many thanks,

Arlene Hogan
Masters in Public Relations with New Media, CIT Cork.
August 2-08-2012.

Appendix C – Interview Questions

1. What is your understanding of Public Relations?
2. What campaign do you run with on an annual basis?
3. What campaign is your most successful?
4. Do you get any government funding?
5. Are you trying to engage long term with your donors or just donate now?
6. Do you have a social media platform to help with your campaign?
7. Has social media helped with fundraising for this campaign?
8. Do you have an in-house PR officer or do you hire a PR company for a campaign?
9. If you hire a PR company, since when did you start employing them?
10. Do you find PR useful in your national campaigns?
11. How important would you say communication is as the tool for maintaining relationships?
12. How many are employed by the organisation?
13. In your opinion what makes the organisation a success?
14. Do your campaigns evolve every year?
15. What PR tactics would you use in your campaign?
16. What would be the main PR tactics that you would use in a national campaign?
17. Do you think it is important to have PR as part of your national campaign?
18. In your opinion does communication play a strategic role in not-for-profit fundraising campaigns?

Appendix D – Interview Transcripts

- 1. Interview with Aidan Stacey – Head of Fundraising The Irish Heart Foundation.
12pm, 14th August 2012.
The Irish Heart Foundation, Dublin.**

What is your understanding of Public Relations?

Well to me public relations is promoting a company through the use of media channels. PR is to shape and maintain an image of a organisation or individual. Raising awareness of that organisation whether it's a campaign or a new product that they are trying to promote and getting that information out there. Nowadays, I think that many people use PR as it's all about raising awareness and getting your message across to the public. Getting that message across.

What campaign do you run with on an annual basis?

We have many fundraising initiatives throughout the year but one of our main ones is our Happy Heart Weekend which is quite successful every year and has been built on year on year. It would be one of our longest running campaigns.

Do you get any government funding?

Yes a small proportion of the Foundation is government funded but over 90% of our income comes from public and corporate donations. So we really operate on the generosity of others to help us to complete our research, ways to prevent heart, stroke and blood vessel disease, to provide CPR training for people and creating awareness

campaigns so people know what exactly to look out for. If the awareness isn't there then there is no point in doing all the research and hard work.

Are you trying to engage long term with your donors or just donate now?

Well as we rely heavily on public funding we really would like to engage long term with our donors. We do still get once off donations but the majority would be more than once. We do have a quick donate button on our website which people use to donate just the once off. It really is fantastic how many people are so generous even still with the way the country is. Unfortunately, there is always someone who can say they know someone who had a heart attack or sadly someone who passed away from one. In Ireland statically they say that 13 people die a day from a stroke or a heart attack. It is quite a high number compared to our neighbouring countries.

Do you have a social media platform to help with your campaign?

Yes we do. We have a twitter and Facebook account. Oh and I was nearly forgetting our YouTube account. We have a large number of followers on Twitter and Facebook at the last check I did. As we only started these up in 2011 and 2012 really. We would use it to promote our campaigns and keep people up to date on what funds were raised. Our donors would post pictures and comments from fundraising events they would have organised for us which is great to see. It would be a small impact on our campaigns.

Has social media helped with fundraising for this campaign?

I would say that it has in ways as more people can connect with us. We actually get people asking to sell badges for us. They would leave a comment saying that they would like to sell badges for us and could we send some out. It would be very active around the times of our campaigns and in particular in the run up to our Happy Heart Weekend Campaign. For IHF it has a small impact on income and awareness of the campaign but still helpful.

Do you have an in-house PR officer or do you hire a PR company for a campaign?

We do have a communications department which would deal with the PR side of the charity. We do however work with different PR companies over the years to make sure the campaign is a success.

Do you find PR useful in your national campaigns?

PR is extremely useful. I think without it we would not be near as big a charity as we are today. In today's economic downturn successful fundraising is difficult at best. It reinforces and builds on the messages that we the charity are giving to our donors and supporters by garnering media and public support. Donors have a choice, they think what charity would I like to support today or even long-term and establishing the right message is key to getting that donor to support your cause.

How important would you say communication is as the tool for maintaining relationships?

