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TAILORED BUSINESS MODEL AS A KEY TO A NON-PROFIT ORGANIZATION'S FINANCIAL SUSTAINABILITY - APPLICATION IN A PORTUGUESE ANIMAL WELFARE ASSOCIATION.

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Abstract

This paper summarizes a field study on Portuguese a non-profit animal welfare association which I have executed in the form of a management consulting project. The fieldwork carried on the organization's operations enabled me to frame their current business model, identify the association's status, and their pressing issues. In the report, I investigate the animal philanthropy area and study the existing literature regarding the approaches to NPO management which I apply to the described case. I conclude with a compilation of tailored recommendations which should facilitate augmented efficiency and further development of the organization.

Keywords: Business Model, Non-profit, Association, Animal welfare, NPO

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"You cannot get through a single day without having an impact on the world around you.
What you do makes a difference."

- Jane Goodall.

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1. Introduction

The following paper was prepared in collaboration with a Portuguese Non-Profit Organization, Gatos do Jardim (GDJ). I selected this organization from the list of the potential clients for the pro-bono consulting project execution offered by Nova SBE Social Consulting Club, which I was a member of throughout the academic year 2019/2020. Due to a big number of applicants, GDJ were not shortlisted for the program. As a Veterinary Medicine Doctor, naturally engaged in the animal protection matters, I decided to deliver my dissertation while carrying out an individual investigation in support to the Association.
The objective of developing this paper was to facilitate improvement of the organization's performance and grow its importance by providing insights into the current business model and recommendations for its possible development.

2. Background information

For a better understanding of the organization, several theoretical notions and ideologies referring to concepts of philanthropy, animal protection and managerial approach in the non-profit sector need to be discussed.

2.1. Philanthropy

The word philanthropy, originated from Greek p*hilanthrōpos*, meaning 'man-loving' or 'love of humanity' (OED 2020). It can be defined as an act of goodwill, in a broad understanding of generosity, where the gift does not necessarily mean financial or material goods, but also time or talent. According to MacDonald (2017), movements that nowadays could be dubbed as social enterprises, have been manifested in charitable philanthropy history since the 1600s.

2.2 Social Economy and Civil Society concepts

NPOs have been acknowledged a major economic presence (UN 2003), constituting a consequential and constantly expanding economy. The phenomenon called a 'global associational revolution' (Salamon 1998), was brought into existence as a result of increasing disbelief in the efficiency of governments' social and economic problem solving. The notion of CS is commonly used to describe the non-profit and voluntary sectors (Evers 2013), representing active citizenship concept. SE refers to a variety of organisations and enterprises characterised by common values and features, e.g. inferiority of capital's importance under the individual and social objective, and reinvesting the greater part of the profits to execute sustainable development objectives of general interest (Campos and Ávila 2012). The social-economic model relates to the potential of the society members to assimilate economic and social concerns, and resolve the difficulties throughout communal effort (Schnurbein and Fritz 2017).

2.3.Historical evolution of animal protection and animal philanthropy

The investigation on the animal sentience in late 1960s resulted in acknowledging their 'ability to experience feelings' (OED 2020), which had a crucial impact on further animal protection's development. Lord Erskine (1809) combined the theological appeal to biblical passages opposing cruelty to the notions of animal rights. These intentions led to year 1824, when the Society for the Prevention of Cruelty to Animals was founded, today considered the first animal welfare charity in the world, an archetype of an animal philanthropy organization. Contemporary, The OIE Global Animal Welfare Strategy (2017) is yet another worldwide initiative created with a vision of a world, 'where the welfare of animals is respected , promoted and advanced', that would facilitate the quest of 'animal health, human well-being, socioeconomic development and environmental sustainability'.

2.4.Effective altruism philosophy

Peter Singer contributed immensely to the pursue of animal treatment ethics development by founding the effective altruism philosophy (EA), a modern concept prioritizing animal welfare cause. According to Broad (2018), so called 'effective animal advocates', represent 'an emerging social movement that uses data-driven reasoning to channel social economy resources toward philanthropic activities'. In his study, the author points out how the theories of the SE enable understanding the interdependence between the market-based rationale with the non-profit sector. The approach employs data-driven know-how in order to evaluate the efficacy of philanthropy via cost-benefit analysis performance. Effective altruists are searching efficient ways to benefit others, by means of evidence. Effective altruism is one of the initiatives described as Social Economy (Moulaert and Ailenei 2005), a hybrid landscape of social innovation and entrepreneurship, driven by solidarity and reciprocity.

2.5. Companion animals trends

A general trend of increased interest in adopting companion animals can be observed. Surveys from the USA and UK (Kunst 2019 & Sabanoglu 2018) show that animal shelters were the leading sources as a procurement channels of pets. With 30 and 34 % respectively, they were placed ahead private sources or pet stores. Still, taking in animals directly from the streets is not a common tendency with only 14% of respondents (Sabanoglu 2018).

2.6.Animal welfare situation in Portugal

As Ricardo Lobo, director of the Association of Municipal Vets, reports, in 2017 the number of animals collected by official collection centres was estimated respectively 41,000. The author reveals that annual number of adoptions from public shelters in 2017 was only 17,000 animals. According to the data of European Society of Dog and Animal Welfare (ESDAW 2020), the total number of homeless cats is estimated at 250.000. Portugal introduced legal regulations recognizing animal suffering, as well as animal sentience, the situation of animal welfare in Portugal might seem to be on the right track. The rising support of PAN political party, whose last campaigns were primarily centralized around domestic animals' welfare, can be seen as an increasing affect to the companion animals. Still, regulations regarding the animal reproduction and reduction of animal abandonment are not satisfactory, the presented numbers are far from sufficient and the lack of appropriate action is visible. One of the noticed problems are big quantities of stray cat colonies, many of which requiring medical assistance. The animal shelters are overcrowded, and the average communities' sensitivity or sense of civic duty leaves a lot to be desired. Where the governmental or municipal means fail, private local NPOs take action pursuing the animal protection execution.

2.7. Business model in an NPO

Many Non-Profit institutions lack belief in usefulness of management knowledge, as well as in its application in the non-profit sector. Brehmer et al. (2017) point out that even though NPOs are being recognized as a category requiring special traits, still the literature focus on the for-profit–oriented business models. As Hvenmark, (2013) observes, throughout the past decades, NPOs were subjected to pursue financial sustainability and independence, by means of adopting the business tools and practices and incorporating the social enterprise model. Nevertheless, many NPO founders still struggle embracing the business tools and management processes into their initiatives. Frequently, the organizations excessively focus on pursuing the mission, disregarding the business perspective. However, as Sleurink (2002) states, embracing a for-profits business model for non-profits allows an NPO truly understand its relationships with the environment and guides their mission and strategy to fulfill it. Muehlhausen (2012) explains that the business model is inseparable from designing the business strategy and organizational structures. Per business model employment, can an NPO define how to best organize to take advantage of its potential and become financially sustainable while accomplishing the mission.

3. Organization's case description

3.1. About the organization: history, mission, vision

Gatos do Jardim is a Portuguese association based in São Pedro de Estoril. The organization is focused on cat rescues and improving lives of stray cats in the Cascais area. Its mission is to save more lives by educating and inspiring by increasing awareness on animal cruelty, healthcare and prevention needs - educating and changing society's mindset. Gatos do Jardim provide their proteges shelter, alimentation and health care, enable rehoming and adoptions.

The organization was created 10 years ago by the founder, Ines, who is the pivotal element of the association, meanwhile working as a freelancer. As the founder emphasises, the organization's approach to animals is significantly unalike other organizations in the animal protection branch in the area. Gatos do Jardim have a vision of making the world a more ecological and animal-sensitive place. They want to share their belief that stray animals can be a valuable, living part of a harmonic society.

3.2 The objective of the project

GDJ are lacking financial stability and operating efficiency. The future prospect of the organization is to become more independent, turn the initiative into more of a hybrid model, not counting entirely on the individual donations. The president aspires the organization to belatedly be able to finance its mission and give something in return to the supporting community. The leader has a dream of the garden turning into a cat sanctuary. Therefore, the pivotal goal of the dissertation project is to support the organisation in the journey towards financial sustainability by providing an in-depth analysis and a structured business model.

4. Methodology

Throughout the project execution, I employed primarily qualitative methods. To introduce concepts for the better background understanding, I based the first part of the paper on a literature review, while the second part of dissertation paper is based mainly on primary data collected on GDJ association. During the investigation stage for the issue analysis on organisation's current situation and its' pain points definition, I used fieldwork methods including observations, interviews with the community members and the founder, as well as analysis of the internal documents. Data collected during the unstructured interviews was recorded by note-taking. The interviews at the organisation's premises allowed an exhaustive comprehension of different groups of organisation's stakeholders' impressions and judgements. For the recommendations section, I applied benchmarking and good practices analysis methods, collecting available data on practices and performance of other NPO organizations with a similar profile. Moreover, I applied insights from the literature review regarding the theoretical approach to the discussed matters, to the real-life described organisation's case, which enabled better understanding of the complex, multi-faceted issues.

