

**HOW TO MANAGE NON-PROFIT ORGANIZATION FOR  
ANIMALS IN THAILAND AND MANAGE DONATION SYSTEM  
TO MAINTAIN ORGANIZATION SUSTAINABILITY?**



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TO MAINTAIN ORGANIZATION SUSTAINABILITY?**

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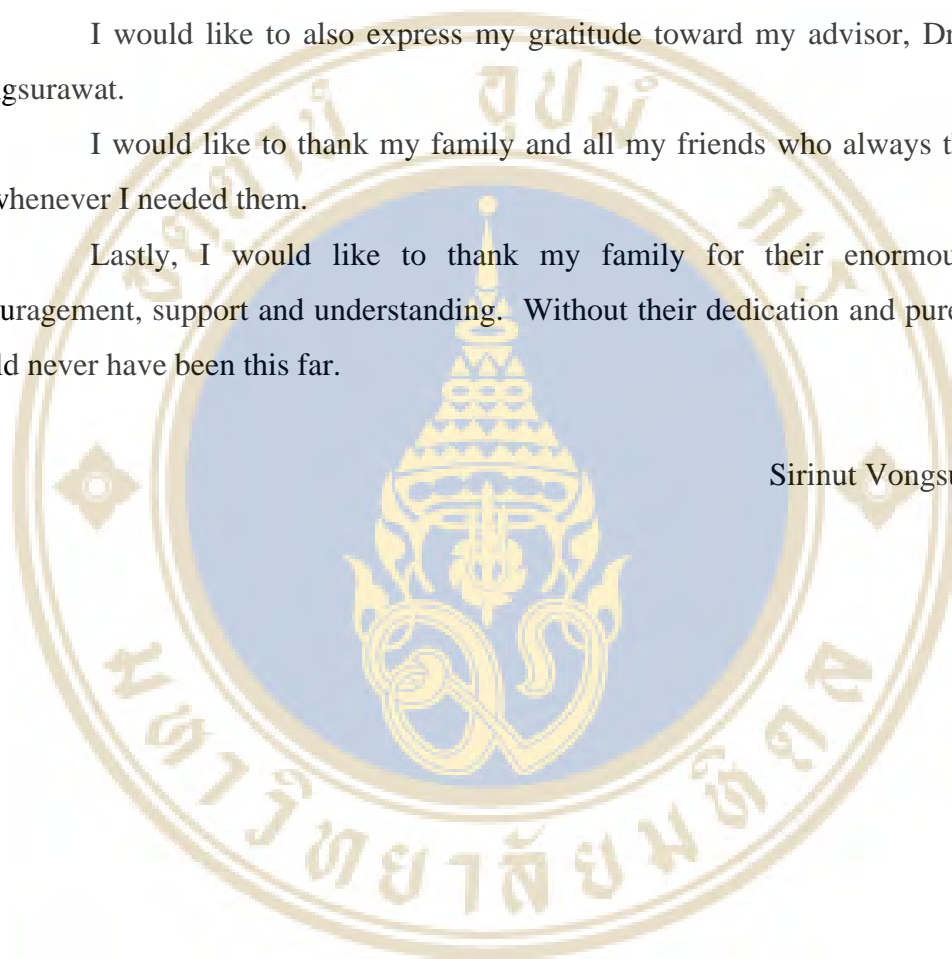
I would like to express my truthful appreciation and thanks to College of Management, Mahidol University to give me knowledge.

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**HOW TO MANAGE NON-PROFIT ORGANIZATION FOR ANIMALS IN THAILAND AND MANAGE DONATION SYSTEM TO MAINTAIN ORGANIZATION SUSTAINABILITY?**

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ABSTRACT

The objective and goal for this research paper is to learn how to manage non-profit organization for animals and manage donation system to maintain organization sustainability. Since non-profit organization and independent volunteers mostly rely on the donors to support and nowadays according to the interview from independent volunteer and an owner of animal foundation, donor tends to donate less everyday. Methodology used for this research paper was interview an owner of non-profit organization for animal and an independent volunteer.

I found out that to be able to be sustain, Thai non-profit organization need to have better management system, which include the basic business management, such as mission, goal, managing performance, performance analysis and manage the people with people development as well.

**KEY WORDS:** Non-profit organization / Management / Animals / Thailand / NGO

23 pages

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## CHAPTER I

### INTRODUCTION

This report is a study on non-profit organization or foundation for animals in Thailand. As we all know that in Thailand there are a huge number of stray animals and animals that neglected by irresponsible owners, many groups of people were formed up to help these poor living creatures. Some of them founded foundations; some of them had become independent volunteers. This group of people made a lot of sacrifice.