For us as a charity, communication between us and with our publics is critical for us to keep going the way we are going. Without a strong link of communication we would most likely not generate as much community support as we do now. We believe that donors are our key and using communication as a tool for maintaining communication is paramount.

How many are employed by the organisation?

We have a total of 44 staff. The main office is in Dublin and we have five regional offices in Sligo, Cork, Carlow, Waterford and Carrickmacross. So we are quite a large charity in Ireland.

In your opinion what makes the organisation a success?

For me I think that the IHF is successful as it has a strong communication strategy and a multi- channel approach to engagement with the public. We have strong branding and we always make sure to keep our communication channels up to date for our donors and generally anyone wanting information on stroke or heart disease.

Do your campaigns evolve every year?

Yes generally our annual campaigns would change slightly every year as we change our angle to the general public. Every year our campaign would be funding the same call to

action but we would use a different way to send that message out. For example one of our campaigns is called FAST which saw us promote this campaign using television advertising. Many years ago we would not have gone out using this media channel but now because fundraising is harder these days, we are trying to figure out the simplest way of getting the donor to give or the simplest way of getting the awareness around a campaign.

What would be the main PR tactics that you would use in a national campaign?

The PR tactics behind a major campaign such as our Happy Heart Weekend campaign are key to getting the awareness we need to make the campaign a success. We would start by having a well thought PR plan which would include message development, marketing, advertising and even the use of social media. Our main tactics are celebrity photocall, personal stories and research statistics. These all together form a strong fundraising campaign.

Do you think it is important to have PR as part of your national campaign?

Oh yes I do 100 per cent as without the publicity the public would not know about the campaign or initiative and it wouldn't bring the awareness we need to support more work that we do. When we highlight a campaign you can see how it has benefited as our website numbers go up, the phones are busy and our articles are posted in the newspapers.

In your opinion does communication play a strategic role in not-for-profit fundraising campaigns?

Yes it does Arlene. Communication and Fundraising go hand in hand with communication helping the process.

- 2. Interview with Caroline Cullen – Communications Manager The Irish Heart Foundation.
2pm, 6th August 2012.
The Irish Heart Foundation, Dublin.**

What is your understanding of Public Relations?

Public relations is the flow of information between an organisation and its public. I would deal with a lot of the PR for the Irish Heart Foundation in our communications office. PR impacts on the revenue that we generate every year. It is quite interesting.

So Happy Heart Week is one of your annual fundraisers, can you tell me what your role is in this campaign?

Yes sure. I am the Communications Manager for the Irish Heart Foundation. We are quite a large national organisation so my role is quite a big one. Happy Heart Week is an amazing campaign and we get in so many volunteers donating their time to sell badges for us at this particular event. I manage all the media side to the campaign. I generate press releases and organise the photocall and what high profile people we will have taking part in supporting the campaign. I am responsible for planning the fundraising strategy for the campaign. I also manage the thank you letters that we would send out to our donors and I send out media notices just before the event to invite the

media along to our launch. There is never any trouble in trying to get people to support the campaign. I would look after the website and make sure all relevant information was up before the campaign was launched as we do get a surge of users on our website especially around a national campaign.

How does your social media platform help with your campaign?

Social networking sites such as Facebook and Twitter can be useful PR tools in supporting volunteer fundraisers for the Irish Heart Foundation. We use our social media platforms as a way of drip-feeding key messages and especially around the time of our Happy Heart Week Campaign. I find social media excellent in communicating out about our Happy Heart Week Campaign. It even generates a small amount of income for us around the campaign but we have only started using it really this year so it will take time. The visual elements mean that it's great for supporters to see what other donors have done and encourages other people to maybe give as well. By just spreading the word around about the campaign with their friends and colleagues helps in the publicity.

Do you find PR useful in your national campaigns?

As I deal a lot with the PR element of the charity I feel communications for Happy Heart Week would not be a success without the help of public relations. PR is hugely impacting on the campaign and we can measure that by the success at the end of the campaign. We need the public to know about our campaign and so using PR tactics to do this helps in bringing in our targets for that particular campaign. It can be quite difficult as for all our campaigns we do have targets and these have to be met.

How important would you say communication is as the tool for maintaining relationships?

