



Pink Ribbon

How to manage volunteer communication in a non-profit organization

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Executive summary

Pink Ribbon is a non-profit organization, with the aim to raise awareness for breast cancer prevention and detection (Pink Ribbon, n.d.). Through partnerships, Pink Ribbon Belgium is sponsored to work on this aim (B. Geysen, personal communication, February 2, 2016). According to Ms Geysen, Pink Ribbon Belgium needs volunteers to maintain and advance the partnerships, to keep executing all Pink Ribbon Belgium's activities. The problem which the organization encounters, according to Ms Geysen, is the lack of time and knowledge of how to manage volunteer communication. This will be the theme of the research.

Three research areas have been chosen to support the development of recommendations for a volunteer communication plan for Pink Ribbon Belgium. The research areas are: volunteer communication and relationship management, Belgian bilingualism, and narrative paradigm theory. Firstly, concerning volunteer communication and relationship management, it appeared that trust, satisfaction and commitment have a positive effect on communication with volunteers (Connors, 2012). Secondly, Ms Geysen (personal communication, February 2, 2016) mentioned that Pink Ribbon Belgium is a bilingual organization. Due to historic tensions between the French-speaking elite and the Dutch-speaking bourgeoisie, Belgium is divided between the French-speaking Walloon community and the Dutch-speaking Flemish community (Witte, Craeybeckx, & Meynen, 2009), each with different linguistic attitudes (Humes, 2014). Finally, Ine Tassignon from Red Cross Belgium mentioned that creating context for volunteers is essential, in order to prevent miscommunication (personal communication, March 16, 2016). Fisher (1984) supports this statement by saying that "humans are essentially storytellers" (p.7). According to Fisher, the degree by which narrative probability (story consistency) and narrative fidelity (truth according to historic and current events) are incorporated in a story, determines whether people understand and accept what is being told. From the three research areas, the following key concepts have been chosen for research: trust, satisfaction and commitment; language attitudes in Flanders and Wallonia; narrative probability and -fidelity.

Based on the communication problem and the key concepts, the following research objective has been formulated: *To develop recommendations for a communication plan for Pink Ribbon Belgium, on how to manage volunteer communication, by (1) Providing insight into the extent to which trust, satisfaction and commitment are valued by prospective volunteers of Pink Ribbon Belgium; (2) Assessing the way bilingualism in Belgium influences communication with volunteers of Pink Ribbon Belgium in the future; (3) Providing an overview of the use of narrative probability and narrative fidelity in the communication with current and prospective volunteers of Pink Ribbon International.*

Steering research questions have been formulated to gather the correct information to answer the research objective. The research was conducted with the grounded theory approach and desk research strategies. A prospective volunteer survey, literature research on Belgian bilingualism and a survey with Pink Ribbon International (sister-organizations from Norway, the Netherlands, the United Kingdom, Spain, Switzerland and Germany) were used research methods.

From the research results, conclusions were formed, out of which the advice has been formulated. Firstly, it could be concluded and advised that trust can be generated by communicating via e-mail,

online platforms and contact moments with volunteer coordinators of Pink Ribbon Belgium. Moreover, to ensure clear and consistent communication in tone and channels, Pink Ribbon Belgium should make use of a communication scenario and information brochures. Satisfaction is generated through regular contact and feedback moments with volunteer coordinators, as well as showing appreciation to the volunteers by sending a birthday card. The trust and satisfaction will lead to committed volunteers at Pink Ribbon Belgium. Secondly, it could be concluded and advised that Pink Ribbon Belgium should use the officially recognized Dutch and French languages in order to effectively communicate with volunteers in the future. Due to the different dialects in Belgium, it is important that the official languages are maintained as standard. Since the research showed that prospective volunteers are not satisfied with the level of French of the organization (Appendix III), it is advised to hire people who are bilingual (French and Dutch) for the role of volunteer coordinators, in order to communicate with the volunteers in a clear manner. Thirdly, it could be concluded and advised that when communicating with volunteers and when instructing volunteers via the information brochures, it is important to include storytelling, and in specific narrative probability and narrative fidelity, to create more understanding when communicating and explaining the volunteer process. By consistently communicating through communication channels like e-mail and volunteer coordinators, and by using the same communication tone, narrative probability is implemented. By including stories of prospective volunteers into the instructions, volunteers are empowered and more willing to accept a story as truth.

The advice can be implemented and facilitated with the support of several deliverables. The first deliverable is the communication scenario. The communication scenario makes sure that the volunteer communication is consistent in tone and channels. The second deliverable is the two information brochures for volunteers. Also, to provide clear and consistent communication during the informing phase, where the volunteer will be informed about the organization and the difference the volunteer will make by volunteering for Pink Ribbon Belgium, and during the education phase of the volunteers, to inform about all processes present during the volunteer work. The third deliverable is the volunteer coordinator. He or she will be the spill between the organization and the volunteers before and during the volunteer work, by listening and giving feedback to the volunteers, and by being the contact person for the volunteers whenever necessary. The volunteer coordinator will have a positive effect on the trust and satisfaction of the volunteers, which will increase the commitment of the volunteers to the organization. The final deliverable which facilitates the advice implementation is the bilingual part-time employee, who will make sure that the organization does not lose time in implementing and learning to implement the advice. The implementation of the recommendations have been translated into a sequence of nine steps (milestones), which can be implemented by the part-time bilingual employee within a timeframe of 13 weeks, starting from the first of November until the end of January.

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Introduction

This report has been outlined in the following structure. The 'project context and organization' explains the context of the organization of Pink Ribbon Belgium and the project. Moreover, the scope of the communication problem of the organization is described. The 'theoretical framework and research objective' mention the key concepts which are key in helping to develop recommendations for Pink Ribbon Belgium. The key concepts for the project are narrative probability and -fidelity; trust, satisfaction and commitment, as well as language attitudes in Flanders and Wallonia. The research objective of the project is explained in this chapter as well. The 'research design' gives an overview of the research steps taken and the research questions indicate the knowledge which needs to be gathered, based on the key concepts, in order to make recommendations for the volunteer communication plan. The 'research strategy and methodology' explains in more detail the used strategy and methodology, and justifies the taken steps during the research gathering. The research methods used are desk research concerning the Belgian bilingualism, interviews with Pink Ribbon International and surveys with prospective volunteers and Pink Ribbon International as well. The 'research results' summarise the data which has been gathered by answering the research questions. Out of these research results, 'conclusions and recommendations' can be formulated, which in the final stages will lead to the 'advice'. The 'implementation plan' will show how the recommendations can be implemented and facilitated by Pink Ribbon Belgium. Finally the 'planning and organising' chapter will indicate a time frame and a budget within which this advice could be implemented.

Chapter 1 – Project context and organization

Project context

Pink Ribbon is a non-profit organization, which raises awareness for breast cancer prevention and detection (Pink Ribbon, n.d.). Pink Ribbon Belgium has grown rapidly in the past years. Where the organization started as a communication project nine years ago, it acts as non-profit organization since 2015 (B. Geysen, personal communication, February 2, 2016). Ms Geysen also mentioned that, at this moment, the organization has 36 partners who fulfil different partnerships, ranging from an advertisement partner to a strategic partner. Moreover, in the interview it became clear that the goal of Pink Ribbon Belgium is to set up a volunteer network, as volunteers are needed in order to maintain and to advance the partnerships of the organization, as the partnerships sponsor Pink Ribbon Belgium so that they can execute their projects. Without the partnerships, there is no regular source of income for Pink Ribbon Belgium, except for irregular donations. However, the organizational problem which Pink Ribbon Belgium encounters, according to Ms Geysen, is that the organization does not have the knowledge nor the time to organize a volunteer network. More specifically, according to Ms Geysen, the communication problem is that they lack the knowledge on how to manage communication with volunteers. Therefore, the theme and external objective of this research will be to develop recommendations for a communication plan, on how to manage communication with volunteers of Pink Ribbon Belgium in the future. This also means that the emphasis will be on prospective volunteers of Pink Ribbon Belgium, as currently Pink Ribbon Belgium does not have any volunteers. Connors (2012) already described the three key elements when communicating with volunteers, based on a study by Waters & Bortree (2008), namely: trust, satisfaction and commitment. Further examination of the application of these key elements is important for the development of the recommendations.

Besides the lack of knowledge of how to manage communication with volunteers, there are other important aspects to consider as well, as resulted from the orientation interviews with the Red Cross Belgium and Kom op tegen Kanker, which can be found in Appendix I. First of all, Ine Tassignon from Red Cross Belgium mentioned that an important aspect to take into account when communicating with volunteers, is “to show why certain decisions are made, what is in it for them, what is important for them, and to write a context around that” (personal communication, March 16, 2016). Not writing a context when communicating will result in misunderstanding. One example of lacking context when communicating with volunteers at Red Cross Belgium was when new intervention clothing was introduced at Red Cross Belgium. Ms Tassignon mentioned that the reason for changing the intervention clothing was not explained well, which resulted in people not wanting to change into the intervention clothes, just because they liked the old clothing better. However, the change of clothing was necessary due to a change in policy of the Belgian government, which left Red Cross Belgium with no other choice than to change the intervention clothing for their volunteers. Therefore, it is important that context creation is further examined and integrated in the recommendations for Pink Ribbon Belgium to prevent lack of understanding in any element.

Another important aspect to consider, according to Ms Geysen, is the bilingualism of Belgium, thus the bilingualism of Pink Ribbon Belgium’s stakeholders (personal communication, February 2, 2016). Humes (2014), explained that Belgium consist of two different cultures, namely, Flanders and

Wallonia. Both have different cultures and language attitudes: Flanders connected to the Dutch language and culture, and Wallonia to the French language and culture. In the interview with Ms Geysen (personal communication, February 2, 2016) it became clear that for Pink Ribbon Belgium, communicating in both French and Dutch to its stakeholders is expensive and difficult, as all the documents for the stakeholders need to be translated and printed in both the Dutch and French language. In order to develop recommendations which can be implemented in both the Flemish community and Walloon community, a more detailed research needs to give insight on how to communicate with both communities in the most optimal and feasible way for Pink Ribbon Belgium.

Thirdly, Pink Ribbon has international sister-organizations, that come together on an international breast cancer conference yearly. The sister-organizations have been used by Pink Ribbon Belgium as a standard (B. Geysen, personal communication, February 2, 2016). In order to ensure that Pink Ribbon Belgium's communication plan will fit with the sister-organizations, the volunteer communication practices of the sister-organizations need to be examined as well, to see if there is a volunteer communication trend which Pink Ribbon Belgium should follow.

Organizational context

As described in the project context, the communication problem of Pink Ribbon Belgium is the lack of knowledge on how to manage volunteer communication. In order to fully understand the scope of the assignment, which is to develop recommendations for a volunteer communication plan, the organizational context needs to be examined.

In 1992, Evelyn Lauder and Alexandra Penney designed the first Pink Ribbon campaign in the United States (Estée Lauder, n.d.). The goal of Lauder and Penney was to increase awareness concerning breast cancer. Today there are multiple Pink Ribbon organizations in Europe one of which is Pink Ribbon Belgium. Since 2011, the Koning Boudewijn Stichting administers Pink Ribbon Belgium, creating the Pink Ribbon Fund (Geysen, 2015). This means that all donations from the private sector to Pink Ribbon Belgium are administered at the Koning Boudewijn Stichting. Since 2015, Pink Ribbon Belgium acts as non-profit organization and is responsible for the execution of the campaigns and the management, their vision is that "no people should die anymore of breast cancer" (B. Geysen, personal communication, February 2, 2016). In the interview, Ms Geysen mentioned that the main tasks of Pink Ribbon Belgium include: to inform and make people aware of the effects breast cancer and its psychosocial effects have on the personal environment of the patient, and to collect funds. Currently, within YouANTWERP, which manages Pink Ribbon Belgium, there are 2 $\frac{3}{4}$ people working for Pink Ribbon Belgium in fulltime-equivalent, who will be responsible for the management of the volunteers in the future.

Concerning the competition of Pink Ribbon Belgium, Ms Geysen mentioned that the biggest competitor of Pink Ribbon Belgium is Think Pink. Think Pink also raises funds concerning breast cancer and is often confused with Pink Ribbon Belgium and vice versa. As a result, Pink Ribbon Belgium often has to deal with confused people who believe they supported Pink Ribbon Belgium, but in fact unintentionally supported Think Pink. Other non-profit organizations in Belgium

concerning cancer, that collect funds from Belgian citizens are also considered to be competition. Examples of other non-profit organizations are Kom op tegen Kanker and Stichting tegen Kanker.

External goal

Based on the project context and organizational context, the main goal of Pink Ribbon Belgium can be established, namely to have a volunteer network. However, for this project, the accompanied communication problem, not knowing how to manage volunteer communication, will be the theme of the project. Thus, the external goal of the project will be to develop recommendations for a communication plan for Pink Ribbon Belgium, in order to reduce the lack of knowledge of how to manage volunteer communication.

Intervention cycle

The objective steers towards a diagnostic–background analysis research, based on the intervention cycle mentioned by Verschuren & Doorewaard (2010). Verschuren & Doorewaard mention that diagnostic–background analysis research helps to gain more insight in the stated problem, stated in stage 1 of the intervention cycle. As mentioned before in the project context, Pink Ribbon’s communication problem is the lack of knowledge of how to manage volunteer communication. However, before recommendations for a communication plan can be designed, as stated as the external goal, further research needs to give insight into the elements which actually influence the problem at first.

Chapter 2 – Theoretical framework and research objective

The theoretical framework gives the project its research perspective and consists of four theoretical research areas, namely: the preliminary research, Belgian bilingualism, volunteer communication and relationship management, and the narrative paradigm theory. The relevance of each theoretical research area, and the link with the project context, is explained in this chapter. The theoretical research areas will define the operationalised key concepts, which are based on literature related to the theme of the communication problem of the client: managing volunteer communication.

Preliminary research

In addition to what already has been concluded from the preliminary research in the project context and organizational context, the stakeholders of Pink Ribbon Belgium and Pink Ribbon Belgium’s communication tools are described here.

Current stakeholders of the organization are partners, donators, and Pink Ribbon International (B. Geysen, personal communication, February 2, 2016). In light of this project, volunteers will become a

new stakeholder as they are the target group of the research. It is important to know what the current communication tools of Pink Ribbon Belgium are in order to make the recommendations suitable to the organization. According to Ms Geysen, relevant offline communication tools are: the yearly Pink Ribbon magazine, events, press conferences, telephone, brochures and the yearly international breast cancer conference. Online communication tools used are the Pink Ribbon website, e-mail and social media.

Volunteer communication and relationship management

It became clear in the project context that the main problem of the client was the lack of knowledge of how to manage communication with volunteers. Therefore, an important theoretical research area is to examine how volunteers can be managed through communication. Bortree & Waters (2008) developed a theory based on the relationship quality dimensions of Hon & Grunig, by assessing the importance of the relationship quality dimensions of “trust, commitment, satisfaction, control mutuality” (p.2), in the relationship between non-profit organizations and their volunteers. Connors (2012) applied the theory of Waters & Bortree on the communication with volunteers. Connors mentions that communication influences the dimensions trust, satisfaction and commitment. Starting with trust, active listening and honestly responding to volunteers’ needs and concerns, and truthful and transparent communicating, will increase the trust in the relationship. Showing appreciation through communication will increase the satisfaction and thereby the commitment of volunteers to the organization, just like clearly formulating expectations and offering guidance from the organization. An example of showing appreciation through communication is sharing all the successes the volunteers have booked for the organization; another is by thanking the volunteers for their hard work. In conclusion, important key concepts taken from this theoretical research area are: trust, satisfaction and commitment.