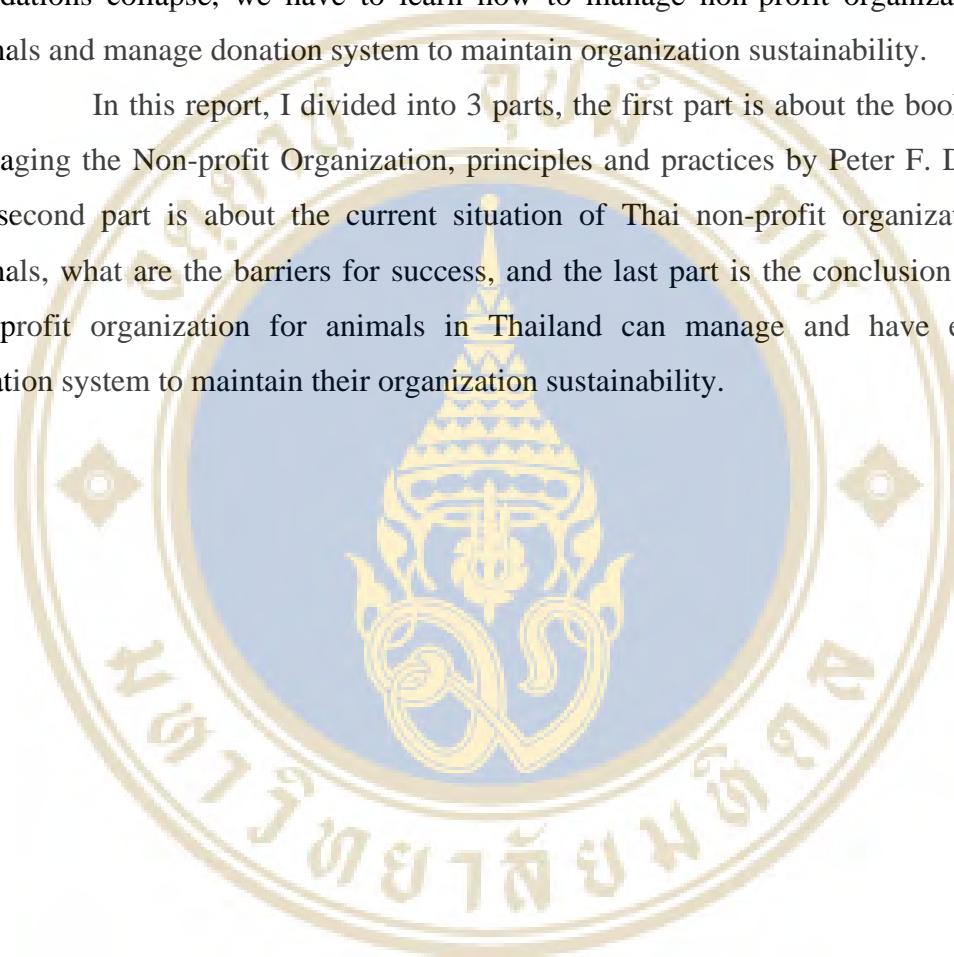
After informal discussions with some of these people, the independent volunteers and owner of foundations, I had founded that most of the foundations were started by only one person at the beginning, with faith and hope to change. They use their own resources to pay for food, to take care, and to pay for veterinary charges and etc., which cost more than 10k each time in average. They spend most of the days, taking care and looked for animals that needed help. Later on they gathered together and registered as non-profit organization, which allow them to have the ability to raise more money.

Independent volunteers were people who do not hesitate to lend their hands to help unfortunate animals. They do not belong to any foundation. They have their own connection between independent volunteers but they do not have enough investment to form a foundation. They were struggled with finding enough resources. They raise money illegally by asking for donation in many ways, which will be discussed later on. Although all the raising money processes were transparent done.

Both foundations and independent volunteers have the same goal, which is to give animals the better life. The different is that foundations can cover the bigger picture than the independent volunteers. Many animals were rescued, sheltered, rehomed and released back to the wild. Standard of living of animals is better. However, there are always two sides of the coins. When there is good, there is always bad around.

The volunteers and the foundations are having problem, which is limited resource. Since, they all ran out of money and mostly they have to rely on the priorities of the donors to support them, which is the risk of collapse. Also most of the animals' life span usually around 5 – 20 years, which mean if they helped the animals and the animals never get rehome or unable to release back to the wild, the volunteers and the foundations are responsible for their life unavoidably. To avoid the risk of foundations collapse, we have to learn how to manage non-profit organization for animals and manage donation system to maintain organization sustainability.