Well without communicating with each other we wouldn't get very far in relationship building. Now more than ever in the charity sector fundraisers need to have a healthy relationship with their donors as you want to maintain hopefully a long term relationship with them. How communications is handled can bring people together or tear them apart so with us it is about having a good relationship with our donors and communications, well managed communications is a key part to play.

In your opinion what makes the organisation a success?

The organisation has been built on every year between different fundraising campaigns to awareness campaigns. I do believe PR has a part to play as building and maintaining a positive image helps the charity to succeed. We have a good strategy in place here and everyone is just so involved in what they do, volunteers and staff. Because I think people give to this charity like any other charity because it's close to them and they believe in it. Everyone knows someone who has had a heart attack or heart disease and they want to help in any way they can.

What would be the main PR tactics that you would use in a national campaign?

For our Happy Heart Weekend we would start by having a two month lead up. We would have a meeting and discuss where we want to go with the campaign for this year and build on it from there. A proposal for it would be done up which would include the key PR objectives, action plan and tools, target press and TV and radio opportunities.

We would use all the PR avenues from developing a video for the campaign to radio ads and tv ads. We use anything we find will be effective. We would send out the trusty press release and follow up with a good photograph and quirky caption if possible. We have built up good relationships with many of the journalists and so we would contact them before the campaign and invite them along to the launch to get as much publicity as we can. We hire a photographer for an hour to take the photographs and then we would write up the press release and issue them to the appropriate media. We would then monitor the press and collect all clippings relating to the launch. We have an intern in at the moment and Aine would collect these and at the end of the campaign we would then write up an analysis on it. We would work hard then throughout the campaign to secure as many donors as possible.

Do you think it is important to have PR as part of your national campaign?

Absolutely, no doubt I believe that PR is important to the campaign. The campaign is also a success as the issue it is dealing with holds a place in close to people's hearts, excuse the pun, so that along with PR works splendid together. The image of The Irish Heart Foundation is what is known to the general public and so this image needs constant attention and nurturing to make sure it stays that way and here is where I believe public relations plays an important role.

In your opinion does communication play a strategic role in not-for-profit fundraising campaigns?

Communication I feel does as we are moving into a new era of communication in fundraising and that's the digital communication. Nowadays, for potential donors they

are going online and donating compared to many years ago. Twitter and Facebook and communication through the website have been incorporated now into most of our campaigns. Donors are the lifeline of the Irish Heart Foundation and so we communicate effectively with them on all our campaigns.

- 3. Interview with Ceri Teggin – Communications Assistant The Irish Heart Foundation.
1pm, 2nd August 2012.
The Irish Heart Foundation, Dublin.**

What is your understanding of Public Relations?

Public relations maintains the relationship between an organisation and its public. PR maintains the image of an organisation so as good publicity is sought and if a crisis occurs then public relations deals with it to overcome the damaging effect a crisis can have on your organisation.

Do you use social media to help with this campaign?

I look after the social media of the charity and we would use it on a daily basis. We'd put posts up in the run up to the campaign and during it. At the end we would put up how much was raised and how successful it was. Our Happy Heart Weekend is quite big and as we only started using social media in 2011 early 2012 social media is a help but I wouldn't say it brings in a lot of awareness and income.

In your opinion do you find PR useful in this national campaign?

God yeah. The PR we use for our campaigns especially our Happy Heart Weekend is vital for the campaign to be as good as it is. We use celebrity photocalls, research statistics, press releases, case studies. All of these help in raising the profile of the campaign and so without these the campaign would not be what it is today.

How important would you say communication is as the tool for maintaining relationships?

Working in the communications department of the charity opens my eyes to the importance of communication in maintaining relationships. It is so important as we communicate to our donors everyday and it is extremely important that this is done in a professional manner. We are so busy with sending out the right message and communicating that across the board. Talking with our donors and even prospective ones is an important task as they are the core of the organisation.

In your opinion what makes the organisation a success?

I think it's because people are affected all over the country with heart disease or a stroke and something that you believe in really makes you want to help. We try to be as transparent as we can and strive to educate and help in any way that we can. We do have a good team and all work good together so that could be it too.

Do you think it is important to have PR as part of your national campaign?

