

(続紙 1)

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論文題目	A Study on Digital Fundraising Strategies for Nonprofit Organizations		
(論文内容の要旨)			
<p>Fumitaka WATANABE's doctoral dissertation at the Graduate School of Management (GSM) was titled "A Study on Digital Fundraising Strategies for Nonprofit Organizations" and addressed the links between strategies, marketing mix elements, and their effects on nonprofit fundraising performance.</p> <p>Nonprofit organizations play an important role in modern communities by offering public goods and services. As government financing is cut in many countries, monetary donations are becoming increasingly important to nonprofits. With the support of growing industries such as crowdfunding platforms, digital fundraising, or collecting funds via the internet, is quickly becoming a critical activity for nonprofits. This study looked into nonprofits' digital fundraising techniques, namely the high-value gift and small recurring gift strategies. The former was consistent with traditional fundraising practices, which centered on the major gift contributors. The latter was projected to be effective based on the utility functions of the donors, while small gifts were deemed "unprofitable" in practice. In contrast to recent marketing strategy scholarships, which tended to examine a single or a few "P"s in exchange for scientific rigor, this study attempts to capture a broad range of fundraising strategies and effective combinations of marketing mix variables from the perspective of service marketing.</p> <p>Watanabe's primary research interest was in the "product" in nonprofit fundraising marketing, which referred to the organizations' causes, missions, and legal statuses. These elements were previously identified as determinants of organizational heterogeneity in the literature, and fundraisers typically cannot change these attributes. As a result, these attributes were required for marketing initiatives. To find the interaction effects between "products" and "promotions" or "prices," hypotheses on marketing mix variables were established. Hypotheses for the two strategies were developed, taking into account the organization's short-term vs. long-term missions and high-value vs. recurring gift strategies.</p> <p>Under the permission of GSM's research ethics committee, this study used data from a fundraising platform company and user organizations in Japan. The author's former supervisor, Dr. Yasunaga WAKABAYASHI, signed a contract with the corporation. The platform provided Watanabe with the anonymized donations transaction of six years data from donors to 1,205 nonprofits, which captured precise organizational attributes, campaign histories, and subjective fundraising performances. The survey questionnaire and online interviews were used to supplement data on nonprofits' strategy and behaviors. These data were used to conduct multiple case comparisons using the MSDO/MDSO method and "racing" design analysis.</p>			

Regarding the correlations among "product," "price," and "promotion," multiple regression analyses were utilized. Based on theoretical sampling from all businesses, the top-performing organizations and their similar peers were compared in the qualitative study to examine the appropriate tactics for each organization and their success characteristics. The service marketing mix incorporated "people" and "process" in the numerous case comparisons. The mixed approaches allowed for the examination of both linear and non-linear connections between variables.

One of the primary findings was that, even after controlling for the fundraising time, the campaigns to solicit monthly recurring gifts were the most effective. Product attributes (popular cause and unpopular legal status: SNACs) and prices or a specific style of promotion, peer-to-peer fundraising, had some significant interaction effects. The qualitative studies revealed that the right marketing mix combinations could overcome a disadvantageous legal status (i.e., SNACs) or other organizational characteristics. Investing in human resources was a critical aspect in the effective implementation of the two methods, while highly competent volunteer work could beat the recurring gift model with human resource investment in small nonprofits. Strategic focus on donation income and marketing management were critical aspects in the successful implementation of large nonprofits.

This research makes three contributions. For starters, it indicated the boundary condition of the success of dividing donations into smaller presents over time, which is the need for immediate assistance. In the humanities, such donations are referred to as "charity," and they are not effectively gathered by the monthly recurring gift strategy.

Second, this study distinguished between small recurring gifts and high-value gift fundraising techniques and identified success characteristics for each. The selection of different causes or organizations is critical in high-value gift fundraising, and dividing a large gift into smaller recurrent ones has been shown to be effective in overcoming the unfavorable attributes. The high-value gift method necessitates identifying appropriate donors for each group, yet the majority of nonprofits in this study supported broad civic participation.

Third, this research helped to understand the organizational heterogeneity of monetary gifts and would aid in the application of public economics theories to fundraising research and practice. Organizational heterogeneity was not taken into account systematically in earlier fundraising strategy research. This study discovered a distinct legal status as additional cause of variation, correlating with earlier research. Furthermore, this study discovered that the effect of fundraising promotions can be influenced by such heterogeneity.

注) 論文内容の要旨と論文審査の結果の要旨は1頁を38字×36行で作成し、合わせて、3,000字を標準とすること。

論文内容の要旨を英語で記入するときは、400～1,100 wordsで作成し、審査結果の要旨は日本語500～2,000字程度で作成すること。

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(論文審査の結果の要旨)

The dissertation was suitable in terms of its logical composition and research approach, and implications that may contribute to the current theory were also generated. Based on Watanabe's practical expertise, it is especially appreciated that he performed numerous quantitative and qualitative analyses from an in-depth perspective with abundant data set after reviewing a significant amount of existing literature.

This study has several noteworthy findings. From the standpoint of the service marketing mix and fundraising strategy, this study addressed the nonprofit marketing strategy on a specific "place," the digital fundraising platform.

This study utilized a large dataset of nonprofit fundraising efforts and their financial repercussions. The dataset contributed to the time-series comparisons of successful and unsuccessful organizations. After analyzing data set, Watanabe performed internal validity with interviews and survey. For the external validity of the campaign analysis results, two other crowdfunding platforms' data set were used.

Several articles were published as a result of the examination and evaluation of the literature on which the PhD dissertation was based. This was included in the doctorate dissertation. The second chapter began with a review of reference studies. Sections 2.2.3 and 2.3.5 were based on the author's peer-reviewed article, which presented theoretical reasons for the value of donors and the production of nonprofit organizations. Section 2.7 was also based on another peer-reviewed work about the structure of donation markets, which aided in the discussion of the external validity of this PhD research. Appendix 2 explored the definitions of essential concepts such as "charity" and "philanthropy," and this section was published as a discussion paper.

Finally, the dissertation discovered fresh evidence on a cutting-edge topic in the nonprofit marketing literature: the efficacy of recurring gift strategy and the combined effect of marketing mix elements on a digital platform. Because this topic has only recently been examined, the findings are valuable for publication in international academic publications. Despite the simplicity of the methodology, the results of multiple regression analyses were robust because the author avoided multi-collinearity and the resulting type one errors. This dissertation's proposal was of high quality, as evidenced by its third-place finish in the AIB Asia Pacific 2022 Chapter Conference Best PhD Dissertation Proposal Award in December 2023.

The committee members offered several recommendations during the final defense on February 4, 2023. Chapter 5 stated that the content tends to be fairly brief when discussing the interpretation of the results, and it is preferable to complement an alternate explanation for why some hypotheses were rejected. It would have been good to discover a method to use the interview

results in a different way. Furthermore, there are concerns that platform businesses' actions may have an impact on the strategy of nonprofits. However, the committee members found that these shortcomings could be adequately addressed. And the study's key contribution to non-profit marketing literature and practices was obvious. The committee admitted that this dissertation consists of the fulfillment of the doctoral degree of management science to the author if some modifications recommended in the final defense, on February 4th 2023, were adequately reflected in the final version of the dissertation.

注) 論文審査の結果の要旨の結句には、学位論文の審査についての認定を明記すること。

更に、試問の結果の要旨（例えば「平成 年 月 日論文内容とそれに関連した口頭試問を行った結果合格と認めた。」）を付け加えること。