In this report, I divided into 3 parts, the first part is about the book called *Managing the Non-profit Organization, principles and practices* by Peter F. Drucker, the second part is about the current situation of Thai non-profit organization for animals, what are the barriers for success, and the last part is the conclusion of how non-profit organization for animals in Thailand can manage and have efficient donation system to maintain their organization sustainability.



## **CHAPTER II**

### **LITERATURE REVIEW**

This paper aims to study on non-profit organization for animals in Thailand. How can we manage and how can we manage the donation system to maintain organization sustainability? Therefore, first we need to learn the theory of non-profit organization management. I choose to study from book of Peter F. Drucker. The book called *Managing the Non-profit Organization, principles and practices*.

The definition of non-profit organization is as its name. It is not a business nor governmental. Non-profit organization does not provide goods or services. What non-profit organization does is helping. Different organizations have different focus. In this report, I will focus on non-profit organization for animals in Thailand. So, non-profit organization's products would be cured animals, animals rehomed, animals released back to the wild, birth control for strayed dogs and cats and etc.

40 years ago, most people know the management word as a business management; meaning when there is management there is profit and benefit. That is why 40 years ago, management word was a bad word for non-profit organization. Although, it was a bad word, people who work for non-profit organization, they did realized that without management, they will not be able to concentrate on their mission and goal.

Peter F. Drucker stated in his book that non-profit organization knows that they cannot depend on donors. It was the first challenge, to convert the donors to become contributors. According to him, when ever he asked volunteer a question, why do they have to come work for non-profit organization for free, when they already work hard with their full time paid job? The answer that he got always, because the volunteers said that they know what they are doing, they contributing because it's their community, it's their responsibility to take care of the community they belong to. So, in non-profit organization, if we can find volunteer or donor who think that they



contribute to the mission or to the organization focus, they are going to pay more attention, or to donate more because it's what they are responsible for.

In this book, managing the non-profit organization, the author wrote about the principle and practice on how to manage the organization. He talked about mission, mission to performance, managing for performance, people and relationships and lastly developing you as a leader, an executive or as a person.

## **2.1 Mission Comes First**

Non-profit organizations all came from different objective to make a different in society and in life. They have missions in themselves, and that mission should never be forgotten. Leader's role is to make sure that mission is hear, understand and accept by all followers. The mission has to be clear, easy to understand, and also need to be thought through. The basic objective for the organization will stick for a very long time, as long as human race are all around.

Non-profit organization should have long-range mission. Long-range mission means what do we want to see in the next 10 20 30 years, or even more. Because non-profit organizations, they're to serve, and there are no immediate bottom line. Although, the concept of non-profit organization should be for long-range, but the actions are always come as short term, so in practical, we need to ask again whether the action that we are going to act, would it leads us the other direction, would it distracts us to our goal or will it make us lose sight of what we are here to do?

However, non-profit organization has to be result-driven. The leader has to be sure that effort we put in, is going to worth, not going in vain and the right result is being achieve. Resource allocation is very important, since non-profit organization is heavily depends on donors and volunteers. It is always necessary for the leader to revise the mission, to refocus, to build and to organize. So, we know whether we have to pour in more resource or to taper off. The next thing for the leader is to think through the priorities of things, which involve abandoning something that people within organization and outside organization are pushing forward. The leader has to make the decision to keep the organization concentrate on the mission always.

Leadership in non-profit organization is simple and similar to other leadership in other field. Leader is a role model. Leader represents who we are and what we should be. The leader has to ask himself, what he want to see everyday, what he wants to see tomorrow, what to do to make the organization innovate, what to do to make organization hungry for new challenges and seize for new opportunities? What leaders do is what organizations are. Right now volunteers might ask, what about them, how should they act, what should they do? The answer from Drucker is that, what we are doing is for the better society, everybody is the leader and everybody has the responsibility. Thus, mission and leadership are not things to read about but it is things that we need to do something about it or to act about it. Everybody can convert what we know, turn our knowledge into effective action and act right away for the result of better society.

## **2.2 From Mission to Performance**

Non-profit organization needs strategy to activate mission to performance, and to improve and innovate. Strategy is the commitment between non-profit organization executive and the action. The essence of strategy for non-profit organization is to mixed together the mission, objectives, the market and the right moment. It always begin with a need and end with satisfaction.

Non-profit organization needs plan, money, people and marketing. The organization is to serve the customer, to do that we need money to provide the service, and people to do the job. The main thing that non-profit organization needs to do is to build donor base. The organization should look at donor as their customer. It has to start with research, to find out who are the customers, what do they value and how they buy. The reserch starts with individual who should be the customer. The customer that we should focus are the ones that need the services and want to be serviced but not in the way that available today.