5. Applied approach to the Business Model as a strategic management tool in an NPO

Drucker (1990) stated, that from the NPOs' perspective, the word management can be perceived too closely related to 'business', which in the NP field, has a rather negative connotation. However, in order to secure accomplishing its mission, NPO needs to apply management theory and its tools, that according to Melnik (2013) have several positive effects for an organization. Marberg (2019) in his recent study claims that NPOs are in fact already giving more attention towards management and strategy. For this reason, to perform a structured and in-depth issue analysis of the company's current situation, that fully covers potential pressing matters, I decided to follow frameworks, adapted from the FP business environment. The pivotal point of my project is the Business Model concept. With the increasing competition, both in FP and NP realities, despite having very distinct underlying goals, businesses or NPOs are searching for means to strengthen their position in the market and gain a competitive advantage. According to the literature, every enterprise has an individual business model, whether it is well developed and described or not. In the following paper I apply the same concept in relation to the NP environment. According to (Sztorc 2016), this relatively new concept, throughout its development, has been used in numerous contexts and therefore its interpretation is not straightforward. Magretta (2002) was one of the first authors who emphasised the main idea of the business model as a combination of creating value for both the enterprise and a client. Additionally, Osterwalder (2004) remarks that the BM is one of the ways to understand an organization. Osterwalder and Pigneur (2010) in their approach to the BM claim that it depicts ways of clients' value creation, which translates to the enterprise's profit. This approach is the closest to the definition that I apply in the following paper - understanding a BM as an explanation how the company (or the organization) creates, delivers and captures value. (Fritscher & Pigneur 2015).

The BM have been visually represented in the form of distinct graphic frameworks. Osterwalder presented a framework consisting of 9 logically connected elements, named a Business Model Canvas (Osterwalder & Pigneur 2012). Although in the latest literature, specific BMs were developed conceptually for NPOs, i.e Sanderse (2020) model, I decided that in the described organization's case, a traditional Osterwalder's BM is more applicable.

Although the two terms are sometimes colloquially being used interchangeably, understanding the relationship between the business model and business strategy is crucial. As Doligalski (2014) states, a business model presents a description of the current situation of the enterprise, while strategy describes its goals and ways to fulfill them. In other words, BM is a depiction of a state in a very specific moment, while strategy takes into consideration its changes in time and their direction. (Doligalski 2014). Currie (2004) depicted the business model as a completion of the organisation's strategy or its abstract.

In the following study I follow an approach that a Business Model is a ground for creation and efficient implementation of a strategy. Consequently, without a tailored and well-developed BM, an enterprise cannot be fully successful in achieving its goals and therefore accomplishing its mission. I assume the use of the tools from the FP management as suitable for an NPO's description and assessment. After the analysis of different approaches of the authors to relationships between the concepts, I decided to propose a simplified model that underlines the focal position and major importance of the Business Model in the NPO's mission accomplishment. The model was inspired by the ones proposed by Currie (2004), Falencikowski (2012) and other authors. Refer to Appendix: Figure 1.

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I decided to apply the so-called Current Operating Model's (COM) elements to explain the present strategy and operations. I describe GDJ's activities divided into 9 subcategories, that represent crucial elements of their activity. The COM depicts the way the organisation delivers value, therefore it can be considered a subset of a BM.

In the recommendations, as a result of the pain points diagnosed, I advise the changes to the COM in form of a Target Operating Model (TOM), a tool specifically designed for organizations undergoing challenges. Such approach converts the BM into particular areas of the organisation's management, enabling comprehension of how to introduce the innovations.

6. Organization's Current Situation's Issue Analysis

In the current situation analysis, I present the internal and external analysis I have developed following business management frameworks, which facilitate the BM Canvas understanding.

6.1.External: Macroenvironment Analysis

To identify and systemize the external factors affecting GDJ's performance, I followed the strategic business planning tool in the form of PESTLE acronym framework. Refer to Appendix, Figure 2 for the developed model.

6.2.External: Microenvironment Analysis

For a better understanding of the existing relationships between the affected groups connected to GDJ, I have constructed a simplified stakeholders map to show the extensive network. Its visual presentation is demonstrated in the Appendix: Figure 3.

To enhance the awareness on the forces shaping GDJ's competition I applied the Porter's strategic model. It enables the comprehension of how to create a strategic advantage in the competitive industry's environment. Refer to Appendix: Figure 4.

6.3.Current Operating Model (COM)

6.3.1. Client

Most of the clients come from the neighbouring community. Customers can be divided into following segments: the charity store customers, animal adopters and events participants.

6.3.2. Channels

The organization communicates itself with the public mainly through social networks – they are present on Facebook and recently also on Instagram. The GDJ page on Fb is reaching 8200 users. Moreover, there is a separate Fb adoption site, run by one of the volunteers, which gathers only 3000 followers. There is also a separate fan page focused on connecting potential carers and foster houses (FAT) providers for the cats with special needs. However, the social media presence does not seem to be reaching a sufficient audience. The communication style is outdated. The posts are broad and descriptive, not catching attention of e.g., younger public. The liaising with the customer on the personal basis is far more effective. Out of the 20 clients interviewed, 16 (80%) found out about the association through the word of mouth marketing.

6.3.3. Services

6.3.3.1. Charity shop: The organisation accepts donations in form of physical material goods like clothes, books and other items. The charity shop sells the donated items every Saturday in the afternoon, for four hours only. Out of 60 investigated days of shop's opening, the number of clients ranged from 1 to 26. The shop also offers several objects particularly designed for GDJ, including books and postcards, designed by cooperating authors. Nevertheless, the items have not been popular among the clients and their sales seem not to be substantial. GDJ could not provide any relevant data on their sales.

6.3.3.2. Social events: During the charity shop's opening hours, GDJ invite to network with the volunteers and meet other local society's members. Moreover, they invite outside activities providers. These range from yoga classes, card horoscope reading, workshops on the vegan cake baking. So far not many events have taken place, but the pilot ones gathered a satisfactory group of participants. So far 75% of event providers do it voluntarily.

6.3.3.3. Education: However, as GDJ's mission states, raising awareness on the adoption's benefits, animal abuse and abandonment problems, no educational events were ever taking place with regularity, and with a satisfactory frequency.

6.3.4. Processes

6.3.4.1. Rescues: One of the most engaging everyday tasks are the animal rescues. Local individuals directly report the need of rescuing the animals from a certain spot. The reports are gathered on the phone number available on the social media. The president or one of the volunteers collects the cats, who are often requiring veterinary assistance.

6.3.4.2. Care: The rescued cats are being transferred to the organization's premises or one of the so called 'TOMs' – foster houses belonging to the volunteers, where they are taken care of. They need surveillance, veterinary care, alimentation. Moreover, GDJ are not only are taking care of the animals living in the organization's garden, but also are supporting several outside colonies that for various reasons (incl. financial and logistic) cannot be transported to the GDJ premises. Some animals are going through an acclimating process to stay in the garden, where they live in the GDJ houses. Others stay in the temporary cages, where they wait for the adoption, in the meantime going through a necessary treatment or naturalization. There are several everyday chores related to the cats' care, including cleaning the premises, cages, houses, feeding and medicating the animals; taking the ones in need to the veterinary clinics and socializing to support their domestication process.

6.3.4.3. Adoption and rehoming: GDJ are searching for the target houses for the cats. To contribute to the control of the stray animals population, the organization obliges the adoptants to perform sterilization surgery. The new owners must fill in and sign a special contract of adoption with the association. The majority of the cats that cannot enter the adoption process, stay with the president of the organization or one of the volunteers.

6.3.5. Information

There are no systematized data gathering processes. Charity shop's sales are written down in paper sheets version, not always carefully or in detail. There is no alignment in the financial data gathering. Not even a Profit and Loss statement, which would enable a better understanding of the financial results of the association is used. The adoption documents as well as the filled associates' forms are stored in a paper version in a binder, without any specific guidelines. No electronic database of the associates has yet been constructed. Moreover, no official register of the rescued cats has ever been run. Not even the president of the organization can estimate a rough number of rescued and adopted cats. Therefore, no impact measurement was implemented in GDJ up to date.

6.3.6. Organization

There is no distinct division of the roles and positions or task delegation. The organizational structure is not adequately designed. The founder is the core element, coordinator of all activities, at the same time fulfilling a great majority of the activities. The volunteers are not fully independent in completing tasks. The leadership style in GDJ is rather autocratic, as the president of the organisation is the only person to make the relevant decisions for the association. It also manifests some features of two different leadership styles: Mushroom Management (the employees are often confused), or the President's Self-reliance, as there are numerous activities to be completed only by the president herself, and the others don't have the resources or responsibility to complete tasks. GDJ are lacking designed managerial approach. To date, no regular internal meetings of GDJ volunteers have been organised.