Belgian bilingualism

As noted in the project context, Pink Ribbon Belgium is a bilingual organization with prospective volunteers speaking French and/or Dutch. In the project context it was also mentioned that Flanders and Wallonia have two different cultures, with Flanders connecting to the Dutch culture and Wallonia to the French culture, including the differences in language attitudes (Humes, 2014). The friction between the Dutch-speaking bourgeoisie and the French-speaking elite resulted in socio-economic, religious-philosophical, and a language divided Belgium ever since the independence declaration of Belgium in 1830 (Witte, Craeybeckx, & Meynen, 2009). In order to develop recommendations for Pink Ribbon Belgium on how to manage communication with volunteers from Flanders and Wallonia, further research needs to be done in both the language attitudes, to see if the frictions between both language communities from the past can affect the volunteer communication in the future. Thus, important key concepts taken from this theoretical research area are the Walloon language attitude and the Flemish language attitude.

Narrative paradigm theory

As mentioned in the project context, Ms Tassignon stated that writing a context for volunteers, in order to ensure their understanding of events, is important. Creating context can be linked to storytelling. Tesselaar (2016) complements Ms Tassignon's statement as well, by mentioning that during changes within the organization, stories can bridge the gap between the organizational goals and how people are truly experiencing the organizational culture and change. By creating a story which includes perspectives from all the layers within the organization, the story will be recognized by all layers of the organization and passed on. In the narrative paradigm theory, Fisher (1984) states that "humans are essentially storytellers" (p.7). Rather than constructing rationality based solely on facts, Fisher says that the rationality of people is based on historical events and situational forces, and is met when the inherent demands for "narrative probability and narrative fidelity" (p.2) are satisfied. Narrative probability concerns the consistency of the story-elements. Narrative fidelity concerns the way people perceive the truth "according to the doctrine of correspondence" (p.16). How well both features are incorporated into the story, will determine the success of the story. If Pink Ribbon Belgium wants to successfully communicate with its volunteers, and be certain their messages are understood and match the volunteers' rationality, the aforementioned narrative features need to be further examined. In conclusion, narrative probability and narrative fidelity will be the key concepts taken from this theoretical research area.

Research objective

Based on the communication problem described in the project context and organizational context, and based on the key concepts taken from the theoretical research areas, the following research objective has been formulated:

To develop recommendations for a communication plan for Pink Ribbon Belgium, on how to manage volunteer communication,

by

- 1) Providing insight into the extent to which trust, satisfaction and commitment are valued by prospective volunteers of Pink Ribbon Belgium;*
- 2) Assessing the way bilingualism in Belgium influences communication with volunteers of Pink Ribbon Belgium in the future;*
- 3) Providing an overview of the use of narrative probability and narrative fidelity in the communication with current and prospective volunteers of Pink Ribbon International.*

As mentioned in chapter 1, the objective steers towards a diagnostic-background analysis research, based on the intervention cycle mentioned by Verschuren & Doorewaard (2010). The objective has passed the problem analysis stage, as it is clear what the current problem is at Pink Ribbon Belgium. However, more insight into the background of the communication problem is needed, in order to develop recommendations for Pink Ribbon Belgium. Therefore, research into the elements which influence the volunteer communication need to be examined further first.

The objective describes the research objects and their possible relation with the key concepts, mentioned in the theoretical research areas. The objective is useful as the recommendations for a communication plan can lead to the organization knowing how to manage volunteer communication. It is realistic and feasible as the recommendations are developed within the given timeframe of four months, and will increase the knowledge of Pink Ribbon Belgium on how to manage volunteer communication. The objective is clear and informative as the objective indicates which key concepts need to be examined at which objects, and also creates new informative recommendations for Pink Ribbon Belgium.

Chapter 3 – Research design

Research framework

The research framework (figure 1) gives insight into the steps taken in order to reach the research objective of the project. The research framework can be summarized as follows: the literature regarding volunteer communication and relationship management, the Belgian bilingualism, and the narrative paradigm theory (A) will lead to a set of key concepts, including the relationship quality dimensions truth, satisfaction and commitment, the language attitudes of Wallonia and Flanders, and narrative probability and fidelity (figure 2). The existence and possible use of these key concepts on the prospective volunteers, by Pink Ribbon International (including: Norway, Germany, Spain, United Kingdom, Netherlands and Switzerland), and Pink Ribbon Belgium will be examined (B). This will lead to the results of analysis (C), which will develop the recommendations for the volunteer communication plan for Pink Ribbon Belgium (D).

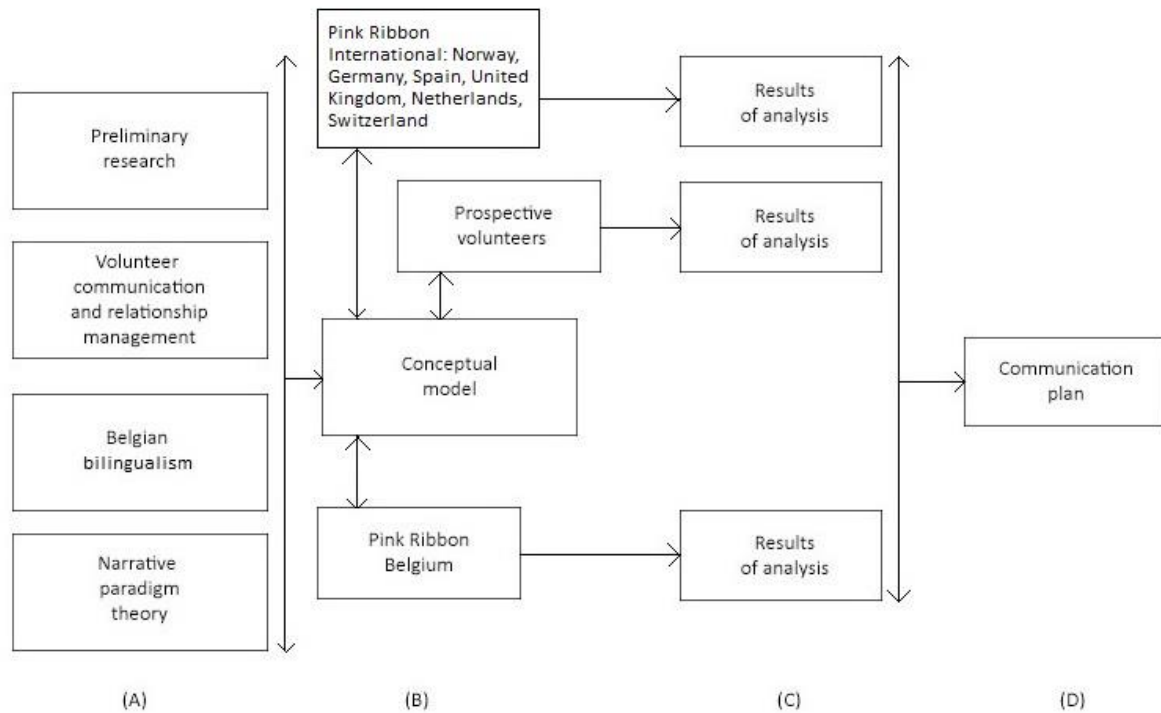


Figure 1: research framework

Conceptual model

The conceptual model (figure 2) exemplifies the research perspective of the project and shows the underlying connections between the key concepts taken from the theoretical research areas mentioned in chapter 2 (Verschuren & Doorewaard, 2010). The language attitudes of volunteers in Flanders and Wallonia have an impact on the way stories are perceived as consistent (narrative probability) and on the way reality is constructed (narrative fidelity). However, depending on the features of a story, the language attitude of Pink Ribbon Belgium is also influenced. Both concepts have an effect on how trust, satisfaction and commitment are reached through communication to volunteers. This will lead to recommendations on managing volunteer communication.

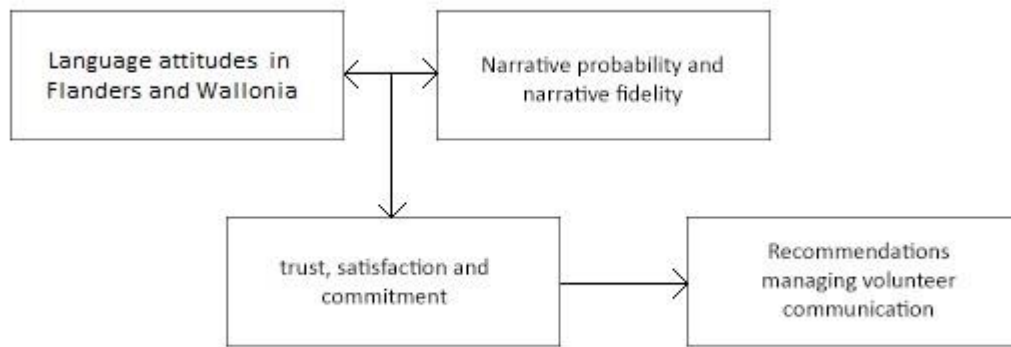


Figure 2: conceptual model

Research questions

A set of steering and efficient research questions are developed, in order to gather the necessary information for reaching the research objective (Verschuren & Doorewaard, 2010). The central research questions are based on the key concepts taken from the theoretical research areas, which offered the research perspective of the research (figure 2). Sub-questions are created by unravelling the key concepts. The central research questions are designed to gather prescriptive knowledge, as recommendations will be developed, in order to contribute to finding a solution for the lack of knowledge concerning the management of communication with volunteers. By dividing the research questions based on the key concepts, the gathering, analysis and interpretation of the data can be executed in a structured way. This way, it is easier to give a clear overview of the research results per key concept. If the research questions were to be divided under different research methods, multiple topics will be discussed within one research question, which is not beneficial for the interpretation of the research results later on.

Central Research Question 1

How could trust, satisfaction and commitment be generated through volunteer communication for volunteers of Pink Ribbon Belgium?

- ❖ How important are trust, satisfaction and commitment in volunteer communication, from Pink Ribbon International's perspective?
- ❖ Through which communication channels and tools are trust, satisfaction and commitment achieved?
- ❖ What communication activities should Pink Ribbon Belgium undertake in order to generate trust, satisfaction and commitment from prospective volunteers' point of view?

Central Research Question 2

How would Pink Ribbon effectively communicate with prospective volunteers with different language attitudes in the future?

- ❖ In what way does the language attitude of Flanders and Wallonia differ?
- ❖ In what way does Pink Ribbon Belgium incorporate bilingualism when communicating with other stakeholders?
- ❖ What communication channels and tools can be used for managing communication between bilingual prospective volunteers and Pink Ribbon Belgium?

Central Research Question 3

What is the best way to implement narrative probability and narrative fidelity in the volunteer communication of Pink Ribbon Belgium?

- ❖ What does Pink Ribbon International do in order to ensure volunteers' understanding while communicating with each other?
- ❖ In what way does Pink Ribbon International make sure the management of communication and messages are consistent?
- ❖ To what extent does Pink Ribbon International take into account volunteers' personal life experiences when communicating with volunteers?

Chapter 4 – Research strategy and methodology

In order to answer the research questions, a mix of studying literature and analysing objects is required. The correct strategies for the research are the grounded theory approach, with a focus on secondary theoretical and deductive comparison, and desk research with focus on the literature survey.

The grounded theory approach concerns the comparison of theories and phenomena (Verschuren & Doorewaard, 2010), in this case the key concepts from the theories mentioned in the theoretical research areas and their appearance in Pink Ribbon International's volunteer communication, in prospective volunteers' perspective concerning volunteer communication, and in the current communication of Pink Ribbon Belgium. Additional desk research concerning the language attitudes in Belgium gives insight into how the management of volunteer communication of Pink Ribbon Belgium needs to be developed for prospective bilingual volunteers.

In order to ensure the validity of the chosen research objects, the objects and their relation with the key concepts (variables) are described first. From research it appeared that the following concepts are of significant influence for volunteer communication: language attitudes in Flanders and Wallonia, narrative probability and narrative fidelity, and trust, satisfaction and commitment.

The first research object is Pink Ribbon International. Pink Ribbon Belgium is a part of Pink Ribbon International. This group consists of breast cancer organizations in Sweden, Denmark, Norway, Finland, Germany, Belgium, Netherlands, Spain, France, Austria, Switzerland and the United Kingdom. These organizations may or may not carry the name Pink Ribbon, but have been united for two years. As mentioned in the project context, Pink Ribbon Belgium has used the sister-organization's standard as a standard for their own organization. In order to ensure that the communication plan fits the communication of Pink Ribbon International, the volunteer communication of the sister-organizations needs to be examined. Willing to participate in the research are Norway, Germany, Spain, the United Kingdom, the Netherlands and Switzerland.

The second research objects are the prospective volunteers of Pink Ribbon Belgium. Prospective volunteers are classified as people who possibly would want to volunteer for Pink Ribbon Belgium in the future. Currently, Pink Ribbon Belgium does not have any volunteers. However, as mentioned in the project context, volunteers are needed in the future. Therefore, as also stated in the research objective, the relevance of the key concepts needs to be examined for the prospective volunteers, as they are the target audience of the volunteer communication. In order for the communication plan to function, it needs to match the needs of the target group.

The third research object is Pink Ribbon Belgium. As mentioned in the project context, Pink Ribbon Belgium is a bilingual organization with a bilingual audience. Consequentially, all information needs to be communicated to both the French and Dutch language communities. In order to implement the communication plan successfully, how Pink Ribbon Belgium implements the key concepts concerning bilingualism intentionally and unintentionally needs to be examined.

Research methodology

The research methodology will help to ensure the correct information, including its validity and reliability, has been gathered to answer the research questions and to achieve the research objective (Saunders, Lewis, & Thornhill, 2009). For the research, the existence and use of key concepts (figure 2) are compared with the objects Pink Ribbon International, Pink Ribbon Belgium, and its prospective volunteers. The research will be a mix of gathering qualitative and quantitative data, and primary and secondary data.

Prospective volunteer survey

Based on the key concepts mentioned in chapter 2, a survey has been constructed in Google Forms, with the initial goal to survey 200 prospective volunteers of Pink Ribbon Belgium. According to Saunders et al. (2009), the internet-mediated questionnaire is saving time and expenses if all participants are targeted at once. The sample size of 200 volunteers has been chosen for the following reason: The population of prospective volunteer had been unknown before issuing the survey. Saunders et al. stated that through internet-mediated questionnaires the response rate is 11% or lower. At first, the survey was to be send via the Facebook pages of Pink Ribbon Belgium, which have almost 18,000 followers in total. 11% of 18,000 is 1,980 responses on the survey

maximum. Based on the fact that Pink Ribbon Belgium does not have any experience in managing communication with volunteers, a response rate of 200 volunteers would be reliable as well, as this would be an increase of 200 prospective volunteers in total already. According to Saunders et al., concerning sampling methods, this would be identified as probability sampling as the answers from the sample allow responses to be generalised and research questions can be answered accordingly. If the research questions could be answered with a diverse number of Dutch and French respondents, this would make the research results more reliable and valid to use.