I agree totally that PR is important. I don't think we would have much going on with the campaigns if we didn't have some publicity around them.

In your opinion does communication play a strategic role in nonprofit fundraising campaigns?

Yes it does. For our Happy Heart Weekend campaign it definitely plays a strategic role. We develop a message that we want to communicate to our audience and so we communicate that message out. Without communication the message would not deliver and so we would just be wasting our time.

- 4. Interview with Mary Moorhead – Chief Executive of the Mater Foundation.
2pm, 22nd August 2012.
Café Sol Mater Hospital, Dublin.**

What does public relations mean to you?

I believe Edward Bernays coined the phrase. Public relations to me is creating and maintain relationships between an organisation and its publics. As I am the Chief Executive of the Foundation I feel that creating and maintaining relationships between ourselves and the public is vital as we deal with the public on a daily basis.

What campaign do you run with on an annual basis?

We have many campaigns yearly. We have our Breast Cancer Appeal, Neurological Appeal, Cancer Research Appeal, Raise a Million Appeal and also our Heart Appeal.

What campaign is your most successful?

They differ year on year. One year our Raise a Million would bring in more and then the following it would be our Breast Cancer Appeal. Last year our Heart Appeal was the the most successful.

Do you get any government funding?

No the Mater Foundation is not government funded. We are 100 per cent funded by public and corporate funding. So we rely heavily on the public to keep us going.

Are you trying to engage long term with your donors or just donate now?

We do like to engage long term with our donors as every charity would want. We do have very loyal supporters who would year on year raise significant amounts of money for the Mater. Which is fantastic and we cannot thank them enough.

Do you have a social media platform to help with your campaign?

Yes we do have a Twitter and Facebook account which we use to help us raise awareness of our campaigns. We only started this up though in 2010 2011 and we are building on it. We had an intern join us last year and she took on maintaining the social media sites. I do know our Facebook and Twitter followers have grown in the last year and a half which is great as so many charities are now using it to get their message

across. It's a free way of getting the publicity for the organisation and I think it's brilliant.

Has social media helped with fundraising for this campaign?

I think it has in a small way impacted on our campaign. I know that for our Heart Appeal we did get a lot of coverage as Tommy Bowe was heading our Campaign last year and we got so many new followers on twitter and people shared our photos of the launch on Facebook which was great coverage for us and the campaign in particular.

Can you tell me more about the Heart Appeal at the Mater Foundation?

So the Heart Appeal is one of our longest running appeals. It would also be one of the most successful. Every year for a week in February we have volunteers sell badges for us in the hope of raising enough money to run the Family Heart Screening Clinic at the Mater Hospital. The primary aim of the clinic is to screen family members of those who have died tragically due to Sudden Adult Death Syndrome SADS or Sudden Cardiac Death. This year we ran the appeal a bit differently we had a text campaign and posters were done up and advertised on Dublin Bus, Dublin Rail and on billboards around Dublin to see if that would work for us. We also had a radio ad and ads were placed in some national newspapers to raise awareness. The PR behind the event really raises the awareness of the campaign. Over €2.6 million has been raised in the last six years because of this campaign alone.

Do you have an in-house PR officer or do you hire a PR company for a campaign?

We don't have our own PR Officer but we had a communications strategy devised a year ago and we decided to expand our staff as we became busy in the office. So because of the strategy we took on three new staff, a Communications and PR Assistant, a Community Fundraising Assistant and a Fundraising and Communications Executive. The Communications and PR Assistant would deal with any external PR companies we would hire to help us promote a national campaign. We do work with one or two PR companies in Dublin who would take on the challenge of one of our campaigns.

Do you find PR useful in your national campaigns?

I would have to say that PR plays a vital role in our campaigns as it creates relationships and new donors and raises awareness of the campaign. PR I feel has become more important in this economic climate not just for nonprofit organisations but for every organisation. Fundraising is one of the most important activities of a nonprofit like us and I feel that it is assisted by the PR efforts.

How important would you say communication is as the tool for maintaining relationships?

Communication is a key tool for maintaining relationships. Because we deal with the public on a daily basis we need to have a good relationship with our donors and so communicating with them is extremely important. We keep them up to date with how

the funds are spent and after every donation is made we send a thank you letter out to that person as it is very important we maintain relationships.