6.3.7. People

The organization counts around 20 members, all volunteers. Due to insufficient number and little flexibility of the volunteers, the organization suffers from inadequate human resources. Many of the volunteers who support the organization's events are the founder's friends and neighbours. The volunteers, together with the founder are responsible for everyday chores in the Jardim, including feeding, cleaning, taking care of the animals with special needs, providing foster homes, maintaining the premises etc. During the events they are responsible for the customer service, arranging the store's display, liaising with the potential donors.

6.3.8. Technology

GDJ are not taking advantage of the available technological tools. Although they are using social media to communicate with the audience, their management is not up to date.

GDJ tried to organize a fundraising campaign through an online platform only once. Although GDJ are gathering the personal data of the adopters and associates, they are not taking advantage of them to improve the communication with the society's members. The databases have never been converted into electronic ones. Communication with the volunteers takes place through the WhatsApp group, where the task division is carried out. Donations can be made through online channels, including PayPal, MBWay or Facebook donation site.

6.3.9. Location

GDJ's installations in Sao Pedro de Estoril include a fenced cat village including 10 cat houses, storage space and a charity shop. Currently a special covered temporary installation that will enlarge the rehoming space and enable keeping a bigger number of animals is being set up. It is being constructed with a support of the Cascais Council. There were distinct plans for expansion of the 'assimilation' zone, however they failed because of lack of funding. The organization also intended to build an interaction zone, that would enable GDJ organise social events or workshops in a covered space, which would limit the dependence on the meteorological conditions. The construction designed by a collaborating architect was estimated for 7.000 euros. Inside of the store, there is a space for the kittens and cats awaiting the adoption. There are 10 cages, each of which can accommodate up to 6 animals.

6.4.Business Model Canvas

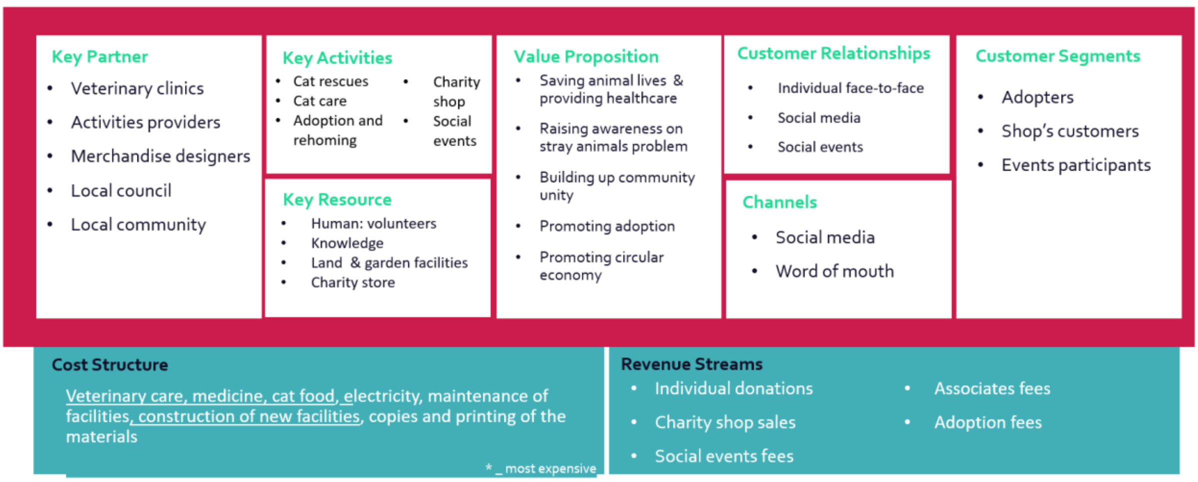

Figure 1. Current GDJ Business Model.

The Current GDJ Business Model, summarizing how the association creates, delivers and captures value (Fig. 1), presenting the essence of the described elements.

6.4.1. Cost Structure

Contrary to the GDJ's motto: "Life has a Value, not a Cost", each cat's maintenance does have a substantial cost. However, although I attempted to get information on a healthy one's maintenance cost, none of four interviewed volunteers nor the president could provide me with an estimated number. The only available data on the cost structure were gathered by an outsourced NP accountant in 2019. Still, the costs are not detailed and separated, the figures are estimated or rounded. According to data stated in the report, my analysis reveals that the costs of the veterinary services constitute 36.5% of the total costs. However, the data seem not to be fully reliable. According to my calculations and estimations, the total veterinary care, pharmaceuticals included, can sum up to even 80% of the total GDJ costs. The second most costly expenditure is the food. It must be pointed out that many costs have not been taken into consideration, e.g. the electricity or fuel. The last can be substantial, as transportation is required during every rescue but also during the veterinary clinic visits that may take place as often as 4 to 6 times a week. The volunteers and the president contribute to the organisation with generous private funds, but no data is available regarding the exact numbers.

6.4.2. Revenue Streams

The organization's financing is based on individual, private donations, the charity shop sales and organized events fees. There is an opportunity to obtain a GDJ associate card. The membership annual fee is 25€. It entitles the holders to receive special discounted services in two collaborating veterinary clinics. The partner clinics charge the associates half the price during the first visit, namely 25 instead of 50€. The current number of associates is 153. These statistics include the donors that have ever bought the annual membership fee. Frequently, the adopters only pay the associates' fee once to receive the special benefits of cheaper veterinary care, but as they have no further interest, they never contribute again. The associates are not being reminded of an expiring membership. During the interviews, 15 customers claimed that in case they were reminded, they would renew their membership, but the organization never followed up directly.

In the cat adoption process, there is a required financial contribution of 40€, aimed to cover the expenses i.e. the first vaccines, deworming and part of the alimentation. As mentioned previously, yet no adequate tracking of the number of adoptions has been implemented.

Based on 60 sale days I analysed, the charity store's income varies from as broad as 4-155€ during the 4-hour opening time, representing transactions made by 1 to 25 clients.

I was only provided financial results related to two events as no more registers of such exist. My analysis of the data shows that the events' ROI came out as respectively 106 and 301.8%.

Couple of crowdfunding campaigns were previously organized for particular cases of cats with special needs. The organisation took part in one participatory budgeting, that allowed gathering money to build a cat village with the shelters, that was inaugurated by the President of the Council in September 2017. Another campaign was run in the beginning of 2020, which goal was to raise funds to build a multi-interaction space, where events of many kinds could take place. It ended in unsatisfying way of not reaching the campaign's goal, as out of 8000€ needed, only 732€ were donated by 35 supporters. Usually, as the president reports, GDJ have a debt at the cooperating veterinary clinics, which barely ever is less than 1000€.

6.4.3. Key Partners

GDJ counts on collaboration with the local council of Cascais, which is the provider of the land being used by the association, together with a free access to water. The council moreover provides the premises for the solidarity shop, rented on terms of 3 years renewable contracts, free of charge. GDJ claim that the Council has a hostile approach to their organisation, as it supports GDJ in a significantly lesser extent when compared to other local AW organisations.

The association collaborated with a book author, who donated her stray cat-related poetry book copyright to GDJ. I was not able to acquire data about its sales, but the GDJ claim it was not substantial to GDJ's finance. Moreover, a graphic designer has been providing designs of GDJ postcards. GDJ were unable to provide data on their sales either.

GDJ tried to reach out to a similar organisation, Patinhas Solidarias, to consider cooperation, however there seemed to be no interest from their side.

Sao Francisco de Assis is an organisation in the Cascais area, which by GDJ is considered the biggest threat and competition to GDJ. SFA is provided with a significant support by the local authorities, including reimbursed sterilisation and other substantial public funding. The organisation is considerably more developed and counts with the economy of scale, as for the numerousness of additional services and an own veterinary hospital. Although SFA could become a crucial ally for GDJ, the GDJ board does not agree with some practices carried out by the SFA and claim that their mission is significantly in opposition to the SFA philosophy and approach. All attempts of initiating cooperation with SFA were ineffective.

6.5. Additional Analysis Tools

To provide detailed internal analysis, I have summarized the organizational design of the association following a McKinsey 7S model. Refer to Appendix: Figure 5.

I have used a Situational Matrix proposed by Ross & Segal (2002) to clearly state the current situation of GDJ. The framework involves combinations of answers to questions whether the organization knows *where* they want to get and *how* to get there. As the organization knows where they want to be but haven't yet found out how to do it, I have placed GDJ in Quadrant 3, described by the authors as a 'Holy Grail Quest'. According to Ross and Segal (2002), this situation requires a search for creative solutions to bridge the gap between desire and action. The matrix is provided in Appendix: Figure 6.

I have compiled all the crucial internal and external factors influencing the organization in the SWOT analysis framework, presented in Appendix: Figure 7.

These described tools stimulated better understanding of the internal and external elements and enabled me to raise awareness about the possible directions of proposed recommendations on how to address the trouble areas.