The prospective volunteers were initially targeted through the Dutch and French Facebook pages of Pink Ribbon Belgium on the 28th of April 2016. After one week there were only 22 responses. Since the aim was to reach 200 respondents, the survey then was posted additionally on the Facebook group 'Breast cancer in Belgium', on the forum of partner 'Seniorennet', through Mailchimp to all subscribers of the website of Pink Ribbon Belgium, and a second time on the Facebook pages of Pink Ribbon Belgium itself. On the 18th of May 2016 the survey had 146 responses, with 107 Dutch responses and 39 French responses. Due to time restraints, the survey had to be closed. However, a response of 146, including both Dutch and French responses, was reliable enough to generalize and valid for further analysis.

When looking at the type of respondents who filled out the survey, it became clear that possible prospective volunteers of Pink Ribbon Belgium are all female. Moreover, 63.8% of the respondents fall within the age group of 41-60 year olds, and 58.8% of the respondents continued to study after high school. Over 80% of all respondents who filled out the survey has, or has had breast cancer or knows someone in their closest social circle with breast cancer.

As mentioned before, the construction of the survey was based on the key concepts and the objects taken from the theoretical research areas mentioned in chapter 2. Each question has been coded upfront to which theoretical research area it belongs to, in order to effectively answer the research questions and interpret the results of the survey. As the survey targeted both Dutch and French prospective volunteers, the survey needed to be translated up front. At first, colleagues at YouANTWERP gave notice that they could translate the survey. However, the colleagues were very busy and the translation of the survey took longer than expected.

Literature research

The secondary data collection concerned the review of literature about the differences of language attitudes between Flanders and Wallonia, as both regions have a different mother tongue. An in-depth literature review provides insight in how Pink Ribbon Belgium can effectively communicate with the different languages concerning volunteer communication. The desk research supports the comparison of the objects with key concepts, and adds value to answering the research questions and, thus, the development of the recommendations for a communication plan with volunteers.

In order to ensure the reliability of the sources which have been used to answer the research questions, only scholarly articles have been used which could be accessed through the database LexisNexis. For the language attitude of Flanders it was not difficult to find literature which supports

the research. However, for the language attitude of Wallonia, almost no literature was available. Although these documents might have been present in French, they could not be used for this research as the content of these documents could not be interpreted. Documents concerning the history of the bilingual differences in Belgium offered the solution in this case.

Interviews and survey Pink Ribbon International

The information which needed to be gathered from Pink Ribbon International, has been gathered by both semi-structured/internet-mediated interviews and an open-ended survey with sister-organizations of Pink Ribbon Belgium in Norway, the Netherlands, the United Kingdom, Spain, Switzerland and Germany. The semi-structured interviews and open-ended survey allow to understand the value the sister-organizations attach to the key concepts, and to discover a possible volunteer communication trend with volunteers. By using multiples research activities to gather data, the concept of 'triangulation' is applied. According to Saunders et al. (2009), triangulation is applied when two or more sources are used, to collect the data which is needed to increase the validity and reliability of research results.

Initially, only semi-structured/internet-mediated interviews were desired to be held with the abovementioned countries, and in addition, with the sister-organizations in Sweden, Finland and Austria. The semi-structured interviews allow to understand the value the sister-organizations attach to the theoretical key concepts, and to discover a possible volunteer communication trend. The interviews were to be conducted through Skype, due to the large geographical distance between the objects. For the interviews and survey, the key concepts were the basis of a pre-arranged set of questions. However, when necessary, Pink Ribbon International had the opportunity to exemplify an answer or when they were asked to do so.

After sending numerous e-mails to establish Skype interviews, the only successful interviews took place with Norway, the Netherlands, the United Kingdom and Spain. The interviews were conducted via Skype, due to the large geographical distance between the objects. Due to the fact that the survey with prospective volunteers took longer than expected, because of translation difficulties, it was decided that, in order to increase the validity of the research results, the remaining countries would be send an open-ended survey which allowed them to answer the questions whenever they had some spare time left. Via Google Forms the survey was constructed and sent to the remaining countries. The Netherlands and Switzerland filled out the survey, and more information for the research was gathered accordingly.

Chapter 5 – Research results

In this chapter the research results will be presented, based on the research questions showed in the Research design chapter (chapter 3). Every research question is answered and all important research results are presented accordingly. This shows the relationship between the research results and the research questions clearly.

Central research question 1: How could trust, satisfaction and commitment be generated through volunteer communication for volunteers of Pink Ribbon Belgium?

As mentioned in the project context and theoretical research area 'volunteer communication and relationship management', the key concepts which are important for volunteer communication are trust, satisfaction and commitment. Trust, satisfaction and commitment can be achieved through communication with volunteers if the correct communication channels and -activities are used.

According to Pink Ribbon International (Appendix II), trust is important in the relationship with volunteers. If trust is eroded, one way or another, this will have negative consequences for retaining the volunteers. As mentioned in the theoretical research area, trust is the basis on which satisfaction and commitment can grow. Based on the orientation interview (Appendix I) and the brochure of Kom op tegen Kanker (2016), a list of three communication channels and three communication activities has been made. Trust can be linked to the communication channels used, from the need of proactive and clear communication. Satisfaction and commitment can both be linked to the communication activities used from showing appreciation to the volunteers and offering guidance from the organization. The relevance of the aforementioned concepts has been tested in the survey with prospective volunteers (Appendix III). Concerning communication channels, prospective volunteers prefer to receive information regarding volunteer work via email and an online platform. Other communication channels which were popular were social media or personal contact with the organization. So, trust could be generated by communicating via email, online platforms or personal communication with Pink Ribbon Belgium. Communication activities which are relevant are contact moments with a volunteer coordinator, a token of appreciation in the form of a thank-you note or birthday card, feedback moments with the organization concerning volunteer work and contact moments with co-volunteers. So, satisfaction and commitment could be generated by having contact moments with volunteer coordinators, showing appreciation in the form of a thank-you note or birthday card, and having regular feedback sessions with the organization and other volunteers.

Research question 1.1: How important are trust, satisfaction and commitment in volunteer communication, from Pink Ribbon International's perspective?

In the theoretical research area 'volunteer communication and relationship management' the importance of the key concepts trust, satisfaction and commitment became clear when managing communication with volunteers. It is also important to see how important Pink Ribbon Belgium's sister-organizations assess these key concepts, in order to align the recommendations for the communication plan.

For all sister-organizations, trust is important for the relationship with volunteers (Appendix II). According to Pink Ribbon Germany, trust can be created through transparency in communication by making documents available for volunteers and have open and honest communication (C. Kempkes, personal communication, April 12, 2016). According to Ms Knight, from Breast Cancer Care UK, trust is extremely important, especially when volunteers join the organization. Volunteers need to have the feeling that the time which they will spend on volunteer work is worth it. If the trust is eroded,

this will have consequences for retaining volunteers. Ms Kila from Pink Ribbon Netherlands states in the survey (Appendix II) that trust can be achieved through quickly responding by e-mail and by telephone, and by sticking to promises.

Besides trust, all organizations are also busy with the satisfaction, and thus commitment of their volunteers. Through satisfaction, the organizations try to keep their volunteers committed, by administering surveys, personal meetings, feedback sessions or responding to concerns and questions via e-mail. From the survey with Pink Ribbon Netherlands and Switzerland, it became clear that volunteers are thanked for their volunteer work through either a volunteer event, a birthday card or by being mentioned after an event on stage. All in all, trust, satisfaction and commitment are important in the communication and relationship with volunteers, from the perspective of Pink Ribbon International.

Research question 1.2: Through which communication channels and tools are trust, satisfaction and commitment achieved?

In the theoretical research area 'volunteer communication and relationship management', Connors (2012) was introduced with his theory on how communication can improve the relationship with volunteers. By communicating through the correct communication channels, trust, satisfaction and commitment can be achieved, which are vital elements for the relationship with volunteers. Connors already explained that through proactive and clear communication, by showing appreciation and by offering guidance, the relationship quality dimensions of trust, satisfaction and commitment can be achieved. Where proactive and clear communication relates to communication channels, showing appreciation and offering guidance relates to communication activities performed by the organization. Now, it needs to be established through which channels the communication could be most proactive and clear.

From the 'orientation interview of the non-profit organization environment' with Kom op tegen Kanker (Appendix I) and their *Information brochure care-volunteers* (2016), many relevant communication channels appear, through which proactive and clear communication can be achieved:

- Information brochure: informs prospective volunteers what it means to be a volunteer, what they can expect from the work and the organization, what is expected of them, the ways volunteers are being thanked for their service, and how the volunteer is being guided by the organization before and during volunteer work.
- Introductory meeting: to assess whether or not a person has the right competencies to become a volunteer for the organization.
- Volunteer school and specific education: to prepare the prospective volunteer for the tasks or possible situations he or she will encounter during the volunteer work. After the basic education, specific education will be given to the prospective volunteers, once it is clear which role the volunteer will embody specifically.

The survey with prospective volunteers (Appendix III) has tested the popularity of these various communication channels as used by Kom op tegen Kanker. From all respondents (n=146), 20% contacted Pink Ribbon Belgium at least once via e-mail, social media or telephone. 85.5% of the

respondents who contacted Pink Ribbon Belgium were satisfied or very satisfied about the communication. Preferred communication channels by prospective volunteers are e-mails, social media or a personal conversation with the organization. Preferred communication channels to receive information concerning volunteer work are e-mail and an online platform. Almost all prospective volunteers (98.7%) have access to an e-mail address, and thus the internet. When the volunteers were asked how big their need was for an online platform, which would contain all necessary information, 83.1% answered with high and very high. The opinions concerning a training moment for the volunteer work were very diverse.

If the extent by which the aforementioned communication channels are used at Pink Ribbon International is researched, it can be noted that all sister-organization of Pink Ribbon Belgium use e-mail and telephone as their main communication channels in their communication with volunteers (Appendix II). Introductory meetings are popular as well at all sister-organizations. In Spain and the United Kingdom education is present in the form of a workshop-day, where the organization is introduced and the tasks concerning volunteer work are explained.

Research question 1.3: What communication activities should Pink Ribbon Belgium undertake in order to generate trust, satisfaction and commitment from prospective volunteers' point of view?

As explained before, Connors (2012) mentioned that through proactive and clear communication, by showing appreciation and by offering guidance, the relationship quality dimensions of trust, satisfaction and commitment can be achieved. Showing appreciation and offering guidance relates to communication activities performed by the organization, and therefore, need to be examined in order to see how Pink Ribbon Belgium can establish this. Besides offering relevant communication channels (see previous research question), Kom op tegen Kanker also organizes many communication activities, which establish satisfaction and offer guidance to volunteers, as the 'orientation interview of the non-profit organization environment' with Kom op tegen Kanker (Appendix I) and their *Information brochure care-volunteers* (2016) showed.

As well as proactive and clear communication, showing appreciation and offering guidance can also be achieved by the mentioned communication channels (see previous research question): information brochure, introductory meeting, and education. However, showing appreciation and offering guidance can additionally be achieved by the following communication activities as well:

- Volunteer coordinator: the coordinator steers and coaches the volunteers during their volunteer work. The coordinator, moreover, requests feedback from and guides self-reflection of volunteers on a weekly basis, and reacts to questions and concerns of volunteers.
- Feedback groups: The organization actively listens to the needs and concerns of the volunteers.
- Volunteer event: Once a year the volunteers are being thanked by the organization for the work which they have done in the previous year. Every five years of service, volunteers can receive an honourable mention or gift from the organization.

The survey with prospective volunteers (Appendix III) has tested the popularity of these various communication activities as used by Kom op tegen Kanker. Concerning appreciation and offering

guidance by the organization, volunteers do acknowledge the need for someone in the organization with whom they can talk about personal matters (80.5%). This could be a volunteer coordinator such as Kom op tegen Kanker uses. Of all the respondents, 57% has someone in their family circle or circle of friends with whom they could talk about their experiences concerning volunteer work. This would leave around 25% of the prospective volunteers with no chance to talk to someone, which is considered by many to be important as the survey showed. Concerning the volunteer event, only 47% thinks it is important or very important. 53.8% do think some sort of appreciation-token is important or very important. Suggestions given by respondents are: a thank you-note every now and then, somebody from the organization who listens to the feedback of volunteers, being respected by the organization, or a small gift as “thank you”. Besides being in contact with the organization, prospective volunteers also acknowledge the need to be in contact with volunteer-colleagues (67.3%).

Central research question 2: How could Pink Ribbon effectively communicate with prospective volunteers with different languages in the future?

As explained in the project context, Belgium is a bilingual country where people speak French and/or Dutch. In order to effectively communicate with prospective volunteers across Belgium in the future, it is necessary to see how the two language communities should be approached. After researching both Flemish-Dutch and Wallonian-French, it is difficult to define one strategy for each language community, due to the different ‘levels’ of language and the many dialects both communities have (Aunger, 1993). After observing all online and offline communication channels of Pink Ribbon Belgium, it can be concluded that Pink Ribbon Belgium currently communicates in both Dutch and French to its stakeholders. However, the survey with prospective volunteers of Pink Ribbon Belgium showed that only 46.9% is satisfied with the current bilingual approach of the organization (Appendix III). The main reason for the dissatisfaction was the level of the French language. Some respondents feel that the Dutch language community is being favoured above the French language community. Moreover, the survey showed that the bilingual difference between language communities could affect the cooperation between prospective volunteers. A solution the volunteers mentioned that they would favour bilingual volunteers, translators, or a short course to refresh their French. All in all, due to the different dialects, it is important that the officially recognized Dutch and French language should be maintained as standard. Concerning communication channels, e-mail, social media, brochures and the website should be correctly translated in Dutch and French in order to effectively communicate with bilingual prospective volunteers in the future.

Research question 2.1: In what way does the language attitude of Flanders and Wallonia differ?

In the project context and theoretical framework, the importance of research into the different language attitudes of Belgium became clear. Initially, Ms Geysen (personal communication, February 2, 2016) mentioned that Pink Ribbon Belgium is a bilingual organization. Additional research concluded that Belgium has two distinct cultures: Flanders, which is more connected to the Dutch

culture and language, and Wallonia, which is more connected to the French culture and language (Humes, 2014). In order to answer the central research question, how can Pink Ribbon Belgium successfully communicate with prospective volunteers in the future, who speak different languages, it is important to know the main differences between the language attitudes of Flanders and Wallonia.

Firstly, it is important to define 'language attitude'. Geeraerts (2001) defines 'language attitude' as "the way in which language users see their own language behaviour (and the different language policies)" (p.337). Meaning, it is important to know how and when Flemings and Walloons use their (variation of) languages in their communication during different events.

If we look at the language attitude in Flanders, three levels of Flemish can be distinguished: VRT-Dutch, the intermediate language, and the regional dialects (Geeraerts, 2001). VRT-Dutch is used as a language standard by all television and radio journalists of the Flemish Radio and Television - *Vlaamse Radio en Televisie*- broadcasting company, to communicate clearly to their audiences (VRT, 2012). VRT-Dutch has been accepted as the norm on television and radio by others as well (Geeraerts, 2001). According to Geeraerts, the intermediate language is used in day-to-day communication, but is not and should never be used in formal written or oral communication. Caluwer & Devos (2006), complement Geeraerts by stating that if the media has a message to send, it should make use of VRT-Dutch, and only if it is applicable, make use of a regional dialect. Moreover, Caluwer & Devos state that the Dutch- and Flemish language are tuned towards one another, due to the fact that a large portion of the Dutch literature is published on the Flemish market as well. When the Flemish behaviour towards the French-speaking Walloons is examined, Jassem-Staniecka (2012) states that "the spread of French is seen on the Flemish side as a form of "pollution" which threatens Flemish linguistic and cultural "purity"" (p.4). According to Jassem-Staniecka, this is a consequence of the battle against the French-speaking bourgeoisie back in the 1800s. Speaking the Flemish language is therefore crucial for being part of the Flemish community.