Marketing for non-profit organization is quite similar to businesses but the different is that we selling something which is intangible. For example, hospital, physicians are our customer, how can we get the physicians to treat our patient? As

non-profit organization, we do marketing on what we can do to help the physician in practice. It's the concept that what we are selling is neither a product nor the patient.

Money for non-profit organization is different from government, which raise money by taxes and businesses, which raise money by selling. In non-profit organization, money comes from donor or people who are beneficiary.

The next step for non-profit organization strategy is to train the people in the organization. According to Drucker, attitude training is not effective enough as behaviorally training, which is more effective. Behaviorally training is like, this is what you do. Non-profit organization not only apply the training to their own employees but to volunteers as well, because volunteers are the interface with customers and the public.

Strategy for non-profit organization also involves abandoning works that no longer work. In the past, what we were doing might work, but in present time, everything has changed, and what works before is not working now. This way the organization won't be overload and resources can go where it needed and not where the result don't follow.

Strategy should always begin with the mission and that mission should leads us to the work plan, which let us end up with the right tools. For example, the volunteers, we give them or train them to know how to use the kit, tell me who should we call on, what should we say, and how much money to get. Without the right kit, it isn't call a strategy.

### **2.3 Managing for Performance**

After non-profit organization has the clear mission, that turn to performance, now we are going to discuss about how to manage the performance. Good executives in non-profit organization are the one that have the courage, ability and potential to decide and tell that which is for us, which we are not good at, this is not really fit our strength and other people can do better than us. Good executives in non-profit organization should be able to make decision, to abandon or to change or to keep the action going. Which is the right way that will get us to the goal.

Since, non-profit organization gets money from donor, and there is always limited resource in term of money. Managing performance is very important, so we don't lose or waste the resources with non-result. However, for non-profit organization, sometimes it is hard to tell, what are the results?

There are two kinds of results, first you have the immediate result, and then you have long-term result, which has to build on immediate result. It may be not so easy to define what result we have, but it has got to be done in a way that one can ask, are we improving? Or do we have the right resource allocation to where the results are? Non-profit organization needs to remind themselves that their results are outside the organization. Example that Drucker stated in his book was the result of schoolteacher is the kids who learned.

However, non-profit organizations are most of the time founded with good intention and hope to change for the better. But only good intention and hope won't lead you to the result. Sometimes they mislead you to the other direction and you lose sight of your mission, which mean you wasted your resources. For example, a few Jesuit Fathers travelled to China to try to disseminate the Christianity. They were there for year after year after year with no results, but they still kept on hoping that they would find a few people who would be receptive to the Christianity.

As time passed, the Jesuit Fathers became very respected men, because of their mathematic skill and astronomers. It was the misallocation of resource. At the end they did not success in disseminate Christianity.

That is why non-profit organization should always start with the mission, and goal, good strategic plan, always remind yourself, what do you have to do, what do you want to be remembered and keep asking whether you are on the right track with the right allocation of limited resources you have. All the good intention, hopes and good policies should turn to be effective actions.

## **2.4 People and Relationships**

The big different between businesses and non-profit organization is people. Non-profit organization does have paid employees, but most workers are not, they are volunteers, who work for free. Another big different in term of relation is the

relationship between non-profit organization and the donor. Donors are not known to business enterprises. Businesses shareholder and customer have completely different expectation from donors.

People in non-profit organization, executive, the board, paid employees and volunteers, all need clear assignment. They all need to know what organization expect from them. Executive has to work with both volunteer and employed staff, to make sure and enable them to think through their contribution.

Non-profit organization should be information based because the organization has to be a learning organization. The information comes from individual and flow up to the top and the one who are at the end too. Therefore managing people to keep good communication is required. Make sure that people in the organization are listening and communicating to each other. People need to know things that they don't know from others, to be able to improve and see things in bigger picture. For instance, an executive should listen to what people tell him or her and able to ask things like, what do I need to know about your aspiration, do you see any opportunities that organization hasn't see yet, what improvement do we have to make and etc. Executive should listen and learn then act to improve and move forward.

Therefore, keeping good relationship between volunteers and the organization is a must. If one cannot perform, it's the executive to give him or her second chance, then him or she will try to perform. But if not, one might have to ask, whether this person suits for the job or belong to the organization or not. He or she might perform better in another position or another organization.