6.6. **Findings: Pain Points Identified**

The presented analysis enabled me to gather all necessary information to identify GDJ's critical problems in the current GDJ model, which are as follows:

- Lack of specified business strategy and structured business model. The organization's president, and the core volunteers, are greatly focused on the immense everyday workload, at the same time leaving the managerial and strategic aspects of the organization neglected.
- Deficient funding, lack of revenue streams diversification and financial management. The president and volunteers contribute financially to keep the organisation operating.
- Poor collection and management of data, precluding performance assessment, impact measurement, improved communication and client relationship development. (Samples of the existing processes available in Appendix: Figure 8.)
- The organizational structure is not efficient – the division of roles and task delegation, as well as the internal communication processes are not optimal.
- HR shortage and its poor management - insufficient number of volunteers to ensure an undisturbed function of GDJ; inefficient work delegating.
- Scarcity of consistency in actions - the events taking place without regularity and falling short of continuity; short shop's opening hours.
- Meagre service diversification, narrowing the target groups of clients and potential funders
- Inefficient marketing and inadequate communication - not reaching a satisfactory audience, outdated communication style.

- Unexploited potential for further cooperation and enhanced relationships with the council and other organisations.
- Insufficient differentiating factors emphasis. Although the mission of the GDJ and their shared values are noticeably different to other organisations of the same type in the area, GDJ in their communication are not highlighting it sufficiently.

7. Recommendations

Basing on the provided insights on the current situation, I have structured tailored recommendations regarding the areas where changes are crucial for the organization to become more efficient and financially self-sustainable. In order to successfully accomplish its mission, a revised business model of GDJ is necessary. I propose a restructured BMC (Fig.2), including insights on specific solutions to be enforced by the organisation. The Target Operating Model (Appendix, figure 9) systematizes what changes are necessary to implement in the organization in order to improve its performance, and serves as a guide to the revised BM's implementation.

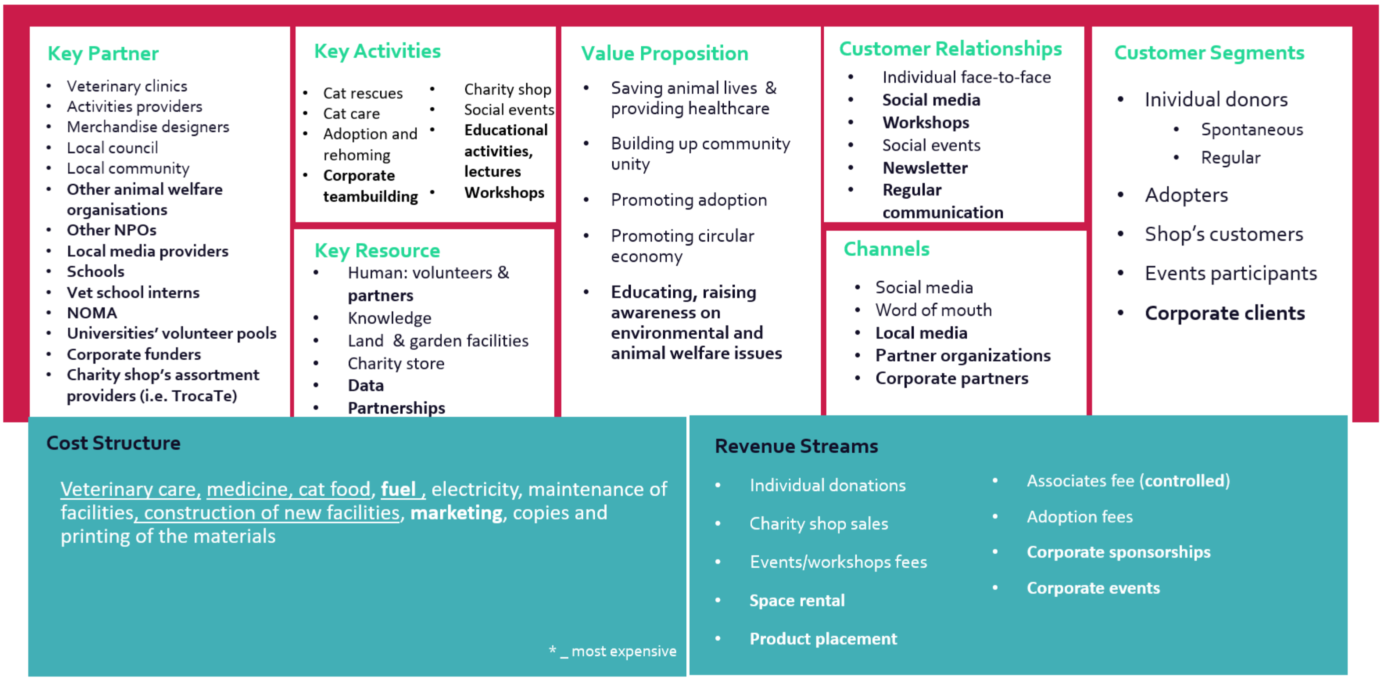

Figure 2. GDJ's Business Model To Be. Suggested changes in bold.

I suggest that GDJ remodel by implementing the following recommendations:

7.1. Adhere to the revenue diversification strategy

Froelich (1999) remarks that the ultimate goal of an NPO and therefore the key diver to increasing its financial resources is the pursuit of the charitable mission. Although not being profit-oriented, they must generate revenue. As Fritz (2017) claims, there are two major approaches that dominate the NPO capital structure theory – borrowing and diversification, both aiming for reduced financial vulnerability and elevated predictability. Froelich (1999), notes that basing on a resource dependency theory, diversification is a fundamental strategy for NPOs to remain independent. Moreover, as Wilsker and Young (2010) state, it enables organizational stability. Schnurbein‘s (2017) approach is aligned with the authors, as he declares that the selection and proportion of a financial resources mix to be stable and projectable must be tailor-made. Pfeffer and Salancik point out (1978) the reason of organizations' continuous aiming for resources manifests their scarcity and uncertainty. Froelich (1999) also remarks that dependency on diversified sources of revenue promotes financial sustainability. She explains that each of the sources is represented by a particular volatility and effects on processes and structures, therefore revenue diversification can be perceived as a risk reduction technique. According to Bocquet (2020) NPOs' funding structure creates key challenges and risks, because of its great dependency on external donors. Therefore, I advise GDJ embraced a strategy resembling a Social Enterprise model, by broadening the service portfolio and expanding to new customer groups. I suggest GDJ to:

7.1.1. Increase the services portfolio diversification

7.1.1.a) Organize educational lectures, meetings, workshops and debates. According to the OIE Global Animal Welfare Strategy (OIE 2017) one of its four main pillars of the strategy is Education. Moreover, Prata (2020) survey points out Portuguese pet owners are curious to find out about how to improve their pets' lives and understand AW issues. Therefore, building a knowledge centre and bringing animal enthusiasts together with professionals can be a good opportunity to be enforced by GDJ. Proposed events can engage members of the society, as well as external lecturers. It would enable GDJ comply with its mission by increasing awareness on the AW or environmental topics, but also advantage from good marketing opportunity for the brand and potential donors' attraction. There should be a symbolic fee charged, depending on the scale and characteristics of an event.

7.1.1.b) Organize movie screenings, preferably productions related to the organization's mission – animal protection or environmental topics.

7.1.1.c) Release occasional coupons in form of prepaid participation in the event that can serve as a present. They can be carried out with the use of tailored designed GDJ cards

7.1.2 Bring in corporate cooperation.

GDJ should not only be targeting individual clients and donors. I advise GDJ to broaden the focus by adding a new segment of corporate clients, as well as corporate partners and funders.

7.1.2.a) Offer a Corporate Social Responsibility proposal.

Selsky (2005) points out that a demand for corporate social responsibility (CSR) stimulates FP businesses to ally with NPOs. These partnerships, 'social alliances' as Berger (2006) entitles them, are voluntary cooperations aiming for addressing issues without economic purposes. Their increasing popularity is explainded by significant reductions in public aid and escalating competition for donors (Drumwright et al. 2004).

- **Offer teambuilding events,** during which various businesses' staff through hands-on activities can creatively engage in animal welfare causes. Creative design thinking exercises, i.e. designing and building cat shelters, can bring tangible results in form of ingenious solutions and at the same time bring financial benefits to the GDJ.
- **Implement a Cause Marketing –** provide publicity space in exchange for financial contribution

- **Reach out to potential sponsors to introduce corporate giving.** This FP business philanthropy involves tax-deductible donations. According to some authors, corporate philanthropy is considered one of four main methods of NPO's fundraising.

7.1.2.b) Provide advertising space rental and product placement. GDJ get hold of several well displayed surfaces where publicities could be placed, e.g. on the fences from the street's side. GDJ should attempt connecting e.g. with alimentation providers brands, in exchange for the product placement, but should not necessarily limit to the animal industry.

7.1.3 Introduce changes to the currently offered services to optimize their efficiency.

7.1.3.a) Increase the opening hours of the charity store. I suggest GDJ opened the store with regularity and increased frequency - at least for a limited number of hours, in the lunch time, but across the weekdays as well. Other everyday chores could be performed concurrently, so that the required HR needs would not increase significantly. A pilot of one month of such operations should be carried out to evaluate its profitability and feasibility.