Looking at the language attitude in Wallonia, especially towards the Flemish community, Jassem-Staniecka states that Walloons see the hostile attitude against the French language as "linguistic racism" (p.4). Where the identity of Flanders is largely decided by the spoken language, in Wallonia the cultural identity is decided by shared social-economic and political ideologies. Moreover, Jassem-Staniecka mentions that Walloons take pride in their multicultural identity; whereas, Flemish have a more hostile attitude. Not as much literature about the use of the French language used in Wallonia is available, as there is about the Flemish language. More can be said about the use of French in Belgium, and especially in Brussels. According to Janssens (2008), French is the lingua franca of Brussels. Moreover, as Aunger (1993) stated, every region in both Flanders and Wallonia has its own dialect, which has priority over the speaking standard French and Dutch. The main dialects in Belgium are: "West Flemish, Brabantish, Limburgish, Luxemburgish, Walloon, Picard, Lorrain, or Champenois" (p.45).

Answering the research question, explaining the difference in language attitude of Flanders and Wallonia, is not easy. Based on historic events, both communities are not positive towards one another about the others language. Moreover, due to regional dialects used by the majority of

Belgians, and the fact that both Flanders and Wallonia use two different officially-recognized languages, it will be difficult to find one communication approach for both communities.

Research question 2.2: In what way does Pink Ribbon Belgium incorporate bilingualism when communicating with other stakeholders?

As mentioned in the project context, Pink Ribbon Belgium is a bilingual organization, communicating in both French and Dutch to their stakeholders. In order to create a communication plan which fits the current manners of communication by Pink Ribbon Belgium, it is good to know how the organization communicates to other stakeholders, and also how this is received by the stakeholders to assess its functionality.

As mentioned in the theoretical framework, Pink Ribbon Belgium communicates to stakeholders via online and offline communication channels. Some examples are: the Pink Ribbon magazine, brochures, the website and social media. After analysing all online and offline communication channels, it can be concluded that Pink Ribbon Belgium tries to communicate in both French and Dutch to their stakeholders. Meaning, messages on online platforms, as well as offline material, are written in both Dutch and French. Moreover, from personal observation in the organization, it appeared that employees of YouANTWERP, the managing company of Pink Ribbon Belgium, speak fluent Dutch and have limited working proficiency of French.

Via the survey which is held with prospective volunteers, the bilingual approach of Pink Ribbon Belgium is assessed (Appendix III). Firstly, it is good to know that both the French-speaking and Dutch-speaking community have minimal knowledge of each other's language. When the prospective volunteers were asked how satisfied they were with the bilingual approach of Pink Ribbon, 46.9% of the respondents were satisfied or very satisfied. When asked what could be improved, the biggest response was the use of the French language of the organization. The respondents sometimes had the feeling that the Dutch community is being favoured.

Research question 2.3: What communication channels and tools can be used for managing communication between bilingual prospective volunteers and Pink Ribbon Belgium?

In order for the communication between the different language communities and Pink Ribbon Belgium to be most effective, it is necessary to be aware which communication channels and tools would be most relevant to communicate with. Research question 2.2 mentioned that Pink Ribbon Belgium uses online and offline communication channels, where information is given both in French and in Dutch.

Moreover, research question 2.2 showed that the French language of Pink Ribbon Belgium, which is used to communicate with stakeholders, can be improved. It was mentioned that 46.9% of all respondents were satisfied with the bilingual approach of Pink Ribbon Belgium. When asked if both language communities could effectively work together, 59.7% said yes. All respondents who said no were asked why. Almost all respondents gave the French-Dutch language barrier as reason. When

the respondents were asked what they needed in order to successfully work together, bilingual volunteers, translators, and a short French course were given as the main solution.

In conclusion, Pink Ribbon could continue to use the communication channels like e-mail, social media, brochures, and their website. However, in addition, it is important that for every communication channel the use of the French language is also up to par. Solutions for extra communication channels are bilingual volunteers, a translator or a short course where the French of employees or volunteers will be improved.

Central research question 3: What is the best way to implement narrative probability and narrative fidelity in the volunteer communication of Pink Ribbon Belgium?

According to Ms Tassignon (personal communication, March 16, 2016), Tesselaar (2016) and Fisher (1984), storytelling is important in order to create understanding while communicating. Whether something is accepted as reality depends on the consistency of the story elements and the historic and current events of a person. In order to increase the chances that prospective volunteers of Pink Ribbon Belgium will fully understand what is going on, narrative probability and narrative fidelity should be implemented in the best way in volunteer communication. From interviews and a survey with Pink Ribbon International (Appendix II), it appeared that, concerning narrative probability, use of consistent communication channels like telephone, meetings and personal communication are important. Also a consistent tone of communication is important. However, in some cases this should be adapted to the situation. Moreover, it is important to clear out unnecessary communication which do not benefit the volunteering-process. This does not only improve the consistent use of communication channels and tones, but also improves the clarity of the communication. A basic communication scenario could help here. Concerning narrative fidelity, interviews and the survey with Pink Ribbon International showed that it is very important to take into account the personal experiences volunteers have had, and to anticipate on this while communicating and during volunteering itself. Experiences of volunteers could be used as testimonials in campaigns, or former patients could even tell their story to other women who need more information or support. It is important to show through communication, that the volunteers make a difference to the people and the organization they are volunteering for.

Research question 3.1: What does Pink Ribbon International do in order to ensure volunteers' understanding while communicating with each other?

As mentioned in the project context, Ms Tassignon (personal communication, March 16, 2016) stated that it is important to create a context for volunteers, in order to create understanding while communicating. This statement is supported by Fisher (1984) who stated that “humans are essentially storytellers” (p.7), but also by Tesselaar (2016), who mentioned that by creating stories, which include perspectives from all layers of the organization, the story will be easily recognized and passed on in all layers of the organization. Finally, Widrich (2012) mentioned that storytelling activates more parts of the brain than when people have to listen to a presentation without

storytelling. “Not only are the language processing parts in our brain activated, but any other area in our brain that we would use when experiencing the events of the story are too (p.2).”

As mentioned before, it is important to see how the sister-organizations of Pink Ribbon Belgium ensure the understanding at volunteers. Do these organization use storytelling as well in their volunteer communication? From the interviews it became clear that only the sister-organizations in Spain and the United Kingdom do so, and they assess storytelling as the basis of their communication (Appendix II). Both organizations hire women especially who have had breast cancer and empower these women by making them “experts” and by letting the women tell their story to other volunteers or during volunteer work. From the survey with the Netherlands and Switzerland, it appeared that these two countries do not or barely use storytelling.

Research question 3.2: In what way does Pink Ribbon International make sure the management of communication and messages are consistent?

As mentioned in research question 3.1, creating a context and storytelling are important in creating understanding with volunteers. Fisher (1984) mentions that people construct reality on historic and situational events, and on the extent by which the demands for narrative probability and narrative fidelity are met. Especially narrative probability relates to the consistency of story elements. Concerning volunteer communication, consistency relates to the communication messages and channels which are used in order to communicate. From all interviews and the survey with Pink Ribbon sister-organizations (Appendix II), it appeared that all organizations use a similar set of communication channels. The channels mostly used are e-mail, telephone or personal meetings. In Spain there is even a scenario of contact moments with volunteers: during recruitment selection, the workshop for volunteers, the specific education for volunteers, during the volunteer work (dependent on their coordinator), and an evaluation at the end of the service. At Breast Cancer Care UK, they strive to communicate only when necessary. This prevents superfluous communication and increases the clarity of the messages as well. Pink Ribbon Netherlands also stresses the importance of using consistent communication channels and tone of voice, in order to increase the clarity, and thus understanding of communication. In addition to the aforementioned research, Tesselaar (2016) mentioned that by including perspectives from all layers of the organization, a consistent story can be created, which can be accepted by all related parties of Pink Ribbon Belgium concerning volunteer communication.

Research question 3.3: To what extent does Pink Ribbon International take into account volunteers' personal life experiences when communicating with volunteers?

As mentioned in research question 3.1 and 3.2, creating context and storytelling are important in creating understanding with volunteers. Where the use of storytelling and narrative probability is examined in the previous two research questions, narrative fidelity is examined in this research question. Where narrative probability concerns the consistency of story elements, narrative fidelity concerns historic and current events through which people make up their reality (Fisher, 1984).

Concerning volunteer communication, it is important to see how Pink Ribbon International integrates these events in their communication.

Before Pink Ribbon International is discussed, it is important to know if prospective volunteers even want to share their personal life experiences. From the survey with prospective volunteers (Appendix III), it resulted that almost 80% of all respondents (n=146) have breast cancer or have had breast cancer in the past. When they were asked what their motivation were to volunteer for Pink Ribbon Belgium, many of the prospective volunteers stated that they want to use their personal experience to inform and support other women and men who are struggling with the same issues related to breast cancer. The high number of former breast cancer patients, may or may not be related to the high number of respondents who think it is important or very important that there is a trustee within the organization with whom they can share their experiences (80.5%). When the respondents were asked if they have someone in their family circle or circle of friends with whom they could otherwise share their experiences, almost 43% said no. Tesselaar (2016) mentioned before, that in order to create a story accepted by all, perspectives from all layers of the organization need to be included. By including the stories of the women who have or have had breast cancer, thus including the perspective of these women into the volunteer communication plan, understanding could be created when informing prospective volunteer of Pink Ribbon Belgium.

Now it can be discussed to what extent Pink Ribbon International takes into account personal life experiences of their volunteers. From the survey with Switzerland it resulted that they do not take into account the personal life experiences of volunteers (Appendix II). The Netherlands do adapt their message or question to what the volunteer can handle. Their experiences are used as, for example, testimonials in campaigns. From interviews with Spain and the United Kingdom it appeared that volunteers who have had breast cancer can fulfil special roles within the organization as 'expert'. With their testimonials and experience, former patients have insights which are very valuable to the organizations. According to Breast Cancer Care UK, it is important that you avoid people who want to volunteer for the organization, but are not mentally and physically ready yet to do volunteer work. Moreover, it is important to show what difference the volunteer role will make in someone's life and how the volunteer can contribute to this.

Chapter 6 – Conclusion and recommendations

Based on the results of the research, which can be found in the previous chapter, conclusions about volunteer communication for Pink Ribbon Belgium can be formed. In order to form the main conclusion, every central research question will be shortly concluded with the most important concepts, which will lead to the main conclusion. From the main conclusion, recommendations will be formed.

Conclusions

Research question 1 is related to the theoretical research area of ‘volunteer communication and relationship management’. In this theoretical research area, it was found that trust, satisfaction and commitment are key concepts in the management of and communication with volunteers. By active listening, honestly responding and transparent and truthful communication, this could be evoked. This area partially formed the b-part of the research objective by stating that, in order to develop recommendations for a communication plan, *insights needed to be gathered, to measure the extent by which trust, satisfaction and commitment were valued by prospective volunteers of Pink Ribbon Belgium, and are implemented in volunteer communication of Pink Ribbon International* (chapter 2). Other insights which the research provided were that trust, satisfaction and commitment were highly valued by both the prospective volunteers of Pink Ribbon Belgium and Pink Ribbon International. The communication channels which would promote trust the most are e-mail, an online platform like the website, social media and personal contact with the organization. To create higher satisfaction, communication activities like a volunteer coordinator, gratitude from the organization towards the volunteers, and feedback moments are important.

Research question 2 is related to the theoretical research area of ‘Belgian bilingualism’. In this theoretical research area, it was found that due to historic events, Belgium has been made up by two different language communities since 1830: the French-speaking Walloon community and the Dutch-speaking Flemish community. As mentioned in the theoretical research area, Pink Ribbon Belgium targets both communities, and therefore, the language attitudes of both communities needed to be examined better. These theoretical insights partially formed the b-part of the research objective by stating that, in order to develop recommendations for a communication plan, *it needed to be assessed how the bilingualism in Belgium influences the communication with volunteers of Pink Ribbon Belgium in the future* (chapter 2). Other insights which the research provided were that the bilingualism in Belgium will influence the communication with volunteers of Pink Ribbon very much in the future. Solutions offered by the prospective volunteers were bilingual volunteers, translators or a short course of French.

Research question 3 is related to the theoretical research area of ‘Narrative paradigm theory’. In this theoretical research area, it was found that, based on how well narrative probability and narrative fidelity are incorporated in a story; the story will be a success and accepted by the people as the truth. These theoretical insights partially formed the b-part of the research objective by stating that, in order to develop recommendations for a communication plan, *an overview needed to be provided which would show the use of narrative probability and narrative fidelity in the communication with prospective volunteers of Pink Ribbon International* (chapter 2). Other insights which the research provided were that, concerning narrative probability, a consistent use of communication channels and tone is very important. Also, it is important to cut out excessive communication moments with volunteers. A communication scenario will help in this case not only for the consistency, but also for the clarity of the communication with volunteers. Concerning narrative fidelity, it is very important to take into account personal experiences of (prospective) volunteers. Not only is it important to screen prospective volunteers if they are physically and mentally able to perform volunteer work, especially if they have had breast cancer in the past, but also to provide the opportunity for former patients to tell their story and share their experiences with current breast cancer patients and other

volunteers. Communicating through stories and showing what difference the volunteer can make with the volunteer work, is highly effective for creating understanding for volunteers. Additionally, it is important to have someone within the organization with whom volunteers can talk if they experience difficulties, due to historic or current events.

Recommendations

Based on the conclusion, recommendations for a communication plan can be developed accordingly.

Firstly, it is recommended that, in order to create trust, satisfaction and commitment, the main communication with volunteers consistently will go through the communication channels of the website of Pink Ribbon Belgium, e-mail and personal contact with a volunteer coordinator of the organization, who could be a volunteer as well. Besides a monthly feedback session to see how the volunteer work is going, volunteer coordinators can also take the feedback opportunity to see how the volunteer is doing mentally. The volunteer coordinator is then responsible for the communication between the volunteers who actively execute the volunteer work and the organization. At least one volunteer coordinator per twenty volunteers or per activity is recommended. Additionally, a communication scenario for both the volunteer and the organization will limit excessive communication and improve the clarity and consistency of the communication. Finally, it is important to show appreciation for the work the volunteers have done, to show gratitude. This could be done by sending a birthday card to the volunteer coordinators and volunteers.

Secondly, it is recommended that Pink Ribbon Belgium communicates to volunteers in the officially recognized Dutch and French, to prevent miscommunication due to dialects. Moreover, the French language of the organization should be improved to maintain good relationships with the Walloon community. This could be done through a crash course French for employees of Pink Ribbon Belgium or for volunteer coordinators, if they need it. Or this could be achieved by only allowing bilingual volunteers or employees to fulfil main roles like that of the volunteer coordinator.

Thirdly, it is recommended that Pink Ribbon Belgium uses stories of former breast cancer patients to instruct volunteers how to do their tasks. Stories help to create understanding and to create value for the volunteers and the volunteer work that needs to be done. This will make the instructions concrete and clear, and helps to understand what kind of situations the volunteer can encounter during the volunteer work.