How many are employed by the organisation?

There are 8 people employed by the organisation of which one is part time and the rest are full time.

In your opinion what makes the organisation a success?

I feel that my staff are very strong and work effectively together which I believe is the key to the organisations success.

Do your campaigns evolve every year?

Yes we try to make our campaigns a bit different every year as we try and work out what works best. We do keep the appeals the same but we would try and think of new ideas for a call to action every year.

What would be the main PR tactics that you would use in a national campaign?

So if we talk about our Heart Appeal, we would hire a PR company for the coming months before and during the campaign so they can advise us as to what strategy to take.

We would meet the PR company and we would decide on a angle to take with the campaign. For example with our Heart Appeal Campaign we went out last year with the message being defibrillators are essential in any public place. So we got key personalities to head the campaign. Catherine Thomas and Rob Kearney helped us

launch the appeal and gave a lot of support. This tactic of having a sports or a well known personality head a campaign worked really well for us. The photocall launch was excellent as we hired a photographer to do the photocall. We issued a press release to the photography company who then sent the images along with a caption and press release to all national and local press with the hope of it landing in quite a few of them. The launch was a few days before the heart badge week and this was to get the awareness out there so as people would know about it in the run up to the actual campaign. This year we used radio as a way of advertising the campaign and a text campaign which was linked to our Dublin Bus and Rail posters. We also had Tommy Bowe launch it this year.

Do you think it is important to have PR as part of your national campaign?

PR is very much so the key to raising awareness of a campaign. Potential supporters need to know why funds are needed and the difference they will make and PR does that. PR can bridge the gap between the call to action and the donations being made.

In your opinion does communication play a strategic role in not-for-profit fundraising campaigns?

Absolutely I believe communication plays an instrumental role in a nonprofit organisations campaigns as you want to communicate effectively to the audiences and building and maintaining a positive image for your organisation will add incentive for fundraisers to choose you.

- 5. Interview with Kerry Lindsay – Fundraising and Communications The Mater Foundation.
3pm, 24th August 2012.
The Mater Foundation Office, Dublin.**

What is your understanding of public relations?

Well when I was in college I learned that PR is establishing the relationship among two groups an organisation and its audience.

So the Heart Badge campaign is your most successful, can you tell me what your involvement is?

My role as Fundraising and Communications Manager is to oversee all fundraising initiatives that go on in the organisation. With the Heart Badge Campaign I oversee the whole campaign from start to finish. I manage my staff to undertake certain tasks so as the campaign runs smoothly. I have meetings with the PR company on a regular basis to see how we will pitch the campaign to the press. A PR tactic that we generally use for our Heart Badge Campaign are case studies. We find that case studies are a key tool to link supporters' fundraising with the cause. They illustrate not just the service or the equipment funding has paid for but the effect of this on real people's lives on a very personal level.

Do you find PR useful in your national campaigns?

I would find PR definitely adds to our national campaigns. Potential supporters need to know why funds are needed and the difference they will make. Fundraising aims to encourage donations and to inspire supporters to raise money through a direct call to action. Here our call to action is buy a badge. Buying the badge helps to fund the family Heart Screening Clinic. Good PR supports our call to action by demonstrating the need

for the funds in this case the Family Heart Screening Clinic and how we spend the money. PR has so much value in a fundraising campaign.

How important would you say communication is as the tool for maintaining relationships?

As Fundraising and Communications Manager I would say communication is very high on the scale of importance for maintaining relationships especially in the nonprofit sector as those relationships are very important for us as a hospital foundation. We communicate through articles in the newspapers, our newsletter, our website and more recently through an Enewsletter which is sent out on a monthly basis to keep the public up to date with what we do. Our donors want to see where their money is going and so communication with these key publics are crucial.

In your opinion what makes the organisation a success?

People are attracted to us as because they are a patient or a family member was a patient or they are aware of the Mater Hospitals history and its place in Northside of Dublin. Being part of the hospital is a huge factor and because we have evolved our campaigns and expanded our office.

Do you think it is important to have PR as part of your national campaign?