7.1.3.b) Increment the regularity of the events. As the past events attained good outcome, I suggest GDJ organized small but regular social and educational events.

7.1.3.c) Contract more compensated external activities providers, namely meditation teachers, healthy lifestyle propagators including fitness or yoga instructors. This would enable GDJ gather more publicity and bring more diversified potential donors in.

7.2. Expand partnerships

MacDonald (2017) claims that social entrepreneurs in the past were defined as 'well-networked, politically active individuals'. Still nowadays, interactions with other institutions are crucial for an NPO's endurance and development (Froelich 1999). Therefore, I suggest GDJ attempt to grow its partnerships network and reach out to institutions like:

- Schools and cultural centres – to partner in educational events organization. GDJ could be responsible for delivering meetings regarding AW/ EI. Such partners could also be mediaries to organize campaigns such as occasional food collection for the stray animals.
- Circular economy popularizers - NP organizations i.e. TrocaTe. Numerous organizations arrange item or clothes swapping events. They could serve as partners and act as suppliers of the charity store’s stock. Such institutions would benefit from discarding the surplus items, while adding value by accomplishing with their circular economy mission.
- Associação Vegetariana Portuguesa. Taking into account the increasing popularity of vegetarian diet, and its alignment with the cruelty-free movements supported by GDJ, organizing joint events could result in GDJ approaching new public, especially new generation representatives, among which the trend is especially manifested.
- Veterinary doctors, animal behaviourist and other experts on EI. Such collaborations would enrich the educating activities and add merit value to the GDJ’s actions.

The following partnerships would moreover serve GDJ’s by decreasing the HR shortage:

- Veterinary schools; zootechnics faculties, veterinary technician and nursing courses providers – which in their educational track require practical activities in form of an internship or husbandry practices. I suggest GDJ approached the universities and schools to express their interest in receiving trainees on the basis of official internship agreements. GDJ would benefit gaining additional passionate and devoted volunteers.
- Other universities’ volunteer activities pools.
- Nova Marketing Consulting Club, a team of pro bono consultants full of fresh ideas and firm theoretical background, who organize workshops and support selected NPOs in their social media management execution.

7.3. Improve data collection processes.

Data collection is an organization's fundamental means of responding to the crucial questions, evaluating the outcomes and constructing observations on the market. Quantitative values are among the basic tools necessary to obtain a specified goal and strategy creation.

7.3.1. Implement an electronic database of the associates, donors and customers. '

Data collection is also the core of a Customer Relationship Management, which facilitates a better understanding of the customer behaviour, therefore it allows a better customer or funder acquisition and retention. As Drucker (1990) states in his 'NPO', to build a funders base, an institution first needs to investigate and discover who the clients are and how they behave. GDJ should introduce event registration forms to prepare for a predicted number of participants, i.e. via an Eventbride platform, which additionally enables the participants' personal data gathering, which can be of a benefit i.e. for the future contact purposes.

7.3.2. Introduce customer feedback surveys.

Following Makofane's (2018) approach, a complementary use of both qualitative and quantitative data collection, called a mixed method, is required in order to understand the situation. Therefore, I recommend GDJ carried out customer satisfaction surveys. These can be performed during the events in a physical form of a questionnaire. Moreover, digital tools like SurveyMonkey platform can be adopted to execute participants' satisfaction review. After completing the adoption process, the adoptants should also be provided with a questionnaire concerning the efficiency of the process execution.

7.3.3. Advance the financial data management

Financial statements are the essential means of corresponding information about the organization's current financial situation and financial results of its operations (CICA2012). GDJ must improve the financial data gathering system by introducing digitalization and systematization. Scrupulosity of the financial data gathering must also be observed to run structured Profit & Loss budget as well as cash flow forecast. Considering lack of financial management skills of the members, it is recommended GDJ hired a chartered accountant.

7.3.4 Apply the gathered data to enforce impact measurement.

Authors (Founder Institute 2020) say that to be able to measure the outcomes of the organization, social entrepreneurs should be learning from the effective altruists and embrace the importance of the data-driven know-how. As stated by Broad (2018), one of the crucial matters communicated by the effective animal advocates is that the AP organizations should introduce 'the ethic of evaluation'. According to the authors only the institutions able to indicate their impact on animal lives should receive the SE resources. Following such approach, during the project execution process, I provided the founder of GDJ with the designed Excel files to implement data gathering on the rescued animals, as well as the adoption's register. However, to date, only incomplete data regarding one day of GDJ's operations have been registered.

7.4 Revise the marketing communication.

Apart from the changes implemented through the service diversification and partnership boost, impact the public relations and advertising, I recommend GDJ executed the following:

7.4.1. Approach the local media providers to spread the word about GDJ's activity and events.

In order to improve publicity, I recommend GDJ reached out to free local magazines like Agenda Cultural Lisboa, which covers a summary of the cultural and social events in the area.

7.4.2. Highlight the differentiating factors in the marketing communication. Osterwalder and Pigneur, (2010) state that the value proposition of an NPO should include the organization's brand. The NPO's brand is of great importance to the organization as it cultivates emotional goodwill among potential supporters (Collins, 2005). I advise GDJ to introduce a more straightforward communication of the program activities execution, highlighting the mission and the association's differentiators. This is especially crucial in PR and publicity, therefore partnership and sponsorship acquisition.

7.4.3. Introduce a newsletter and a membership renewal reminder, to lift the direct marketing. Creation of the associates mailing list would enhance GDJ's communication with the society's members, at the same time diminishing the irregular associates' fee contribution.

7.5 Create an efficient organizational structure.

7.5.1. Introduce a clearly defined role distribution and task division. I recommend the GDJ president divided her responsibilities among other core volunteers and explained the structure properly. In case of involving outside support volunteers, they should be trained and supervised by appointed experienced members.

7.5.2. Improve the communication with the volunteers. I recommend that instead of the information exchange happening via online communicators, regular monthly meetings were organized. They should include brainstorming sessions that would enable onboard the volunteers in the decision-making processes and exchange of the multiple parties' remarks.

7.6. Establish strategic objectives. GDJ should clarify the milestones in their future development process. Measurable goals and a performance management must be applied.

8. Implementation

To facilitate the recommendations' implementation, I have provided GDJ with a concept map displaying the priority of the recommendations implementation, depending on their impact on the organization's efficiency and the effort of its exercise. Refer to Appendix: Figure 10.

9. Limitations of the Study

I suggest feasible solutions, suitable for the studied organisation, adjusted to the status quo. However, it needs to be understood that NP is a fast-paced environment, substantially dependent on uncertain political, economic and legal factors. The organization is highly dependent on the municipal authorities. The solutions are also partly reliant on the planned indoor space creation, which is essential to hold the events throughout the year. There are also challenges to be taken into account, while launching cooperations, both with corporate and other NP partners. It needs to be clear that social alliances are not a risk-free strategy for NPO (Berger 2006), as they create potential reputational risks. The effectiveness of the project's execution relies upon the diligence of the core volunteers and primarily the president.

10. Conclusion

The study I carried out demonstrates that the Business management tools can be successfully adapted to the Non-Profit Organizations' management. The Business Model framework facilitates understanding of the organization and its value creation grounds. Its design stimulates reflection on the organization's status quo, which can be an inspiring kick-off for the creation of a clear vision, tailored strategy and the operating model which will enable the institution to meet the objective and become financially sustainable.

I believe GDJ already took a step to the future growth by conceiving awareness of the need for a change. According to Drucker (1990), 'an organization to become efficient needs to implement strategies of constant development'. I believe staying devoted to the mission and values can be the key to Gatos do Jardim' success, however only if the organization ventures to take the risk of implementing changes to evolve, no matter how overwhelming they may be. Quoting the words of Mrs Jane Goodall, an inspiring animals advocate: "Lasting change is a series of compromises. And compromise is all right, as long as your values don't change".

11. List of Figures

12. List of Abbreviations:

AP	Animal protection
AW	Animal Welfare
BM	Business Model
BMC	Business Model Canvas
BS	Business Strategy
COM	Current Operating Model
CS	Civil Society
CSR	Corporate Social Responsibility
EI	Environmental issues
EU	European Union
FP	For Profit
GDJ	Gatos do Jardim
NP	Non-profit
NPO	Non-profit organisation
ROI	Return on Investment
SA	Social Alliances
SE	Social Economy
TOM	Target Operating Model

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14. Appendix

14.1. Appendix List of Figures

Figure

Page

Figure 1. Developed and Applied Approach to the Business Model.
Own elaboration inspired by Currie (2004) and Falencikowski (2012) studies.