Chapter 7 – Advice

Based on the research, the advice for Pink Ribbon Belgium can be formulated in the form of recommendations for a volunteer communication plan. The communication plan should give insight in the proposed communication strategy, concerning the execution, the planning and the costs (Vos, Otte & Linders, 2003). This was preferred by the client, as well as the goal of the organization, to set up a volunteer network in order to maintain and advance the partnerships of Pink Ribbon

Belgium, in order to be able to continue executing projects, and in order to increase awareness for breast cancer detection and prevention. The advice is based on the goal of the organization, but also on the problem of Pink Ribbon Belgium accompanying this goal. As mentioned in the project context, Pink Ribbon Belgium lacks the time and knowledge of how to manage communication with volunteers. Therefore, the external goal for this research was to develop recommendations for a communication plan, in order to reduce the lack of knowledge of how to manage volunteer communication.

For the advice, there are several barriers which need to be taken into account. Firstly, Pink Ribbon Belgium is a non-profit organization (Pink Ribbon, n.d.). Meaning, the money which is used for the organization activities is mainly gathered via partnerships. Therefore, the communication plan needs to fit in the yearly budget of the organization, which is not much. A barrier could be, as mentioned in the project context, that everything needs to be communicated in both Dutch and French, which is expensive (B. Geysen, personal communication, February 2, 2016). Moreover, as mentioned before in the project context, the lack of time to manage volunteer communication can result in underdeveloped relationships with the volunteers. The final barrier could be that prospective volunteers could choose to do volunteer work at other non-profit organizations if things are not well organized at Pink Ribbon Belgium.

Based on the research results, conclusions and recommendations mentioned in chapters 5 and 6, the following communication plan is recommended, in order to manage communication with volunteers in the future. The recommendations take the goal of the organization, the communication problem of the organization, the barriers of the organization and its external environment into account.

In the conclusion it was stated that trust, satisfaction and commitment are important for the relationship with Pink Ribbon Belgium in the future (Appendix II, Appendix III). Concerning trust, Pink Ribbon Belgium should use a communication scenario and information brochures, which help to provide clear and consistent communication in tone and channels. Information concerning these deliverables can be found in chapter 8. Consistent channels advised are: the Pink Ribbon Belgium website, e-mail, and personal contact with a volunteer coordinator. Besides trust, use of volunteer coordinators per activity can increase satisfaction as well. The volunteer coordinator discusses feedback with the volunteers, but also talks with volunteers about personal experiences, as the survey with volunteers showed was necessary. Both trust and satisfaction lead to committed volunteers in the future. Every activity will have a minimum of one volunteer coordinator. One person within Pink Ribbon Belgium should manage the volunteer coordinators to ensure consistency in information and to provide support from within the organization. Moreover, research showed that it is important to use the officially recognized French and Dutch language, as different dialects can prevent clear communication. Prospective volunteers gave notice in the survey that they were unsatisfied with the level of French of Pink Ribbon Belgium. To solve this, it is recommended to hire bilingual volunteer coordinators who can speak and write both French and Dutch in order to communicate with both volunteer communities. Moreover, as mentioned in the previous chapter, it is important to show appreciation for the work the volunteers have done, by sending a birthday card to the volunteer coordinators and volunteers. Finally, research showed that storytelling improves the understanding while communicating. Therefore, storytelling is recommended to be

implemented during the instruction of volunteers for the volunteer work. Additionally, the experience of former patients who overcame breast cancer could be used, in order to instruct other volunteers. This will help to understand what kind of situations the volunteer can encounter during the volunteer work.

This advice takes into account the internal and external environment as this offers a solution for the stated communication problem in several ways; the advice takes into account the limits and barriers of the organization, the opinion of the prospective volunteers, Pink Ribbon International, the Flemish and Walloon communities, and uses external non-profit organizations as example. The advice is based on the theoretical concepts mentioned in chapter 2.

As the advice is formulated, the theory of Cialdini (2009) on the 'weapons of influence' can demonstrate why this advice will be effective for prospective volunteers of Pink Ribbon Belgium. According to Tesselaar (2016), Cialdini mentions that a network of people can be influenced positively or negatively, depending on the degree of reciprocation, commitment and consistency, social proof, liking, scarcity and authority are present within the network. Cialdini also mentions that the implementation of the aforementioned six weapons of influence in stories is of significance when wanting to influence people. In the advice, storytelling is used when instructing the volunteers, in order to improve understanding while communication.

If the advice is compared to the six 'weapons of influence' of Cialdini (2009), it can be concluded that prospective volunteers can influence each other to volunteer for Pink Ribbon Belgium. The first weapon of influence relevant for the advice is *reciprocation*. Cialdini mentions that people want to repay others. When looking at the people who filled in the volunteer survey (Appendix III), over 80% of the people have or have had breast cancer or know somebody in their closest circle with breast cancer. Especially the group which has been cured from breast cancer can have the feeling that they need to do something in return for the care they received. As mentioned in chapter 5, prospective volunteers of Pink Ribbon Belgium want to use their personal experience to inform and support other women who are struggling with breast cancer. The second relevant weapon of influence for Pink Ribbon Belgium is *commitment and consistency*. Cialdini (2009) says that people want to act consistent concerning behaviour and commitment. For Pink Ribbon Belgium this could mean that the people who have given notice that they would possibly want to volunteer for Pink Ribbon Belgium, will feel intrinsic pressure to act according to the decision to fill in the volunteer survey, to become a volunteer for Pink Ribbon Belgium. Moreover, concerning the advice, it was mentioned that trust can be generated through consistency in the use of communication channels and tone, which connects to the key concept of 'narrative probability'. Once volunteers know how to communicate with Pink Ribbon Belgium, they will act consistent and will be committed to communicate accordingly. To ensure this consistency in communicating, a communication scenario and information brochures are advised. Moreover, bilingual volunteer coordinators ensure consistency in the language use of Pink Ribbon Belgium. The third weapon of influence relevant for Pink Ribbon Belgium is *social proof*. Cialdini mentioned that when people see others doing something, it will be seen as appropriate and a good thing to do. For Pink Ribbon Belgium this means that the organization should start with 50 volunteers, and makes sure every step of the volunteering process will run without problems so that the 50 volunteers will keep working, stay satisfied and committed. This will then attract new volunteers, as people see volunteering for Pink Ribbon

Belgium as a generally accepted thing to do. To keep the first 50 volunteers satisfied and committed, the advice mentions that the volunteers should receive enough guidance, in the form of volunteer coordinators, feedback sessions and contact with other volunteers, and appreciation needs to be shown in the form of a birthday card. The fourth relevant weapon of influence is *liking*. According to Cialdini, if people like someone, they will help sooner than when they do not like someone. For Pink Ribbon Belgium this means that the volunteers need to stay satisfied in order to keep or start helping. In the advice the key concept 'satisfaction' plays a big role. As mentioned before, by offering guidance and showing appreciation, the satisfaction of the volunteers can be met. The final relevant weapon of influence is *scarcity*. Cialdini mentions that when people think that there is a scarcity of something, people are more motivated to act upon that product. That is connected to the fear of losing. For Pink Ribbon Belgium's volunteers this could be linked to the fact that people who have or have had breast cancer or know someone with breast cancer, realize that life is "scarce". Therefore, they are motivated to act upon that and are willing to volunteer for Pink Ribbon Belgium to get the most out of life. The sixth weapon of influence, *authority*, has not been used in the advice, as the relevance between volunteer work and authority has not been tested.

The advice can be facilitated by hiring a part-time bilingual employee until the network is up and running. The reason for this facilitation advice is because at the moment there is no knowledge yet of how to set up a volunteer network or how to communicate with volunteers within Pink Ribbon Belgium. Moreover, Pink Ribbon Belgium has no time to set up a volunteer network as mentioned in the project context. The complete facilitation by Pink Ribbon Belgium and the part-time bilingual employee will be discussed in the next chapter: implementation plan.

Chapter 8 – Implementation plan

The advice can be implemented and facilitated with the support of deliverables. For each deliverable, the relevance and link to the advice and research is explained. Moreover, the specific link between the deliverable and prospective volunteers of Pink Ribbon Belgium is explained, according to Cialdini's 'weapons of influence' (2009), mentioned in chapter 7. This link exemplifies why the advice is especially suitable for Pink Ribbon Belgium and her prospective volunteers.

Communication scenario

Based on the interview with Asociación Española Contra el Cáncer (AECC), the Spanish sister-organization of Pink Ribbon (Appendix II), and based on the orientation interview with Kom op tegen Kanker (Appendix I), an example of a communication scenario has been developed. The communication scenario has five phases with matching activities. As mentioned in the advice, the communication scenario will help to use the communication channels and tone in a clear and consistent way, in order to have a positive effect on the trust between the organization and volunteers of Pink Ribbon Belgium. Moreover, Cialdini (2009), mentioned that people want to behave consistently and are committed to this behaviour. Once volunteers have a communication scenario, the urge to behave consistently and stay committed to volunteering for Pink Ribbon

Belgium increases. This is related to Cialdini's 'weapon of influence' *social proof*. If people in the network of prospective volunteers of Pink Ribbon see that the volunteering process and communication runs without problems, and people trust the organization, the volunteering for Pink Ribbon Belgium will become generally accepted. Meaning, the barrier to become a volunteer for Pink Ribbon Belgium automatically will become less. To make sure that the volunteering process and communication runs without problems, Pink Ribbon Belgium should start with a group of 50 volunteers, as mentioned in the advice.

	Phases	Tasks
Phase 1	Informing	❖ Provide an information brochure for possible volunteers via the website (detailed description in this chapter)
Phase 2	Employment of volunteers	❖ Motivation letter ❖ Intake interview
Phase 3	Educating	❖ Provide information on how to volunteer precisely via mail (detailed description in this chapter)
Phase 4	Volunteering	❖ Feedback moment via e-mail every two weeks with the volunteer coordinator. ❖ Important updates from the organization can be send via e-mail to the volunteer coordinator, who sends it to the volunteers. The update can be posted on the website in addition, if necessary.
Phase 5	Evaluation	❖ Final feedback session with the volunteer coordinator: What went well? What could be improved?

Table 1: communication scenario

Information brochures

As mentioned in the advice, information brochures are recommended in order to provide clear and consistent communication between Pink Ribbon Belgium and prospective volunteers. Interviews with Kom op tegen Kanker (Appendix I) and Pink Ribbon International (Appendix II) gave input for the content of the information brochures. In the communication scenario, it became clear that the prospective volunteers should receive information concerning volunteer work at two separate moments. Firstly, in the informing phase: the brochure gives information about the organization and what difference the volunteers make for Pink Ribbon Belgium and the people they support during their volunteer work. Secondly, once the volunteers are accepted to do volunteer work in step 2, the volunteers receive information in the educating phase as well: where information needs to be given to volunteers about how to set up a volunteer activity or join an activity organized by Pink Ribbon

Belgium, how to behave during volunteer work, and specific information about the volunteer work itself.

Information brochure: informing phase

Based on the *information brochure care-volunteers* from Kom op tegen Kanker (2016) and based on the interviews held with Pink Ribbon International (Appendix II), an information brochure can be formed as to communicate clear and consistent with prospective volunteers in the informing stage of the communication scenario. It is important to take into account, as mentioned in the advice, the storytelling when informing prospective volunteers, in order to create understanding. As mentioned before, Cialdini (2009) has stated that stories can positively influence a network. Besides the need for consistency and commitment, *reciprocation* is also an important ‘weapon of influence’ here. As over 80% of the women who filled in the survey dealt with breast cancer, one way or another, they feel the need to do something in return. By using stories of former breast cancer patients, the women are empowered to tell their story and feel connected to Pink Ribbon Belgium. The information brochure, which is accessible through the Pink Ribbon website, has the following layout:

Chapter 1: What is Pink Ribbon?

Chapter 2: What is the vision of Pink Ribbon?

Chapter 3: How does Pink Ribbon want to achieve the vision?

Chapter 4: What are important values for Pink Ribbon?

Chapter 5: Why are volunteers important for Pink Ribbon?

Chapter 6: What does Pink Ribbon expect from its volunteers?

Chapter 7: What basic characteristics does a volunteer of Pink Ribbon need to have?

Chapter 8: What kind of activities can volunteers perform for Pink Ribbon?

Chapter 9: What will be the next step to become a volunteer?

Information brochure: educating phase

Based on the *information brochure care-volunteers* from Kom op tegen Kanker (2016) and based on the interviews held with Pink Ribbon International (Appendix II), an information brochure can be formed as how to communicate clearly and consistently with volunteers who are already accepted by Pink Ribbon Belgium in the educating stage of the communication scenario. This information brochure will give a detailed description on how to execute and/or start volunteer work precisely. Important to take into account, as mentioned in the advice, is storytelling during informing prospective volunteers, in order to create understanding. As mentioned in the ‘information

brochure: informing phase', storytelling empowers women to tell their story and feel connected with Pink Ribbon Belgium. By being allowed to tell their story, they can also feel the need to do something in return: *reciprocation*. The information brochure, which will be sent to the volunteer via e-mail, could have the following lay-out:

Chapter 1: Word of gratitude that the volunteer is actually going to volunteer;

Chapter 2: Detailed description of how to enter an activity organized by Pink Ribbon or other volunteers via the website;

Chapter 3: Introducing the final steps of the communication cycle: volunteering (step 4) and evaluation (step 5);

Chapter 4: Introducing the volunteer coordinator;

Chapter 5: Explanation of insurances;

Chapter 6: Explanation of compensation of made costs during volunteer work;

Chapter 7: Contact details of the organization and volunteer coordinator in case of emergency;

Volunteer coordinator

As mentioned in the advice, one of the consistent communication channels is contact with the volunteer coordinator. The volunteer coordinator will play a central role in the communication between the organization and (prospective) volunteers. The volunteer coordinator has a positive effect on both trust and satisfaction, which leads to committed and longer engaged volunteers, as mentioned in the advice as well. Besides connecting to Cialdini's (2009) 'weapon of influence' *consistency and commitment*, the volunteer coordinator also connects to Cialdini's *liking*. If the volunteers are satisfied with the volunteering process at Pink Ribbon Belgium, the volunteers will "like" Pink Ribbon Belgium. According to Cialdini, people are more willing to do something for someone or for an organization when they like the person or company. This could be beneficial for Pink Ribbon to gain more support for the volunteer work eventually. The volunteer coordinator will have several responsibilities:

- ❖ Contact person for the volunteer before and during the volunteer work;
- ❖ Listens to the feedback and experiences that volunteers provide every two weeks via e-mail;
- ❖ Gives the feedback that is important for the management to know, which is received from the volunteers, to the person in charge of the volunteer coordinator within the management of Pink Ribbon Belgium;
- ❖ If necessary, listens to concerns the volunteers have which possibly interferes with the volunteer work;
- ❖ Sends updates from the management of Pink Ribbon Belgium to the volunteers via e-mail.