Volunteers work for the organization for free, therefore executive often has to face the reality, that this person cannot work with other or other problem related to the psychological or emotional reasons. In that cases, perhaps, there are job in the corner somewhere that he or she can work and perform, but if not, he or she might have to be asked to leave.

For executive, the board executive who should be elected from outside is the tool. Executive should develop clear work plan for the board to enable the board to act productively. Everyone in non-profit organization should be informed of their role, what they accountable for, and deeply understand what they are concentrating on and always stay on the right track.



To conclude this part about people and relationship, good non-profit executive takes responsibility to make it easy for people in organization to work, easy to have results, and make people easy to enjoy what they are doing. Serving good cause isn't enough for executive nor people who working for organization, executive's job is to make sure that all get the results.

## **2.5 Developing Yourself**

When talk about self-development, it can be separated into two, which is developing the person and developing competence, skill and ability to contribute. Drucker talked in his book that developing yourself is like knowing how to allocate yourself. If you start doing something, but without focus, goal nor direction, you will not be able to develop. On the other hand, if you wanted to do something, you plan, you know what you capable of, you know your weaknesses. Then you can start developing and adding skills that need and put them together for productive work.

To make effective impact on self-development, it must proceed along two things. One is improvement, develop and improve skills that you are already good at. Another things is change. Do something that different. Always listen to the sign that it is time for the change. You should change when you are successful, not when you are in trouble. Ask yourself whether you are just relaxing with your routines, spending all the efforts on something that you no longer produce result? Maybe it's time to do self-renewal or to change. When change, you might have to face with what you are not capable of or not even familiar with, this is the time when other people can help, you can have a mentor to provide useful help. One thing that you have to have is achievement-minded. The more you have it, the more likely successful you are.

## **CHAPTER III**

### **METHODOLOGY**

#### **First part....**

To be able to know the real situation of what are happening and the insides of Thai animals foundations, I am going to conduct interviews and to be able to see the whole picture, I have to look at different aspects by interview different stakeholders to see the different perspectives. What are their dominance roles? What are the challenges? What are the problems that they are facing? What are the barriers that prevent them from success? And what are the motivations that keep them working for free and never stop?

The interviewees are an independent volunteers and the owner of at least one animals' foundation in Thailand. These people can be connected and founded through social network.

#### **Second part....**

In this part, I am going to define the action and activity that has been done or doing, which one has high potential of success and failure. This ways, I can analyze and develop the strategies for the foundations in term of efficient resources allocation.

Moreover, I would like to analyze on, how Thai non-profit organization for animal can adapt the success factors to their organization to maintain sustainability? How to create awareness? What are some marketing strategies to influence people to donate? How to diversify the funder? How social media can help with fund raising?

#### **Third part....**

In this last part, I am going to make the conclusion on how Thai non-profit organization can improve and develop to maintain their organization sustainability. By adapting the success factors to maintain organization sustainability.

## CHAPTER IV

### INTERVIEW

In this part, I am going to talk about findings from the interviews. Interviewees are independent volunteer, and an owner of an animal foundation, located up-country in Thailand. The main questions are about their dominance role, challenges and problem that they have to face and what are the barriers that prevent them from success? I also ask about what motivate them to work with no return in currency.

#### 4.1 Independent Volunteer

First of all, I would like to talk about who are the independent volunteers. Independent volunteers in this report mean people who volunteer to help animals that need help, need home and in need of any kind of help that would make the animal's life better. Independent volunteers do not work for any non-profit organization or foundation. They use their own resources and with some donation to help animals. Most of them take care more than 10 animals each time.

Before interview I have found that social media plays a dominance role for independent volunteers. From what I have been observing on Facebook, I saw many independent volunteers use their own profile pages to do fund-raising. They have their own donation system, that transparent and donors can check, whether the money goes to the animals for real or not.

The animals are from everywhere and different sources; from streets where the independent volunteers happen to pass by, or where other people report that they found animals in need of help. Independent volunteers would go pick up the animals and take them to the animal hospital to cure whatever the animals need to be cured. Then independent volunteer would pay for the expenses or if they can't, they would do fund-raising. After the animals are in good condition, the independent volunteers



would find a new home for them. These are the process that we can see everyday on Facebook.

From the interview sessions with the independent volunteer, the questions that I asked were about the past, current situation and also future expectation on the issue. Regarding information that might be affecting negatively to some people, in this report, I will not use real name of the interviewees. My interviewee is Khun Nee.

Khun Nee is a woman who started to help animals as an independent volunteer last 9 months ago. She is around 30 of age, single and works for private company. Her monthly salary in average is 18,000 baht. Animals that she helped are mostly rabbits, dogs, and cats. Currently she has 9 rabbits that owners didn't want anymore, some strayed cats, and around 30 dogs.