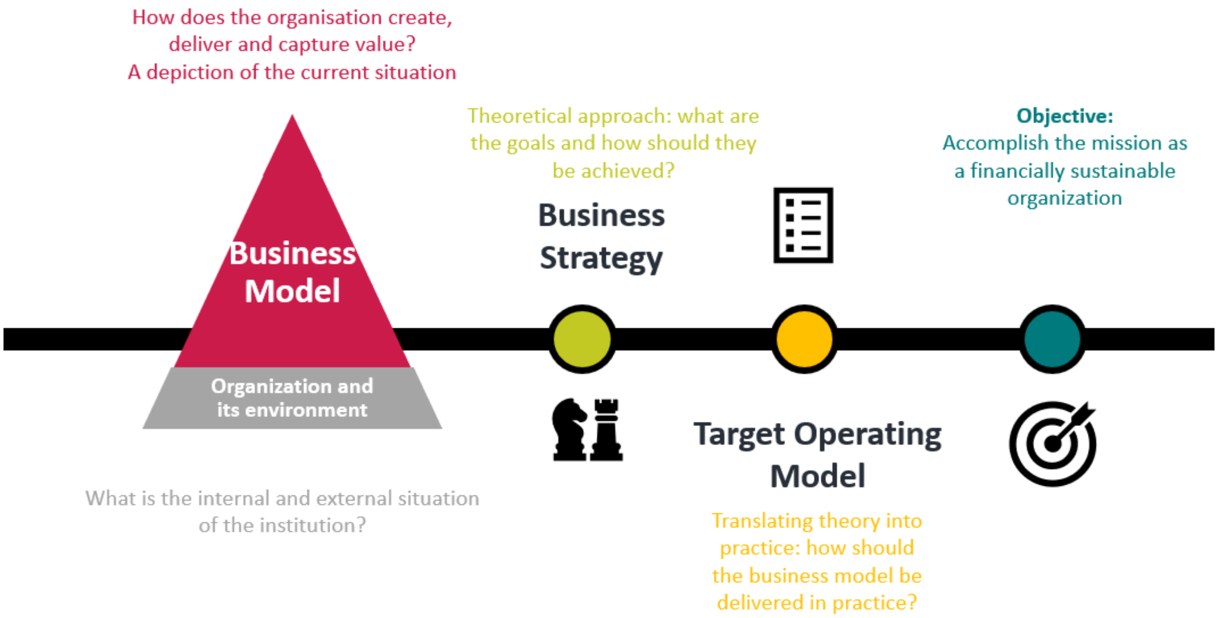


Figure 2. GDJ's PESTLE Analysis.
Own elaboration.

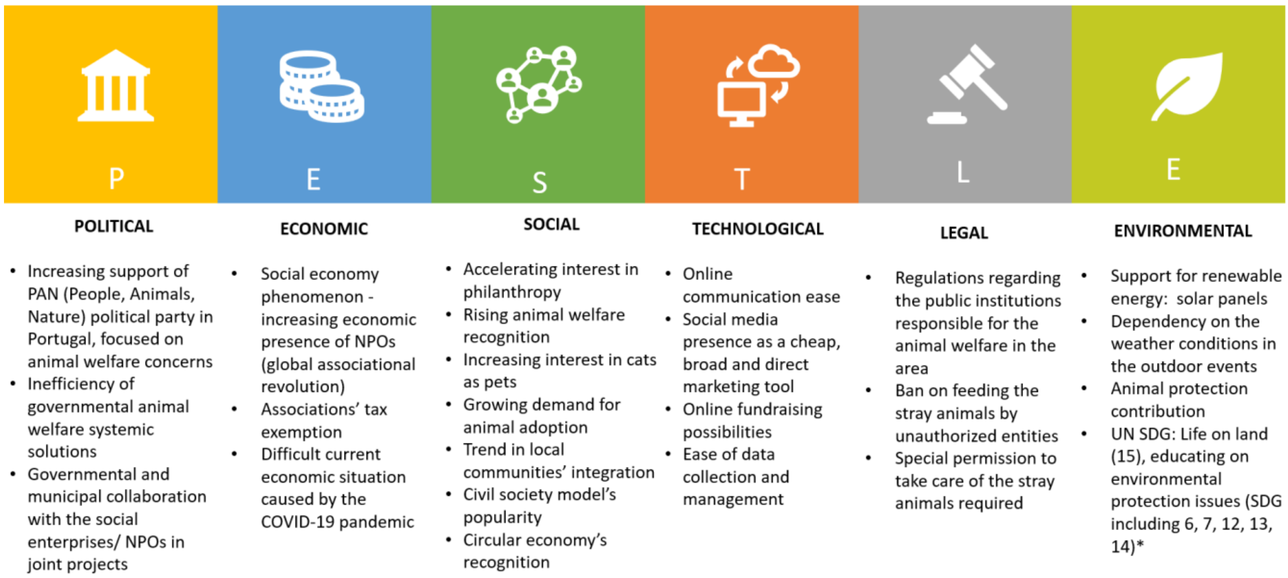
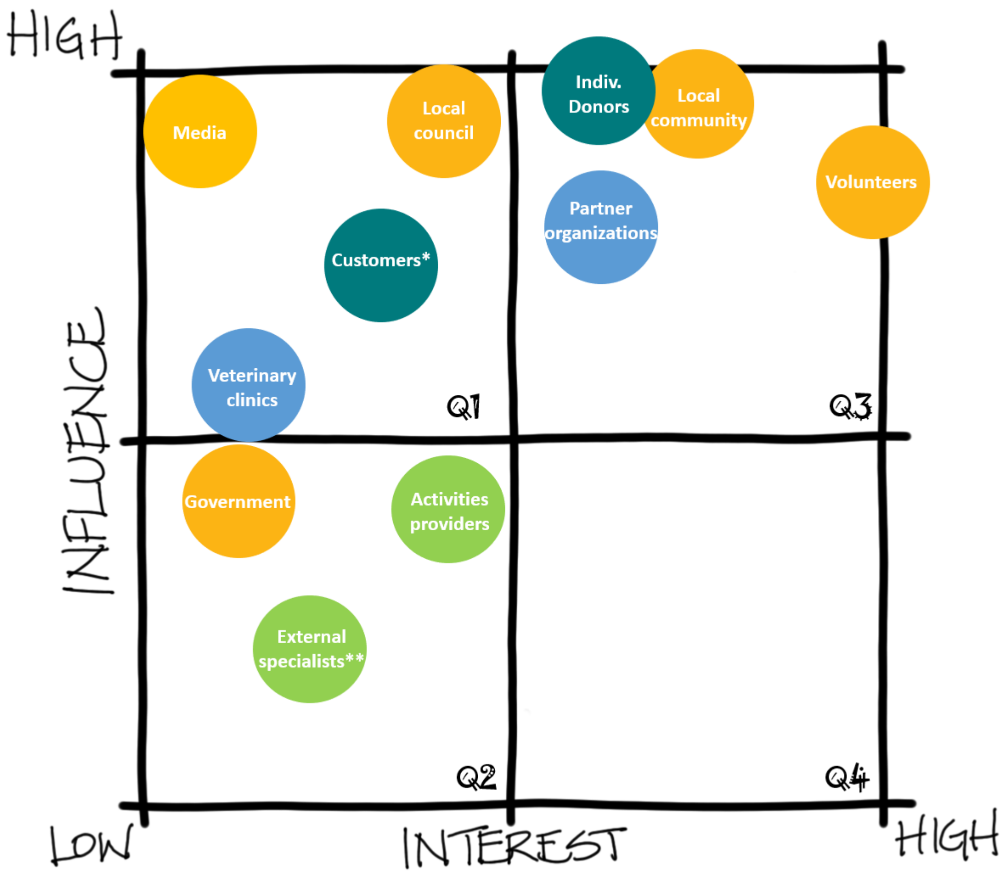


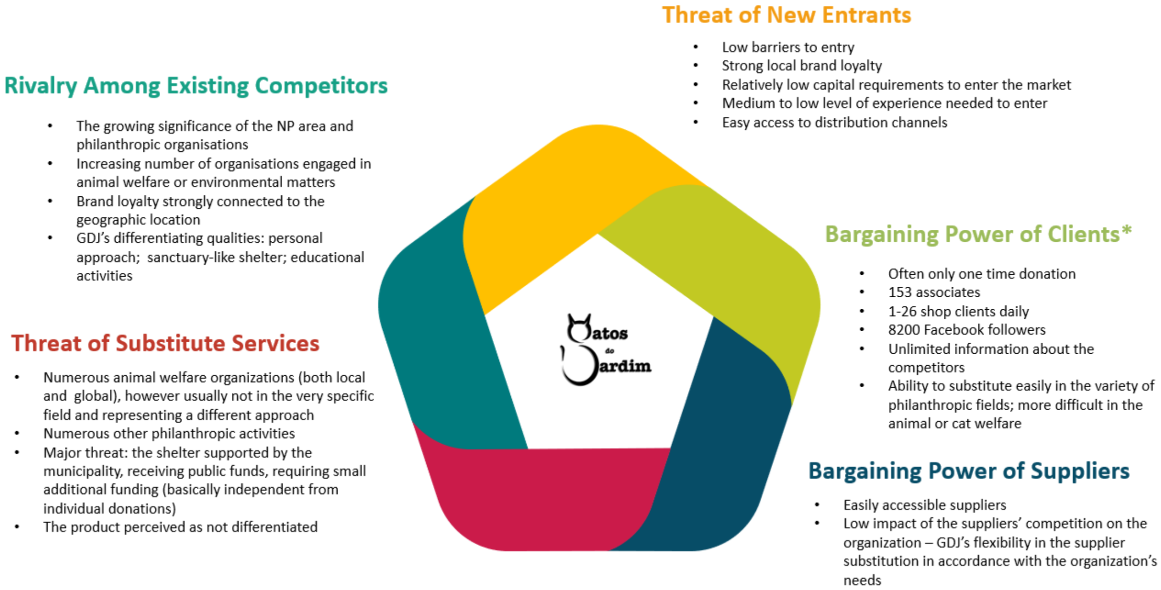
Figure 3. GDJ's Stakeholder Map.
Own elaboration.