The volunteer coordinator needs to be bilingual, due to the bilingual nature of the organization. Within the management of Pink Ribbon Belgium, there needs to be one person who is in charge of the volunteer coordinator, in order to ensure the consistent use of communication channels and tone. The communication structure between the organization, volunteer coordinators and volunteers can be drawn as follows:

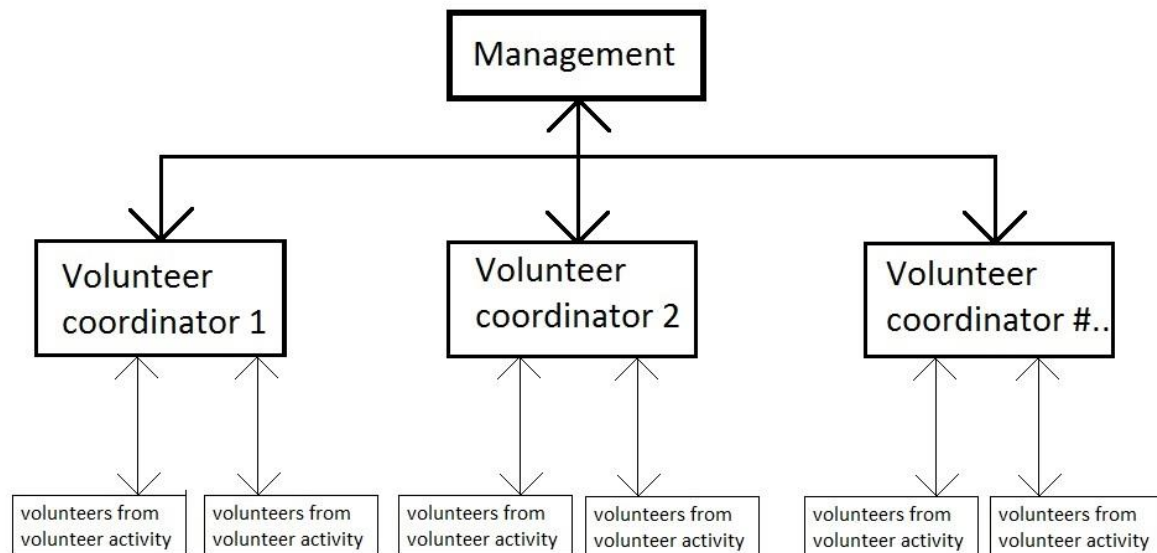


Figure 3: volunteer communication structure

All in all, there are a few changes in the overall communication policy of Pink Ribbon Belgium. The main change is that there will be an additional communication line between the organization, the volunteer coordinators and the volunteers. The volunteer coordinators and volunteers will be briefed on the communication lines that exist via the information brochure in the education phase. This brochure will be send to the responsible persons via e-mail.

Hiring part-time bilingual employee

As mentioned in the research report, the advice and in the implementation plan, the communication recommendations on how to communicate with volunteers are based on clear and consistent use of communication channels, activities and tone. The communication scenario and information brochures facilitate this communication by the organization and its volunteers. As mentioned in the advice, a part-time bilingual employee who works at Pink Ribbon Belgium for a couple of months for the implementation will ensure that Pink Ribbon Belgium will not lose valuable time during the implementation of the communication plan. The reason for this facilitation advice is that there is no knowledge yet on how to set up a volunteer network or how to communicate with volunteers within Pink Ribbon Belgium. Moreover, Pink Ribbon Belgium has no time to set up a volunteer network as mentioned in the project context. The planning of the part-time bilingual employee at Pink Ribbon Belgium will be presented in the next chapter: planning.

Chapter 9 – Planning and organizing

In order to implement the recommendations given in the advice, a schedule is constructed in order to make the implementation and facilitation of the advice as clear and realistic as possible. The schedule is based on the milestones of the advice implementation. Firstly, the milestones have been translated into nine steps. These steps need to be explained. Then, a schematic representation of these steps is shown in table 2, including the deadlines for the implementation of the advice. For the planning, one thing needs to be taken into account. At this moment, Pink Ribbon Belgium is developing a new website, with room for the volunteer activities, which needs to be ready before the 1st of October 2016, the International Breast Cancer Month. As a consequence, the information will not be placed on the website before or during the breast cancer month in October; another reason is of the lack of time during this month to start the volunteer network. In order to make sure there is enough time to start the volunteer communication and the volunteer network, the starting date could be on the 1st of November 2016.

Step 1: Pink Ribbon Belgium needs to hire a part-time bilingual employee who will be responsible for the implementation of the recommendations for the volunteer communication plan. This person is also responsible for the volunteer coordinators at first. After the volunteer communication functions without any problems, this task could be done by a volunteer as well.

Step 2: Collect testimonials of women who have or have had breast cancer. These testimonials will be used for the information brochures in step 1 and 3 of the communication scenario. As mentioned in the advice, storytelling has a positive effect on creating understanding and influencing the network while communicating. These testimonials will be used for educational purposes.

Step 3: Gather content and make the lay-out for the information brochures of step 1 and 3 of the communication scenario. The content should be written in both Dutch and French. As mentioned in the advice, the prospective volunteers were not satisfied with the level of French of Pink Ribbon Belgium. Therefore, the French should be double-checked before finalizing the brochures.

Step 4: Hire volunteer coordinators, who will be responsible for the volunteers who are going to execute activities for Pink Ribbon Belgium. Important is that the volunteer coordinators are bilingual speaking both Dutch and French, in order to be able to communicate with every volunteer who wants to participate in the activity.

Step 5: Educate the volunteer coordinators about the communication scenario -what the volunteer process will be from the moment somebody wants to volunteer for Pink Ribbon Belgium until the moment the volunteer wants to terminate the contract.

Step 6: Develop feedback forms that the volunteers coordinators can send to the volunteers who they will guide every two weeks. By sending the same feedback forms every two weeks, possible trends in feedback can be discovered and Pink Ribbon Belgium can anticipate on this accordingly.

Step 7: Design birthday cards as appreciation-token, which can be send to the volunteer coordinators and volunteers when it is their birthday. As mentioned in the advice (chapter 8), this will have a positive effect on the satisfaction, and thus, the commitment of volunteers of Pink Ribbon Belgium.

Step 8: Make sure that the information brochure of step 1 in the communication scenario is available on the website of Pink Ribbon Belgium. Moreover, inform prospective volunteers that the information is available on the website of Pink Ribbon. This can be done through the Facebook-, Instagram-, and Twitter channels of Pink Ribbon Belgium.

Step 9: Execute a trial with one activity. This allows Pink Ribbon Belgium to adapt the communication scenario if necessary and allows the volunteer coordinator to practice their volunteer tasks as well.

It is very important to monitor whether the steps are implemented correctly. Step 9 will function as key moment in the process, as it will become clear in the trial whether or not certain elements of the volunteer communication need to be adapted. This monitoring process makes sure that, once Pink Ribbon Belgium completely finishes all preparations for the volunteer communication and network, everything will function without problems and the volunteers and partners will be satisfied.

Schematic representation of the planning

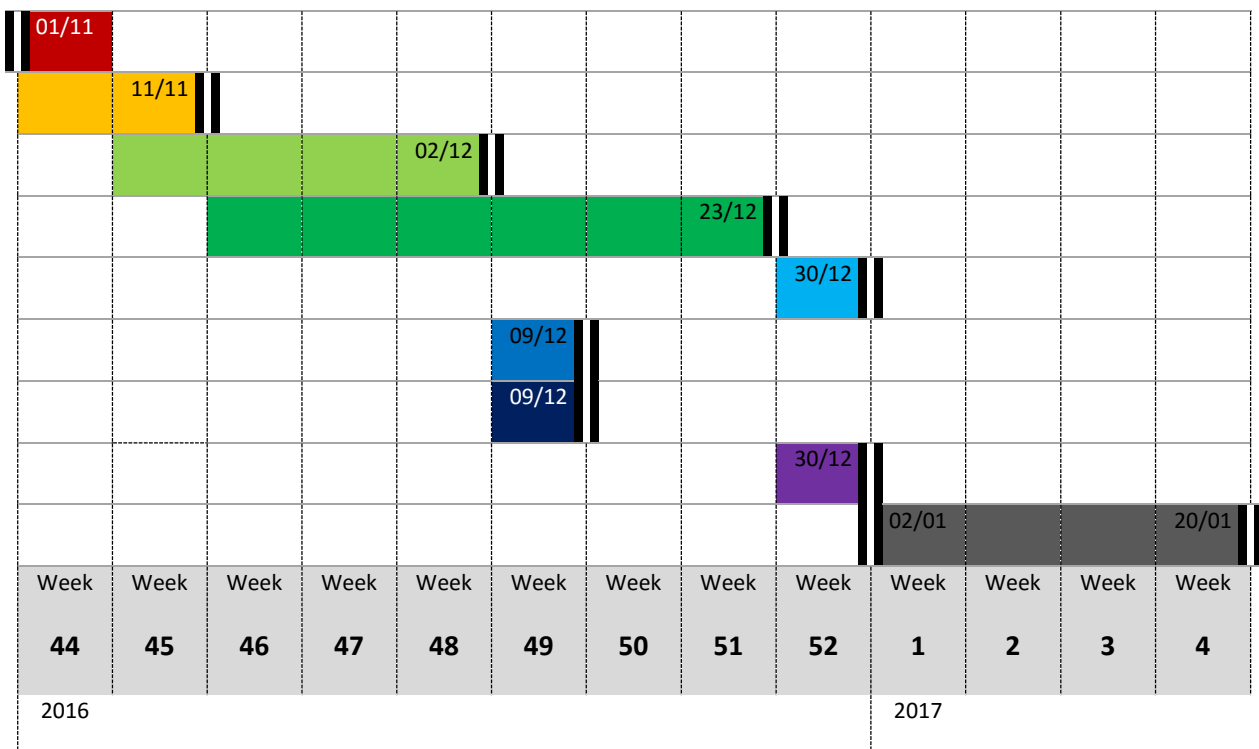


Table 2: Schedule implementation communication plan

In this planning the deadlines for each step (milestones) can be seen. Each colour in the schedule relates to the step mentioned before and are in chronological order. For example, the first bar is red just like **step 1** in the grey boxes. Also, step one is the first step, thus, it has the first row in the schedule. The same logic applies to **step 2**, **step 3**, **step 4**, **step 5**, **step 6**, **step 7**, **step 8** and **step 9**. The double bars on the side of each step represent the deadline of the step. Expect in **step 9** the start date is also mentioned, due to the fact that step 9 is the final trial version.

The communication plan is based on several things including (1) the communication problem of the client, (2) an implementation plan with deliverables for the target group, and also (3) a budget to see how much the execution of the communication plan will cost and how large the return will be on the investment Pink Ribbon Belgium will have to make.

(1) The communication problem of the client

As mentioned in the project context, Pink Ribbon Belgium does not have the knowledge nor the time to set up a volunteer network. Accompanied with this organizational goal, the project context noted that the knowledge of how to manage volunteer communication is not present as well. Therefore, it was decided that the theme of the research would be to develop recommendations for a communication plan, concerning managing volunteer communication. Based on preliminary research, the theoretical research areas provided the key concepts for which additional research needed to be done. The key concepts and objects together formed the basis of the research objective. The key concepts were researched in literature research as well as in surveys and

interviews with prospective volunteers of Pink Ribbon Belgium and Pink Ribbon International. The research results led to conclusions and recommendations, which in the end formed the advice. Deliverables taken from the advice, as can be seen in the implementation plan, are the communication scenario, the information brochures, the volunteer coordinators the birthday-cards for the volunteers and the part-time bilingual employee. When constructing the advice, limits and barriers are taken into account, as well as the costs and the planning of the organization, concerning the October Breast Cancer Month and the new website. This was mentioned in the implementation plan as well (chapter 8). All in all, based on the communication problem of the client, an advice with recommendations on how to manage volunteer communication is constructed for Pink Ribbon.

(2) The implementation plan with deliverables for the target group

For the advice it is important to take into account the target group of the advice, as the advice needs to be effective for the target group. As mentioned in the theoretical framework (chapter 2), the target group of the research are the prospective volunteers of Pink Ribbon Belgium. To make sure that the recommendations are suitable for the target group, prospective volunteers are an object in the research as can be seen in part B of figure 1. The object 'prospective volunteers' has been contested with the key concepts, which are derived from the theoretical research areas, with the support of a volunteer survey. Here the prospective volunteers were able to share their opinion and ideas concerning the key concepts. Combined with the objects of Pink Ribbon International and Pink Ribbon Belgium itself, the research results led to the advice and the accompanied deliverables, which are targeted from the organization to the prospective volunteers, without losing the limits and barriers of Pink Ribbon Belgium out of sight.

(3) The budget

As mentioned in the project context, the organizational context and in the advice, it is very important that the expenses associated with the management of communication with volunteers are kept as low as possible. The main reason for this is that Pink Ribbon Belgium acts as a non-profit organization (Pink Ribbon, n.d.), and that most of the money which is used for organizational activities comes from partnerships. As Ms Geysen mentioned in the intake interview (personal communication, February 2, 2016), communicating in both French and Dutch is expensive. By hiring bilingual volunteer coordinators and hiring a part-time bilingual employee for the implementation of the communication plan for four months, this issue is taken care of. The part-time employee will be responsible for all the steps mentioned in this chapter, in order to implement the communication plan as recommended in the advice. Moreover, the employee should take into account the budget which is developed, as can be seen below (table 3). Costs are being saved by focussing on making the information for prospective and hired volunteers available online, and by communication with the volunteers digitally. Moreover, by hiring an extra part-time employee and volunteer coordinators who are bilingual, no extra time and costs are lost on translation.

Expenses			
• Part-time Public Relations/Communication employee (20h)*	€1,250.00 per month, gross	4-months service	€5,000.00
• Print birthday cards**		Edition of 50 cards	€19,24 excl. taxes
• Stamps birthday cards***		Edition of 50 stamps	€37,00 excl. taxes
Total expenses			€5,056,25
Revenue			
• Profit from activity	€250.00 per activity	x 21 activities	€5,250.00
--- OR ---			
• Profit from activity	€250.00 per activity	x 1 activity	€250.00
• Supporting partner****			€5.000,00
Total revenue			€5,250.00
Balance expenses and revenue		+	€193.75

Table 3: Budget implementation communication plan

* The Public Relations/Communication employee salary is based on Belgian salary indication for a Public Relations employee who has three years of work experience (Loonwijzer.be, n.d.).

** The costs of the birthday cards are based on 50 volunteers. Moreover, the following specifications of the birthday card are used: A6, unfolded, MC Silk coating, 250gr/m2, 4/1 full-colour/black, 1 design for all cards. If the cards are ordered before 4pm, the cards will be sent the same day (DWCprint, n.d.)

*** In order to send all the birthday cards correctly, 50 stamps are necessary (Bpost, n.d.).

**** From the presentation for potential partners (Pink Ribbon, 2016)

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Appendix I – Preliminary research

- **Defining communication plan**

According to Vos, Otte & Linders (2003), a communication plan is a sequence of six steps: the assignment, a situation analysis, a communication analysis, the target groups and objectives, the communication strategy, and the organisation. Where a communication strategy gives insight in what needs to happen in order to solve the client's problem, the communication plan gives more detailed insight in when and how to execute the communication strategy, and how much it will cost.

- **Intake Interview with Bettina Geysen, CEO of Pink Ribbon Belgium**

Interviewee:	B. Geysen
Interviewer:	C. Nijboer
Date and time:	02-02-2016 at 15:00
Place:	Nassaustraet 37-41, Antwerp

The overall project context

❖ Could you explain in a few sentences what Pink Ribbon is and what the values are?

Pink Ribbon is a non-profit organization (NPO) about breast cancer. It is not for people with breast cancer but about breast cancer. We have three things to do: we have to inform people about breast cancer, we have to sensitize people, and we have to collect funds. Those are the three main things we want to do. We want to inform them about prevention, because when you live in a healthy way, in some cases, you can prevent breast cancer. Secondly, we inform people about the screening for breast cancer. How and how much you should screen, for both men and women. We don't focus on the therapies of breast cancer, because we think that is more important to do on an international scale and not on a local scale. The third important thing we do with Pink Ribbon is the psychosocial care of breast cancer patients and the people around breast cancer patients. It is not only them [the patients] who are touched with the disease, but also the people around them.