PR reiterates and builds on the key messages of our campaigns like our Heart Badge Campaign and uses this as part of a coordinated strategy to increase our income. Press releases, radio ads, photocalls, high profile sports and TV personalities, case studies,

blogging and using social media as a tool all help with raising the profile of our campaigns and in particular our Heart Badge Campaign.

Investing on Public relations will help our national campaigns to achieve its objective effectively and smoothly.

- 6. Interview with Aisling White –Public Relations Executive Dublin based PR Company.
4pm, 23rd August 2012.
Café Sol The Mater Hospital, Dublin.**

What is your understanding of Public Relations?

Well from studying it to then working in PR, I understand public relations is the management function that establishes and maintains mutually beneficial relationships between and organisation and its publics. Every company or organisation depends on its reputation for its survival and success and PR is what establishes and maintains these relationships and what makes it a success.

So you work on the Mater Foundations Heart Badge Campaign in February, can you say in terms of PR has it been effective this year?

The Mater Foundations Heart Badge Campaign is one which I have worked on for the past two years. This year it had a different angle than the previous year. When we meet with the Mater Foundation team to discuss the PR for the campaign we always try and take a different approach to the previous year. In terms of the PR for the campaign it landed in the majority of papers we sent it to and we got on the likes of 2FM, Today FM,

Newstalk with Sile Seoige and Tom Dunne and FM104. We also made it on TV3 The Morning Show. It was brilliant.

For the press we made it in The Irish Independent a couple of times throughout the month, The Irish Sun, The Irish Times, The Star, The Sunday World, am.....The Liffey Champion.....there is probably a few I am leaving out but they were the main ones. Oh and Stellar Magazine even did a small slot for us. I know that in our evaluation of the campaign at the end of the month the PR value for the whole campaign came to just over half a million euro which is amazing and the ad value in the press came to just over two hundred thousand euro. We were happy with the coverage the campaign got and the Mater Foundation were happy too.

Do you use social media to help with the campaign?

I know that the Mater Foundation have their own Facebook and Twitter accounts and we would advice them to use it as much as possible throughout the campaign as it definitely does work in a small way. I know that we got Irish Rugby player Tommy Bowe to head the campaign and the Mater Foundation shared the photos of the launch on their page and there was amazing coverage from it. It just shows you the power of social media now. So it has definitely helped in relation to this campaign but needs to be built on.

Do you find getting a celebrity to head the launch of a particular campaign to be successful?

Oh well it depends on who you get. If you can get someone that is in the limelight at the time of a campaign then it's brilliant as they are getting a lot of coverage from the press

and so being associated with your campaign then can highlight what you are doing. It is just easier to get the media to cover your story if you have a celebrity. So for the Mater Foundations campaign we got Tommy Bowe as he was heading into training for a important match that was coming up and we just got him in time. We had the photocall in Limerick as the guys were training down there that week. He was so helpful and the photocall went very smooth.

This as a PR tactic is quite a good one and it can just give your campaign that extra push that you need so to sum it up yes I would say getting a celebrity to face your campaign is a good move.

How important would you say communication is as the tool for maintaining relationships?

Very important! Especially in the nonprofit sector as you need to communicate with your donors and from working on campaigns for nonprofits it's important to have good communication in all areas. Not just your donors but communication in the office needs to be good too. Communicate effectively and then everything else will fall into place.

What PR tactics would you use in this campaign?

We used tactics such as the celebrity photocall with the lovely Tommy Bowe. We used personal stories or sometimes we call them case studies to pitch to the media. The more human a story is the more people can relate to it and it helps people. The personal story came from a young girl who's mother died when she was five years of age from sudden adult death syndrome. This girl in particular got screened then many years later and discovered she had the same condition as her mother, Long QT. She was great to give

her story and help others. We did get research statistics on the condition as it can be quite shocking and hits home with people when they see a heading such as one in five can die.

Do you think it is important to have PR as part of this national campaign?

No question about it. I can tell you the campaign would not be as successful if PR was not part of it.

In your opinion does communication play a strategic role in not-for-profit fundraising campaigns?

Yes it does. Communications centres around the whole campaign, any campaign, it doesn't have to be nonprofit. You are trying to get a message out there and communicating with your audience is what you are trying to do effectively.