*i.e. events participants, adopters, store's customers
**i.e. merchandise designers, architect, engineers

Q1 Keep satisfied/ Handle with care
Q2 Monitor/ Low priority
Q3 Actively collaborate/ Top priority
Q4 Inform/ Need help to participate

Figure 4. GDJ Porter's Five Forces Analysis.
Own elaboration.



* event participants, store's clients, associates

Figure 5. GDJ's 7 S Model.
Own elaboration based on the McKinsey framework.

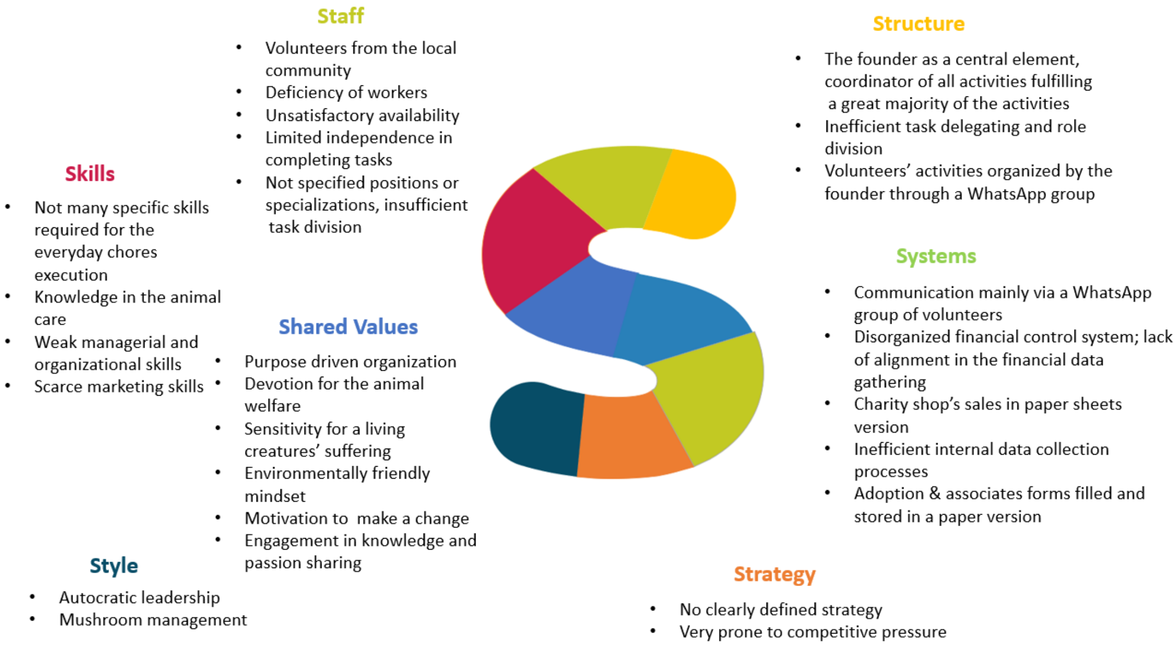


Figure 6. Gatos do Jardim placed on the Situational Matrix.

Own modification. Original framework by Obeng (1996) adapted to the NP reality by Ross & Segal (2002).

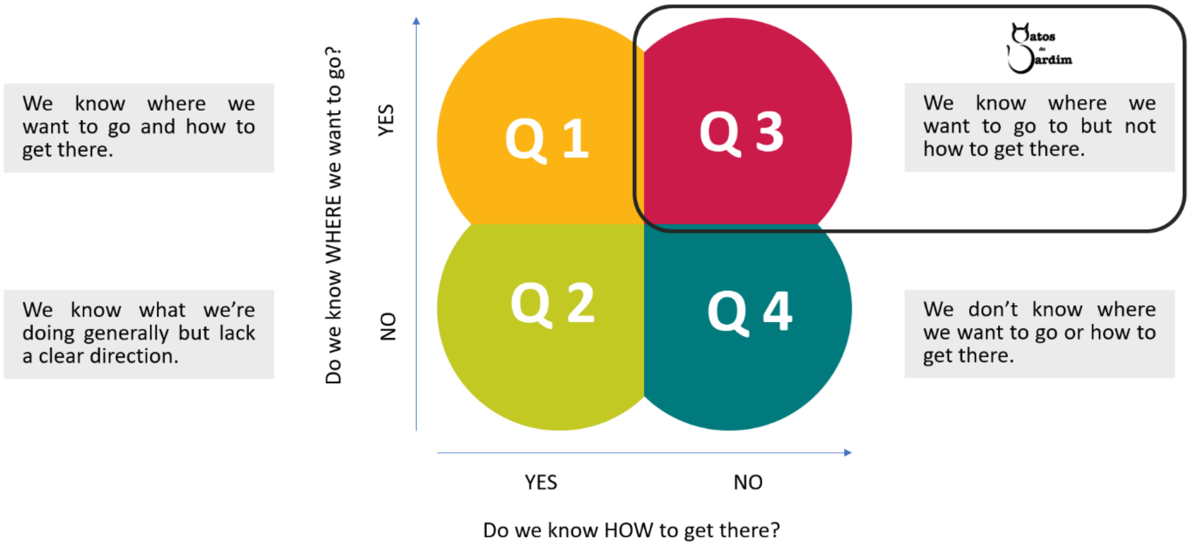


Figure 7. SWOT Analysis of GDJ.

Own elaboration.

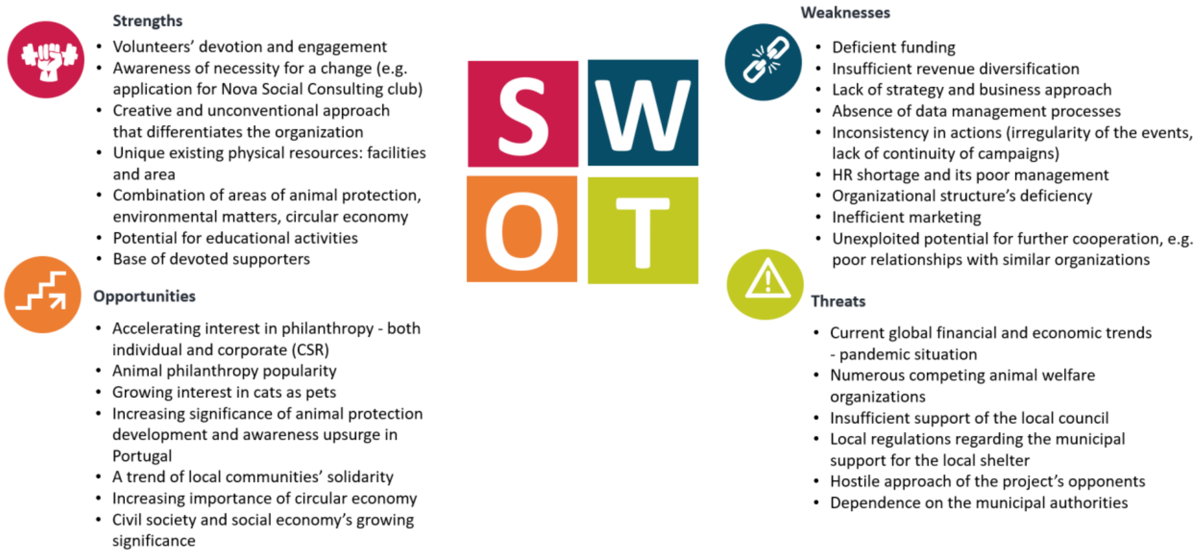
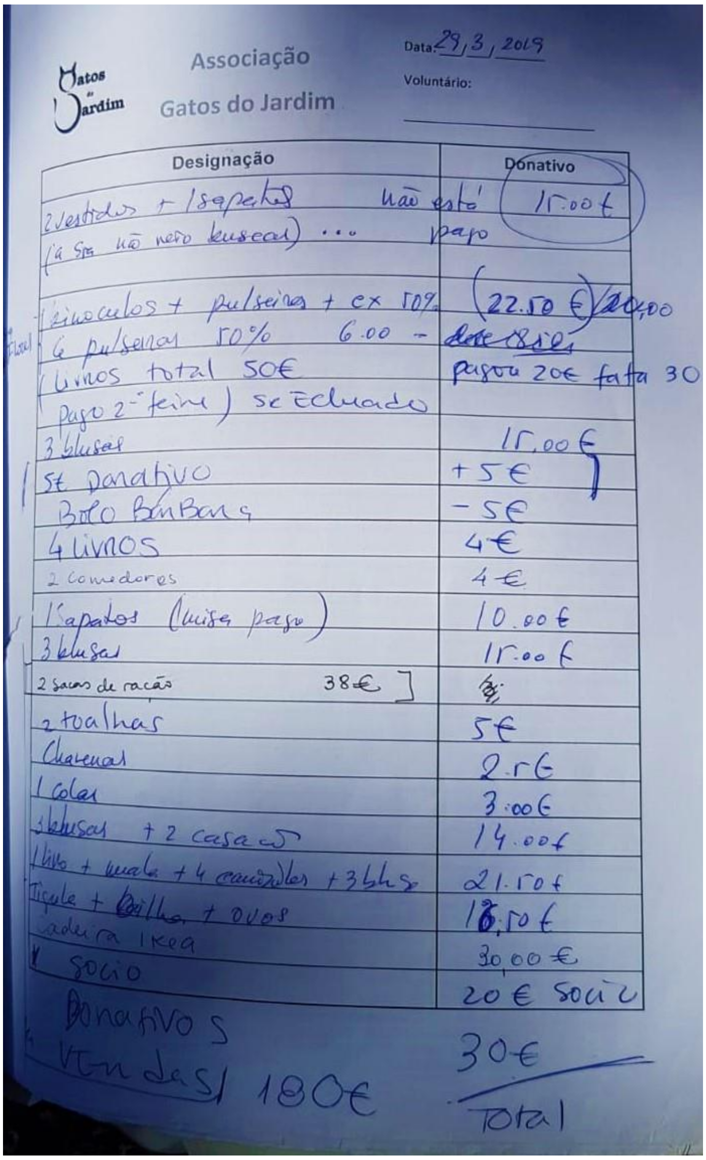