❖ What is the vision of Pink Ribbon?

We hope that in the upcoming years no people should die anymore of breast cancer, that should be the aim. It is impossible, but it should be the aim.

❖ How many employees does Pink Ribbon have?

Everybody is working for YouANTWERP (parent company), so everybody is working also for Pink Ribbon. However, no one is dedicated to Pink Ribbon only. We [YouANTWERP] have four important clients, and Pink Ribbon is the biggest because we do all the management of Pink Ribbon. For us it is a very big client. For most of the people working here, it is more than half of their working time. In fulltime equivalent we have 2 ¾ persons working for Pink Ribbon.

❖ How and via which channels does Pink Ribbon communicate with its partners?

We have 36 partners, and I have a booklet with all the partners if you want to. Of course we have offline and online communication. In the offline communication we have every year two times a big event. In September and October with the breast cancer awareness month we have a press conference where all the partners are. And the other one is in spring when we gather all partners and inform them about the actions we are going to do. Then we have the yearly magazine. We talk about the partners in the magazine, it is not specifically about the partners. It is a public magazine, so it is sold. And then the communication campaign in the month of October which is online, we also carry the partners in the campaign. Online we have a website, which will be renewed, and we have social media.

❖ To which extent do partners have an influence on what happens at Pink Ribbon?

We have different types of partnerships. You can be a strategic partner, you can be a full-license partner, mini-license partner or an advertisement partner, or a locational partner. With these types of partnerships you have different types of agreements. With every partner we try to find a specific type of communication. We try to find something which is really close to the main goals of the partner and the main goals of Pink Ribbon. For some partners this works very well and for other partners it doesn't work at all. We also have partners who just want to buy the name of Pink Ribbon and are not interested in exploiting the name.

❖ Would you say that the strategic partners are the most important partners?

Financially they are. But they are very different. Some strategic partners work very close with Pink Ribbon and others don't.

❖ How and via which channels does Pink Ribbon communicate with possible volunteers/donators?

Volunteering and donating is really something different. When private (companies) want to donate we send them to the Koning Boudewijn Stichting. There they can make their donation and there they will receive a form for tax return (refund). That is for private donations. The companies' fund almost go directly to the NPO. And how do we communicate with them? We communicate through the website, we also have a newsletter but that is not working very well. Then we also have the traditional communication like the Pink Ribbon magazine.

❖ How and via which channels does Pink Ribbon Belgium communicate with other Pink Ribbon departments? (now: NL, DK, GE, NO, SW, FI)

The communication with other departments is very new. Last year it was the first time. Pink Ribbon Nederland organized an international meeting. Not only for Pink Ribbon organizations but also for organizations who work for breast cancer. They do not all wear the brand "Pink Ribbon". Last year we learned a lot from each other and this year will be the second time in Denmark, on the 16th and 17th of February. We are going there and the delegation will be much larger: France, England, Spain, Italy, Switzerland, so more countries than last year. We will see what it has to offer. And now we know each other we contact each other. It can be that a partner (f.e. Barko) of Pink Ribbon is

interested in other Pink Ribbon departments as well, because it operates on a global scale. So it is interesting to have their contact.

- ❖ To which extent do other Pink Ribbon departments influence what happens at Pink Ribbon Belgium? Is there an international Pink Ribbon standard developing at the moment?

Since it [Pink Ribbon] is that young, everybody is still quite on its own. But we are a very young and small organization and we are in a flow of professionalizing the organization. That is why last year we learned a lot of international partners and we used it as a standard. I don't think they used our way of working as a standard for them, because they are so much more developed. So now we will have to see how it will go.

Problem diagnosis

- ❖ Could you describe the development of Pink Ribbon in the previous years?

We already exist for nine years and we started as a communication project in Sanoma Media (media company). It was just about communication and informing people with the magazine. Then they started to do the website and people wanted to have partnerships and people wanted to donate. So the people who worked at Sanoma thought, perhaps it should be a different organization, to be a separate organization. They asked the Koning Boudewijn Stichting if they wanted to host that organization. In Belgium it is very special if the Koning Boudewijn Stichting wants you as an organization. They were really honored that the Koning Boudewijn Stichting said yes that they wanted to host the organization, and that is now for three or four years. Then the people working with Pink Ribbon said: we should not be a part of Sanoma but a separate NPO. That is now for two and a half year. The NPO has a Board of Directors. Because they are personally liable, they didn't want to have any personnel in Pink Ribbon. That is why they asked YouTell at that time (now YouANTWERP) to do the management of the whole organization, because they didn't want to have people on the payroll on their own.

- ❖ What are associated problems with these developments (f.i. coming back at the volunteers)?

Volunteers is not really an issue because it is a different organization. It is a young organization so it doesn't have a lot of funds. They don't have a lot of people working for them. I think a lot of people want to volunteer for Pink Ribbon but organizing a volunteer network takes a lot of time, takes a lot of energy. It is not just selling some ribbons now, it should be professionally organized. You ask people for money, you ask people for effort, so it should be very transparent. What do you do with these efforts, what do you do with this money. Also, when you have people selling ribbons for you in the cinema, if something happens, they have to be insured, you have to have the ribbons brought to them, you have to train them, you have to manage some cash. So that is quite a complex thing to do. You have to inform the volunteers that have to work for you, you have to motivate them, you have to organize them. Now we just don't have the people to do that. And that is quite difficult, because you feel that the organization is growing, people want to do something for Pink Ribbon and it is difficult to say: yes it is nice that you want to do something, but we don't have anything organized for doing that. On the other hand you have all these partners who are very willing to welcome

activities of Pink Ribbon, but also for these activities we need people. Often a company says: just come for a few hours and come and sell some ribbons now. But there is nobody to go there, nobody to do that. I think there will be volunteers wanting to do that, but we have to get things organized.

- ❖ Consequences of not working on this volunteer network could mean the loss of partners? Or is that too farfetched?

I don't think we really lose partners, because it would be easier to maintain and improve the relationship if we had more volunteers.

- ❖ Have there been previous attempts in creating a volunteer network?

Not really a network, but smaller attempts of working together with volunteers. For example, last year we had a bunch of women going to Venice called the Pink Lioness, Abreast in a boat. Now there is someone in Lier who wants to organize the same project in Belgium in Lier. She asks help from Pink Ribbon to organize that. So that could be the start of a volunteer network. So here and there, small things are happening, but they are not really organized.

Designing the assignment

- ❖ When would you consider the project to be a success? When will you be satisfied?

I think it would be a success if there is really a kind of scenario on how to develop this network. Even more if it already would've started with some good practices. If we would have already some started good practices. For example, Abreast in a boat from Lier. This woman is really eager to start, we have a meeting with her in two weeks. So that could be a start of something. So if that would be picked up and organized and be the start of a good practice and develop a way of having a scenario for developing it and really have the first out roll of it for the breast cancer awareness month this year.

- ❖ Is there anything which, according to your opinion, needs to be included in the advice besides the mentioned best practices?

There is a lot which is important. It should be an advice from the view of the volunteers, what do they expect, what do they want, what do they need? How do they need to be motivated, which infrastructure do they need? And also from the perspective of the company. What does the company need to provide, when do we need to say yes or no, how many people do we have to have on this network? Will there be volunteers steering other volunteers? How much will it cost? What would be the benefits? What would be the costs?

- ❖ What is the budget which you want to spend on the execution of the communication strategy?

I think that if we have a good working volunteer network, it should be self-sufficient. The volunteer network should gain as much/more money than it costs. If it is more expensive to have a volunteer network than that it brings funds to Pink Ribbon, there is no reason to have it. Because then, the

only reason to have it would be the motivation of the people, but for that we already have communication. So it has to bring in some money to at least pay for itself.

❖ Which limitations need to be taken into account when designing the communication strategy?

What you should take into account is the bilingualism of Belgium. We see that all the time, the double costs. It is a small country and something is too expensive very easy because you have to [print and translate materials] in two languages. So that is not that easy. I think it could also be interesting to have a network of translators, Dutch and French in the volunteer network.

Which we didn't touch now but what we always talk about: volunteers as people like you and me who want to do something for Pink Ribbon. What we don't have at this time is a medical advice report. We have one medical advisor in the board. And when we have medical problems we always ask it to her. We cope with this problem, how should we think about it? But it is also interesting to have a medical advice report also for volunteers. That you can have the volunteer network in every layer of the organization. The medical advisor concerns the issues related to breast cancer.

❖ Is there room for expansion in terms of employees considering the execution of the communication strategy? You mentioned already that the volunteer network should be self-sufficient.

It depends on how much it will contribute. At this time we don't have the means to hire someone to focus on the elaboration of the volunteer network. But when the final outcome of the study will be that a good organized volunteer network could bring in about 100,000 euros a year, we can pay someone.

Project communication

❖ Regarding interviews: if it is necessary to conduct interviews in the research stage, should I first ask for consent by you?

If you contact them in the name of the student, you can do so, but it will be less effective than when you contact them from the name of Pink Ribbon. So it would be more effective if we could introduce you.

❖ Is there confidentiality about certain areas of the project?

No I don't think so. We have a competitor which is called Think Pink. It is a very commercial organization and they do the "race for the cure", which is very popular. You can also donate your hair, you can send it in an envelope and then they send it to make wigs. But it is said that it is not such a good organization. That it is not very clear where they put their money, how they are organized. You'll discover that when you talk to partners, sometimes partners started at Think Pink and they stopped after a few years because they were not a good organization. Our policy with Think Pink is we don't really tell people that it is not a good organization. We don't start a discussion. We don't want to accuse them, but it is not okay. So be careful there. Because when you go to aggressive in-depth communication, it will come back as a boomerang. If you say: hey, they are not

working right, people will talk about it: hey Pink Ribbon is not very okay. They won't make the difference between Think Pink and Pink Ribbon. They use Think Pink a lot, because it resembles a lot to Pink Ribbon. So that is something special and difficult in the area. Pink Ribbon is older than Think Pink and they never did anything to prevent Think Pink to grow and to use the name. In other countries they do. Now Think Pink is already quite big and we can't do anything anymore. But their strategy is using the same name, the same ribbon. That is something you should know that often people talk about Think Pink when they think of Pink Ribbon, and vice versa.

- ❖ After the advice is constructed, what would be the desired format of the end product for Pink Ribbon? For the university I have to write a report. Are there any other wishes?

I think it should be a presentation too, which we can bring to the board. Not too long, but that would be interesting. It depends. Maybe there are pieces of the advice which we can already use in communication if you say: that's the way to address volunteers and that could we do. We can go into communication, that would really depend on the study.

- ❖ Is there anything which we didn't cover and is necessary to be informed about?

We'll see.

- **Orientation interview of the non-profit organization environment: Red Cross Belgium**

In order to understand the environment in which non-profit organizations operate, and in order to understand the relationship between non-profit organizations and its volunteers, an interview has been conducted with Red Cross Belgium.

Interviewee:	Ine Tassignon
Interviewer:	C. Nijboer
Date and time:	16-03-2016 at 14:00
Place:	Motstraat 40, Mechelen, Belgium

Algemene beschrijving Rode Kruis België

De organisatie heeft de diensten voor het bloed aan de ene kant en humanitaire diensten aan de andere kant. Dat zijn twee aparte diensten onder een grote koepel. Het is eigenlijk gemakkelijk, want in dit gebouw zitten de humanitaire diensten en in het gebouw aan de overkant zitten de diensten voor het bloed. Voor die diensten met bloed: het Rode Kruis neemt bloed af bij mensen en dat is een van onze grootste inkomstenbronnen door verkoop van bloed aan ziekenhuizen. Wij zorgen voor veilig bloed, kwalitatief goed bloed, wij zorgen voor alle processen er tussenin. Er zijn elf donorcentra in Vlaanderen waar bloed wordt afgenomen. Dat zijn donorcentra van het Rode Kruis. Daar komen wij voor de eerste keer al in aanraking met vrijwilligers. Je hebt de donorcentra, je hebt daarnaast ook nog de mobiele bloedcollectes. Dat zijn carillons volgeladen met bedjes, met naalden, al het materiaal wat nodig is om bloed af te nemen in de parochiezaaltjes van de Vlaamse gemeentes. Dus dat is een deel, de diensten voor het bloed. Dan heb je ook nog het andere deel en

dat zijn de humanitaire diensten. Dat zijn heel veel activiteiten: je denkt aan bloed, op evenementen in een tentje, er zijn nog heel veel meer dingen. Onder humanitaire diensten valt ook, we hebben een bibliotheek in dat andere gebouw, in de kelder, en dan gaan we naar ziekenhuizen met een kar met boeken voor mensen die ziek zijn, dan komt de bibliotheek naar hun toe. Maar die zijn ook voor scholen, voor mensen die ziek zijn, voor mensen die alleen zijn, voor mensen met dementie, de zorgbieb - dat zijn dus vrijwilligers die dat doen. Je hebt ook vrijwilligers die kinderen helpen na schooltijd met bijscholing. Het kan zijn dat kinderen waarvan de ouders geen Nederlands spreken, kinderen in armoede die op die manier support krijgen – dat wordt ook door vrijwilligers gedaan. Dan hebben we nog vrijwilligers voor aangepaste vakanties, voor mensen met een handicap. Dat wordt allemaal gecoördineerd door de hoofdzetel, maar wordt uitgevoerd door vrijwilligers. Dus je hebt een hele reeks van activiteiten. Een belangrijke opsplitsing is dat een aantal activiteiten volledig worden gestuurd vanuit de hoofdzetel, dus vanuit de humanitaire diensten, en een aantal activiteiten zijn afdeling gebonden (er zijn 250 afdelingen). De afdelingen bij de diensten voor het bloed worden aangestuurd door donorrelaties. Zij zorgen voor een goede opvolging vanuit de afdelingen, dat er telkens genoeg donoren zijn in die lokale parochiezaaltjes, dat ze dagelijks een bepaald aantal bloedafnames doen. Dus je hebt een afdeling, daarbinnen heb je een voorzitter, je hebt een verantwoordelijke bloed die instaat voor het werven van donoren en voor het organiseren van mobiele collectes. Uiteraard de mensen die bloed afnemen zijn verpleegsters. Zij werken echt voor het Rode Kruis en zijn geen vrijwilligers. De organisatie van de bloedafname zijn wel de vrijwilligers. Je hebt nog een penningmeester, een secretaris, je hebt een verantwoordelijke communicatie en werving die staat in voor de communicatie intern binnen de afdeling en tussen verschillende afdelingen, als het werven van verschillende vrijwilligers. Je hebt dan het werven van bloeddonoren, maar ook het werven van vrijwilligers en het werven van fondsen om die afdeling draaiende te houden. De afdelingen zijn entiteiten op zich. Een van onze grootste acties is de stickerverkoop op de kruispunten. Dat zijn 550,000 stickers die verkocht worden. Al die 250 afdelingen verkopen mee en de opbrengst gaat alleen naar hun afdeling, zo kunnen zij hun afdeling verder uitbouwen. Je hebt afdelingen die leven en heel hard bloeien, maar je hebt ook kleine afdelingen die op sterven na dood zijn. Dus dat is zo de structuur. Je hebt verschillende functies binnen een afdeling. Belangrijk om te weten is dat een aantal activiteiten van het Rode Kruis waarvoor vrijwilligers nodig zijn niet via de afdelingen gaan en sommige wel.

Communicatie thema's

- ❖ Welke communicatie thema's komen er kijken bij het communiceren met vrijwilligers? Bij welke activiteiten binnen de organisatie is communicatie met vrijwilligers belangrijk? Voorbeelden kunnen zijn: acquisitie, vragen van vrijwilligers, klachten, maar ook het managen van activiteiten.