Most of the animals that she helped, they first come with bad injuries and with diseases. Many of them get cured and new homes. Many of them get cured but can't find new home for them yet. The place that Khun Nee living isn't big enough to keep all the animals, she put 20 dogs at a shelter that she knows and pay in average of 5,000 baht each month for the shelter to look after the animals.

Her financial situation is unstable. Since different animals need different medication and surgeries which cost in huge amount of money for her to effort alone. Her steps for helping animals are; first of all she gets reported from Facebook users who spotted injured or sick animals. Then if she happens to pass or near the place that the animals are, she will pick up the animals and take them to the animal hospitals that she knows because they would give her credit and discounts.

She has to pay deposit money for each animal to the hospitals, to guarantee that she would come back for them. Currently 12 dogs that she helped are in different hospitals. The reasons that they are in different hospital are that the capacity of the hospitals are limited, the rules and regulation for payment is different, this way she can manage to avoid risk of having huge debt to pay at the same period of time.

After paying the deposit money and animals are in good hands and in process of treatment, Khun Nee is responsible for finding enough money to pay for the treatment and medication to the animal hospitals. Khun Nee will post story of each animal on her Facebook profile page and simply ask for donations. Then the post

would be shared, unfortunately according to Khun Nee, the money from the donation never enough.

There are some donors who donate frequently. Some donors only donate one time. The amount of the donation is unstable. Sometimes it depends on the animal, if the animals are good looking, people tend to donate more. That is why Khun Nee has to use another method to raise the donation money, which is auction. Auction by independent volunteer, by law it is illegal but due to Thai culture, people don't tend to look at the fact that money goes to poor animals and they look over the fact that it is illegal.

In a day, independent volunteer or our Khun Nee has to be responsible for many lives. She works full time. After work she has to visit animals that she help at different hospitals to check on their condition and give them loves. Sometimes she has to wake up extra early because she has to delivery dogs or cats to their new owner or new house. Independent volunteers mostly rarely have time for themselves. In their car's trunk is usually full of animals' food. They make lots of sacrifice for the animals.

To conclude the finding from interviewing the independent volunteer, I have found out that their dominance role is to help animals and responsible for every lives that they helped. They have to get their job done, which means help the animals, cure them, and find them new home that can look after them forever. The challenge is how to find supporter or donors, which are the all time problem and the main barriers to success. Independent volunteers help animal because they are animal lovers, which is the basic base for them and that is the motivation that keeps them from helping poor animals.

## **4.2 Owner of the Foundation for Animals**

The second interviewee is an owner of one of the many animal foundations in Thailand. Due to the information that contain both negative and positive context, I would like to use alias names for both owner and her foundation. Khun Bum is the alias name of the owner. Khun Bum is the owner of a foundation located in the Northern part of Thailand.

The foundation was founded in April 2013. There are 5 board members and one executive board member who is Khun Bum. The members are close friends and family of hers. Khun Bum is a full time housewife. Her husband is a full time businessman. Her mom is the one who take care of the animals at the foundation's shelter. The number of animal in the foundation is approximately 250; most of them are dogs and some cats. 20 dogs and 20 cats are at Khun Bum's house and others are at the shelter.

The reason that I had chosen to interview the owner of this foundation was because this foundation is own by a Thai woman, which is different from many other foundations that founded by foreigner or expand from abroad. There is no essential management style in this foundation. It is almost like a family business that has no management. The foundation just keeps finding money to cover all the animals' expenses day by day. Also this foundation got food donated by the royal family of Thailand once, which made the foundation earned more credit, trust and better known by donors.

This foundation started as an individual or private animal shelter. Khun Bum and her mom, helped local animals that injured from many causes by took care of them and took them to animal hospital to get cured. All dogs and cats that they helped have to have birth control, to prevent future strayed animals problem. Also every animal that have been helped and cured, Khun Bum and her mom never release them back to where they found them or the street, because where they found these animals, were places that didn't have enough food or too dangerous and not safe for them to live. Some of the animals got new owner and new loving home, but mostly, they are not that lucky. As time passed by, years by year, the number of dogs and cats increased.

In 2010, Khun Bum, the owner of the private shelter at that time, got a phone call from the palace official, informing that her shelter got chosen to get food donate by the Prince. Since then, the shelter has become better known and there were television programs that came and publicize the story of her shelter. Each time that they got on television, people donate but the amount of donation isn't stable and unpredictable. The largest amount of donation was from broadcasting at Channel 3, in

one of the very famous news program. The amount of donation at that time was at 6 digits.