Figure 8. GDJ's Current Financial Data Collection sheets samples.



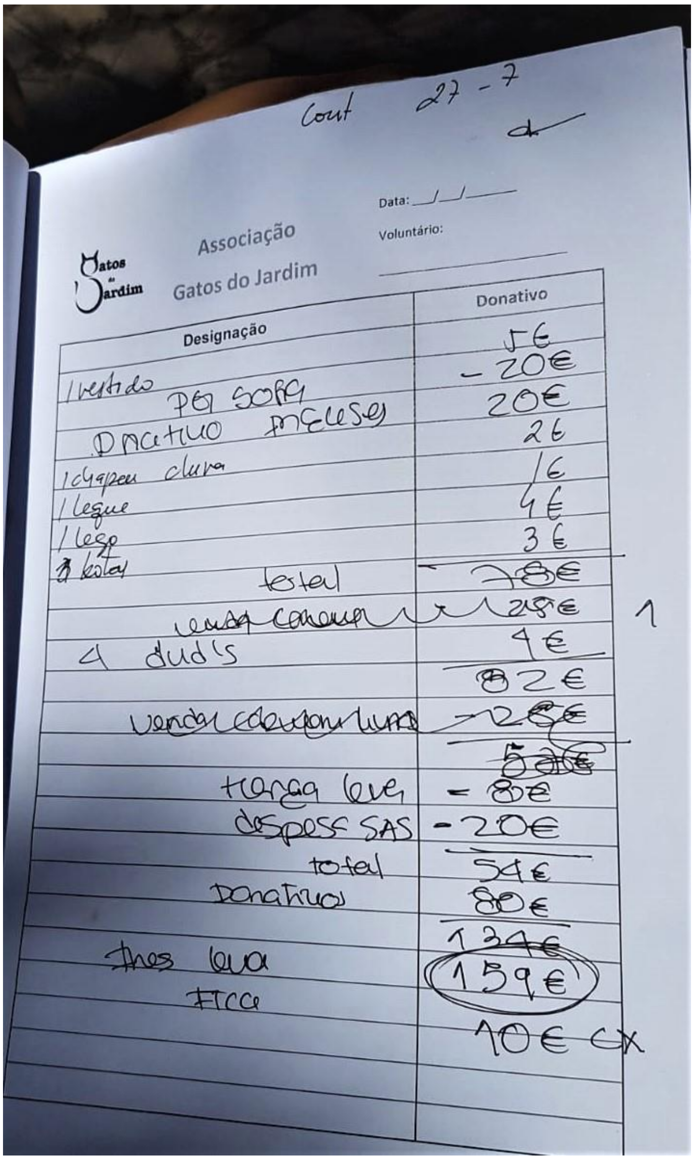
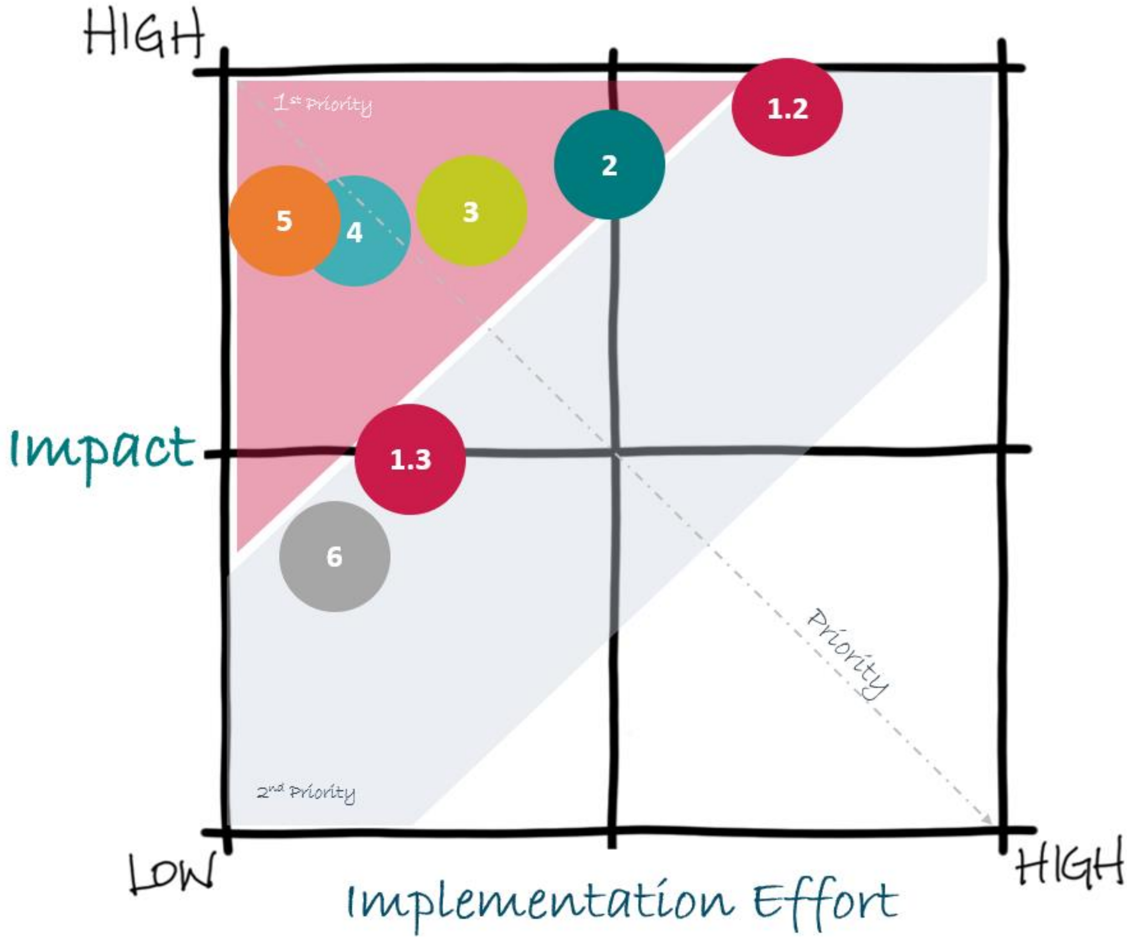


Figure 9. Target Operating Model for GDJ.
Own elaboration structured on Deloitte TO Model.

Figure 10. Recommendations **i**mplementation priority map.
Own elaboration.



Legend: Numbers relating to the recommendations (Refer to page 17).
1.2.Bring in corporate cooperation.
1.3 Introduce changes to the currently offered services to optimize their efficiency.
2. Expand partnerships
3. Improve data collection processes.
4. Revise the marketing communication.
5. Create an efficient organizational structure.
6. Establish strategic objectives.