Unfortunately, according to the finding from the interview, I found out that every story always has 2 sides, good and bad. The result of the publicize with Channel 3, was, the shelter has been force by the local to move out of the city because the noise of the dogs that barked at the cameramen and the shooting crew, disturbed the neighbors. The shelter had 6 months to find new place to operate, otherwise the government will shut the shelter down. During 6 months of finding new place, the shelter got registered as a foundation and then moved to another place, distance away from the city center. Khun Bum the owner had to put her own house on loan to cover the new place expenses. Also the donation money from the publicized with Channel 3 in 6 digits, the foundation had to use the money to build new shelter, new cages, which cost in huge amount of money and at the end the money left only 10 – 20 k.

Now, with the shelter got registered as a foundation, it allows Khun Bum and the foundation to be able to do fund-raising legally. The foundation now has 5 board members and 1 executive board member who is Khun Bum. The steps and routine jobs at the foundation are; Khun Bum is responsible for fund-raising and taking animals to see vet when needed. Her mom is responsible for looking after the animals at the foundation, this includes feeding, cleaning, keep them company, stop them from fighting, and pet them.

According to Khun Bum, donation boxes didn't work well enough. Donation boxes sometimes just scared people away. Since there were people who took advantages from some foundation name or poor animals in the past, people seem to trust less on these donation boxes, they didn't know for real whether the money they put in the box will be for the foundation or the animals or not. Moreover, even there are real evidences that money goes to the animals; people still donate less and less.

Auction is another way to do fund-raising. Although it works but the money from the auction alone is never enough to cover all the 250 lives. In the foundation Khun Bum also offer patronizing. Patronizing is how people who want to donate for a specific animal, it is like an adoption, and the different is that the animal is taking care by the foundation not by the adopter or the patron. The adopter who is the patron will get update of the animal each month. The money is only goes straight

to the dog that the patron picks to patronizing. The advantage of this patronizing is that the animal that get patron, get to have better food or maybe better bed than others or extra snacks. On the other hand, the disadvantage is that sometimes the patron just stop or forget and stop donate.

The animals at the foundation are the motivation of Khun Bum and her mom to wake up early everyday to feed, take care, and play with the animals and to work hard to find enough resources for the animals. Other board members' role is to support the investment for the foundation and help selling stuff in weekend to earn some profit and give to the foundation. Within this foundation Khun Bum said that all animals get good and enough food for everyone. She also believes that animals in her foundation have the best standard of living, better than other foundation in Thailand that she knows.

The last question that I asked Khun Bum was about the future of the foundation. The answer was the foundation shall be closed 30 years from now or after her mom pass away because Khun Bum believes that there will be no one love the animals like her mom and herself do. She said that she rather die peacefully without worrying of the animals. She also believes that people like her mom and herself who sacrifice life for the animals like this is very rare. Right now Khun Bum positioning is to give strayed dogs and cats the birth control, to stop them from breeding without owner and other problems that could occur in the future. The foundation will soon stop taking in young animals or puppies.



## **CHAPTER V**

### **ANALYSIS**

For this part, I like to make comparison between Drucker's theory and the case studies from the interviewees. First of all, I would like to start with Khun Nee, the independent volunteer. The theory that Drucker proposed in his book, there were 4 main things for managing non-profit organization, which are mission always comes first, from mission to performance, managing the performance and lastly people and relationship.

#### **5.1 Mission Comes First**

Mission comes first, Drucker stated many times in his book that mission is very important; everyone in organization should understand the mission clearly. The mission should be long-range, although it always comes with short-term in practical. Mission needs to be thought through all the time, mission keeps us on the right track.

For Khun Nee case, what I got from the interview was that her mission was to help animals that need help. She has good intention, hope, kindheartedness with courage to start doing good. She is her own leader. She is willing to help every animal that needs help. She is very focus on what she is doing. Her role as an independent volunteer and her mission is clear enough.

For Khun Bum, the owner of animal foundation, her mission to help animal is clear and also very focus. She and other board members know and understand the mission clearly.

#### **5.2 From Mission to Performance**

From mission to performance, I would say both Khun Nee and Khun Bum perform very well on helping animals. They have plan; what to help, when to help,

what to do, where to go, how to cure, and who to call. However, I think in term of people and money to support what they are doing may not be enough in long-term. For Khun Bum, she said that she couldn't trust other people except herself and her mom to look after the animals, because when it comes to money, people can change.

Right now, donation system that she using, isn't effective enough to support all the animals at the shelter. Although she probably has donor base, but that isn't enough, she needs to expand donor base by providing wider marketing channel. Same as Khun Nee, it would be better, if she can expand marketing channel and gather more people, to build a team.

In my opinion, I think if Khun Nee can cooperate with other independent volunteers in term of marketing, it would be more effective because she and other independent volunteers would have a wider donor base. Right now what Khun Nee and other independent volunteers are cooperating, is cooperate on sharing information only. If they can group as a team and marketing for donation as a group, it would be more reliable. Also, it can help eliminate problems like, too many choices for donor to choose, which independent volunteer to help or to donate to.

As a donor myself, there were many times that I found myself in a situation where I have to choose whether which one should I donate to. If I donate to different 4 bank accounts, it probably cost me 100 baht transaction fee, and that is just wasted.

### **5.3 Managing for Performance**

Both cases, Khun Nee and Khun Bum, both of them are similar in term of their role. They manage themselves in every processes. They know when they reach the limit. They know what they are capable of. But if compare Khun Bum and Khun Nee, I would say, Khun Nee is better in managing the performance.

From the interview, I can see many immediate result from Khun Nee efforts. Many animals got cured and rehomed. The results came from good management. Khun Nee knows her own strength, she knows the limit. She knows when to help and when to just pass by. She is able to manage risk in having huge debt

by sends animals to different animal hospitals, which allow her to have enough time to collect money from donation.

## 5.4 People and Relationships

Relationship between foundation and the independent volunteer with the donors are the most important, since they need money from donation to support. From the case studies, both Khun Nee and Khun Bum use Facebook as a main channel to do marketing and interact with the donors.

In Thailand, there were many times that corruption happened among animal foundation. Bad people took advantages from animals. For example, last 5-6 months ago, one famous foundation that founded by a famous Thai model, was a victim by being claim falsely by a thief, and the thief trick donors to donate. But the money just went to the bad guy bank account. Luckily, the story got reveals fast enough that not many donors got tricked. This kind of corruption happens before and it made donors have less trust on every foundation and it affect every time donor wants to donate. It is the foundation and everyone who need support from donor to make all processes transparent as much as possible, to gain reliability.

In Drucker's book, he talked about paid employee and volunteer, but with Khun Bum case, her foundation doesn't have neither volunteer nor paid employee. She so much believe in herself and capability but I think, if she can has other people to help, her foundation would be able to perform much better.

In term of result, I think this is what made Khun Bum tired, feel like giving up and want to close the foundation in the future. I can rarely see immediate result from this foundation. Most of the animals that this foundation helped tend to have the foundation's shelter as their new home. There were not many animals that get new owner or rehome. This problem caused work overload for the foundation. And as a donor, I see this foundation having animal hoarding problem.

If the foundation can manage to find new home for animals as a system, it would allow the foundation to help more animals. Also when the foundation sees the immediate result, it will give them more motivation to keep on working as the resource and effort they put in result in good things that we can actually see the result.



## 5.5 Developing Yourself

Drucker stated in his book that effective development should proceed along two dimensions. One is improve and develop skills and competence that you are already good at. Another one is change, change when you are success not when you fail or change when you realize that effort you put in no longer produce result.

From Khun Nee case, I can see her development. She first started helping animals by help rabbits. Then she realized that she could do more than that. After that she started helping animals by feeding stray animals. And now she actually put her hand on them, take them to hospital to get cured and find them new loving home. Khun Nee said that if she rich enough, if she has stable income, she will founded a foundation, so she could help more animals. She has her own goal and mission very clear. I think, Khun Nee has mission and goal as her motivation for her to keep on helping and achieving more and more results.

For Khun Bum and her foundation, I think developing is what she lacks of. There is no clear goal. Everyday works is the same; there is no challenging moment. I think this happen to the foundation of Khun Bum because the work is overload. She hardly has time to think or to relax. Routine jobs took over all her days.

## CHAPTER VI

### CONCLUSION

In conclusion, I believe that non-profit organization does need connection. Independent volunteers could work better, if they connect. Foundations or non-profit organizations could perform better if they have volunteers. It likes a cycle, where you have organizations, volunteers, animals and donors.

Non-profit organization for animal in Thailand would perform better if they connect. Local people sometimes have trouble with strayed animals. Some local people feel sorry for strayed animal but cannot help because they don't have the capability. Foundation founded from good intention and good hope to help animals. Animals that they help are local animals. Foundation shelter, feed and cure the animals. Volunteers use their skills and knowledge to help animals. They help foundation to do marketing. Donors donate money or food to support the foundation to help the animals. Animals get birth control to prevent future problem. In long-term, people don't have to worry about strayed animals anymore.

## REFERENCES

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