Voor alles staat goede communicatie centraal. Wij communiceren via een vrijwilligerswebsite, waar elk onderdeel en activiteit zijn ondergebracht (vrijwilligers.rodekruis.be). Hier worden documenten opgezet, want het is heel moeilijk om te zeggen voor welke activiteiten... communicatie is iets... Kijk dit zijn de activiteiten: bloed, communicatie en werving, sociale interventies, hulpdiensten, internationale samenwerking, jeugd Rode Kruis, opvang asielzoekers, sociale hulpverlening, vorming (educatie), zorgbieb. Maar je ziet dat de vrijwilligers website volledig is opgebouwd uit, dat is het communicatiekanaal naar onze vrijwilligers vanuit de hoofdzetel. Dat is top-down en eenrichting.

- ❖ Kunnen vrijwilligers vanuit hier ook naar de organisatie communiceren?

Nee, dat gaat niet. Wij hebben vijf provincies in Vlaanderen en vijf provinciale zetels. Je hebt een hoofdzetel en daaronder hangen vijf provinciale zetels. De bedoeling is dat de vrijwilligers vanuit de afdelingen in de eerste plaats communiceren met die provinciale zetels. Als daar de vraag niet beantwoord kan worden, dan komt de provinciale zetel terecht bij de hoofdzetel. Ik moet nu wel zeggen dat in de praktijk heel veel vrijwilligers hun weg vinden naar ons. We hebben bijvoorbeeld een ICT Helpdesk, we hebben een Communicatie Helpdesk. Je hebt mensen die echt aan de maildesk zitten en dan wordt dat in TopDesk (mailsysteem op intranet voor werknemers).. Je krijgt dan e-mails op je afdeling, je zit dan in een behandelaarsgroep en die moeten dan afgehandeld worden. Interne communicatie gaat bijvoorbeeld naar mij. Web en social media gaat naar mijn collega, dus dat wordt zo gedispatched. Als wij bijvoorbeeld de verkeerde vraag in ons bakje krijgen, dan kan ik die zelf ook nog doorsturen naar de juiste persoon. Dus elke dienst heeft zo zijn eigen mailbox. Mails komen vaak niet bij de juiste dienst terecht. De vrijwilligers weten hun weg naar de hoofdzetel snel te vinden, maar weten eigenlijk niet voor welke vraag ze waar moeten zijn. We zijn daar wel iets voor aan het opstellen, maar dat heeft nog maar net voeten in de aarde. Maar eigenlijk is de regel dat zij eerst naar de provinciale zetel moeten en dat zij bij ons te rade moeten komen als ze iets niet begrijpen.

Communicatie management

- ❖ Zou u het managen van vrijwilligers als formeel bestempelen, met formele procedures, of als informeel, meer ad hoc en vriendschappelijk?

Heel erg formeel. Er zijn heel veel procedures, want het managen van vrijwilligers wordt gedaan door humanitaire diensten. In april begint er een nieuwe coördinator vrijwilligerswerk, dus daar kan ik niet veel over zeggen. Maar alles is gevat in procedures.

- ❖ Dus geen vriendschappelijke afspraken tussendoor?

Dat mag wel, maar ook gevat in formulieren invullen (betreft verzekering etc.). Maar dat is niet vrijblijvend. Vrijwilligers moeten dikwijls cursussen volgen en... Ja...

- ❖ Op de website van het Rode Kruis kunnen mensen geïnteresseerd in vrijwilligerswerk hun interesses aangeven en hun gegevens indienen. Dan staat er ook dat er voor opleiding wordt gezorgd bijvoorbeeld. Wat gebeurt ertussen dat iemand zich aanmeldt en daadwerkelijk vrijwilliger wordt?

Humanitaire diensten zijn degene die dat opvolgen, dus die contacteren iedereen. Dan kan het afhankelijk van de functie die je hebt tot een jaar duren voordat jij alle cursussen hebt gevolgd die je moet volgen. De vrijwilligers zorgbieb, daar loop je met een karretje boeken rond, je maakt een babbeltje met de mensen, daar hoeven geen cursussen aan vooraf te gaan.

- ❖ Is er dan ook een motivatiegesprek van tevoren?

Wij starten morgen met een nieuwe campagne, jij+, die mensen aanspoort om een betere versie van zichzelf te worden. Dus we gaan mensen lokken naar de campagnewebsite, waar ze kunnen kiezen uit een aantal functies en kunnen kiezen op een manier waarop zij willen helpen. Wil je donor worden en geld schenken, kan dat hier. Wil jij meegaan als kapper op vakantiecamp, kan dat hier. Die opvolging gebeurt door de hoofdzetel. Dat zijn maar twee functies: eerste hulp cursist, dus dat betekent dat je wilt les volgen en hulpverlener op evenementen, dat zijn de twee enige functies die direct door die afdelingen worden opgevolgd. De anderen worden centraal door de hoofdzetel opgevolgd. Dus het formulier waar jij naar verwijst, daar is het probleem dat mensen drie, vier, vijf functies aanduiden, je kunt niet vijf keuzes heel intensief opvolgen. Je wilt dat zij kiezen voor een specifieke keuze. Wil iemand zorgbieb doen, dan volgt iemand van zorgbieb dat op. Maar als je al moet gaan kijken wat het beste past bij een persoon ben je veel tijd kwijt. We laten mensen nu echt een keuze maken.

Communicatie kanalen en middelen

- ❖ In Vlaanderen hebben VZW's informatieplicht: doelen, type organisatie, onkostenvergoeding, geheimhoudingsplicht evt. Moeten vrijwilligers bij het Rode Kruis ook een soortgelijk contract tekenen voor aanvang van de samenwerking?

Zeker. Zij moeten een contract tekenen en dat heet wetgeving en ????. Je hebt echt een boekje per afdeling, waarin de structuur van een afdeling wordt beschreven. Vrijwilligers moeten dat lezen en kennen. Dat geef je mee wanneer een vrijwilliger geïnteresseerd is in het doen van vrijwilligerswerk. Als een vrijwilliger echt aan boord komt, dan krijgt hij echt het handvest mee. De bijbel van het Rode Kruis. De structuur wordt hierin specifiek in uitgelegd en ook de functie binnen een afdeling. Het is geen lijfelijk document, maar ook het bestuursorgaan etc. staat hierin. En dan bestaat er voor elke functie apart een vademecum, waarin per functie staat wat de taken zijn. In het handvest is het overkoepelend van de hele organisatie.

- ❖ Er wordt naar vrijwilligers gecommuniceerd via het webportaal, worden erop social media ook nog actief dingen gedaan?

Niet naar vrijwilligers. Social media is echt een extern kanaal en wij communiceren soms over vrijwilligers, maar niet naar vrijwilligers. Andere communicatiekanalen naar vrijwilligers zijn ... Wij geven bijvoorbeeld vanuit de dienst MarCom een jaarlijks prelude, een evenement waar alle voorzitters van alle afdelingen en alle verantwoordelijke communicatie en werving op uitgenodigd worden. Daar stellen wij onze jaarcampagne voor. Dat is een communicatie moment, maar iets minder officieel.

- ❖ Hebben vrijwilligers de mogelijkheid om ervaringen te delen over het vrijwilligerswerk met iemand van de organisatie of met elkaar? Via welke kanalen communiceren zij? (vb. vertrouwenspersoon of informatieavonden)

Niet echt. Eind 2016 gaan we de vrijwilligerswebsite vernieuwen. De bedoeling is om daar meer tweerichtingsverkeer in te plaatsen. Wat de vrijwilligers wel hebben is een eigen afdelingswebsite. Bijvoorbeeld rodekruis.be/gent. Hiermee communiceert het Rode Kruis naar zijn lokale bevolking.

Vroeger, tot een maand geleden eigenlijk, waren het meer geknutselde websites en sommigen hadden daar ook een intranet aan gekoppeld. Zij konden onderling bestanden delen. Dat kan nu niet meer, maar dat gaan we voorzien op de grote vrijwilligerswebsite. Maar om te zeggen dat er een klachtenbank is of een klaagmuur is, dat is er niet. Mensen weten ons wel te vinden, bijvoorbeeld morgen met de lancering van de nieuwe campagne. De lokale zetels worden gevraagd om naar de provinciale zetel te communiceren. Dus bijvoorbeeld Gent moet naar de zetel van Oost-Vlaanderen voor hun vragen. Nu is er ook een verschil tussen operationele communicatie en informele communicatie. Bijvoorbeeld, een verantwoordelijke hulpdienst moet zich houden aan de richtlijnen die door de regering worden opgelegd. Dat is totaal niet vrijblijvend. Als ik communiceer naar de verantwoordelijke communicatie en werving, om hen aan te raden van communiceren kan zo en zo of willen jullie helpen om het jaarthema te verspreiden, dat is niet zo bindend als iemand die zegt van vanaf vandaag worden de dragers niet meer zo maar zo gedragen, ik noem maar iets. Dan is dat een richtlijn die vanuit de overheid wordt opgelegd. Dus het verschil tussen operationele en informele communicatie is heel belangrijk. Voor de opleiding eerste hulp, als de richtlijnen veranderen van hartmassages gebeuren niet zo maar zo, dan moet dat uiteraard naar al die vrijwilligers die die lessen geven goed gecommuniceerd worden. Dat gebeurt ook via de vrijwilligerswebsite. Een kanaal of tool die wij dikwijls gebruiken zijn omzetsbrieven. Aan die brieven hangt een bepaald gewicht en waarde. Voor de campagne heb ik bijvoorbeeld een brief gestuurd naar alle voorzitters van de afdeling en naar alle communicatie en werving verantwoordelijken. Je kunt hier nog steeds mensen niet verplichten mee te doen.

❖ Hebben de vrijwilligers onderling ook contact? Zo ja, hoe communiceren deze en waarover?

Wij proberen dat te stimuleren. Het is zo dat sommige afdelingen heel klein zijn en dus niet genoeg slaagkracht hebben om een hulpdienst op te zetten. Dan gebeurt het wel eens dat er voor een bepaalde activiteit de krachten worden gebundeld, om toch wel met drie afdelingen een hulpdienst te maken. Wij willen dat bevorderen, dat is niet iets wat altijd heel goed loopt. Het is vooral kerktoeren mentaliteit. Hun afdeling staat ook echt centraal en wat de stickerverkoop betreft, er zijn heel veel issues over wel of niet over de grens, etc.

Balanceren noden en subculturen

❖ Vrijwilligers hebben misschien een bepaalde behoefte omtrent communicatie voorzieningen net zoals de organisatie. Wordt dit op elkaar afgestemd?

Om het campagne voorbeeld te geven, wij voorzien digitale pakketten voor hen. Dat zijn banners op Facebook, banners voor op de afdelingswebsite, email handtekeningen, dat zijn dingen die wij voorzien voor hen, zodat zij de campagne kunnen uitdragen op de manier zoals wij dat willen. Wederom geen verplichting, wij vragen wel: als je communiceert doe het op deze manier. Ook omdat het één merk is, één Rode Kruis, is dat wel belangrijk.

❖ Wat is de grootste uitdaging omtrent het communiceren met vrijwilligers?

Om iedereen heel goed te informeren. Hen te laten inzien waarom een bepaalde beslissing genomen wordt, wat er voor hun in zit, wat er belangrijk is voor hun en een kader daarrond scheppen. Dat

gebeurt veel te weinig. Een voorbeeld was nieuwe interventiekledij. Iedereen moet binnen vandaag en vijf jaar oude interventiekledij ingeleverd hebben en de nieuwe operationeel. Ten eerste, dan zijn er mensen die de oude interventiekledij veel mooier vinden. Als je gewoon zegt, jullie moeten vandaag allemaal veranderen en niet zegt waarom, in dit geval omdat er meer fluor op de pakken moest komen opgelegd door de overheid.. Wat ook belangrijk is, is dat is dat wij nooit rechtstreeks communiceren met die 14,000 vrijwilligers. Wij communiceren met de voorzitter, je hebt daarboven de regio voorzitter en provincie voorzitter. Je hebt afdeling regio provincie, dus je begrijpt dat dat van de provincie naar de regio, naar al die vrijwilligers. Wij moeten er ook voor zorgen dat wij die mensen, als zij willen communiceren, als zij willen dat de campagne goed wordt doorgevoerd, wij moeten zorgen dat wij hen pakketjes aanleveren en dat de voorzitter niet op zoek moet gaan naar alles. Maar dat de regio voorzitter gewoon een pakket heeft voor alles: PowerPoint presentaties, doorlopende teksten, dat het niet allemaal opnieuw hoeft worden uitgevonden.

- ❖ De website van het Rode Kruis Vlaanderen en Wallonië is compleet anders. Bestaat er tot op zekere hoogte samenwerking? Wat veroorzaakt de tweedeling? Hoe wordt er ingespeeld op Duitstalige-Belgen?

Je hebt het Belgische Rode Kruis organisatie waaronder twee takken hebt: La Croix-Rouge de Belgique en het Rode Kruis Vlaanderen. Wij zijn geen aparte organisaties, want als wij giften krijgen dan doen zij dit aan zowel Vlaanderen als Wallonië. Dan wordt er een verdeelsleutel gehanteerd. Bijvoorbeeld die van Wallonië is wat minder dus ik denk dat dat 38 en dan de rest is.

- ❖ Heeft de tweedeling puur te maken met de twee verschillende rechtssystemen in België?

Wij bemoeien ons niet met Wallonië. Ik zou niet weten hoeveel afdelingen er daar zijn en weet alleen wie de woordvoerder daar is. En ik weet dat als wij communiceren over bijvoorbeeld.. Een concreet voorbeeld is dat wij asielzoekers hebben opgevangen in Brussel. Een deel van de toren was voor Rode Kruis Vlaanderen en een deel voor Wallonië. Als daarover gecommuniceerd werd, dan moest de woordvoerder van de Franstalige kant de pers op de hoogte brengen. Zij doen andere acties ook.

- ❖ Jullie hebben ook een Duitstalige gemeenschap in België.

Ik zou niet weten waar die heengaan. Ik kan het wel eens navragen, maar of iemand daar een antwoord op weet..

- ❖ Is er een internationale Rode Kruis samenwerking? Zo ja, tot hoever reikt deze samenwerking?

Ja, maar alleen extern. Als er een noodkonvooi in Syrië naar een stad gaat, omdat de mensen daar zijn ingesloten, om die toch te gaan voorzien van voedsel en hulpmateriaal, dan communiceren wij daar extern over. Omdat heel veel vragen van pers en journalisten langs komen bij ons daarover.

- ❖ Hebben jullie veel persconferenties?

Wij doen dat niet meer. Wij communiceren ongelooflijk veel, wij staan dagelijks in de krant, maar wij organiseren geen persconferenties meer. Wij zenden wel veel persberichten uit. Een groot

communicatiekanaal is onze website, daar staan nieuwsberichten, net zoals ons Twitter kanaal. Dus dat is hoe wij werken.

- ❖ Zijn er nog andere demografische groepen in Vlaanderen (leeftijd, geslacht, etc.) die andere communicatie approaches hebben?

Wij proberen zoveel mogelijk te digitaliseren en wij sturen geen brieven meer. Misschien belangrijk om te weten is dat elke functie een functioneel emailadres heeft. Dus een voorzitter is voorzitter@gentrodekruis.be bijvoorbeeld. Dat als de mens daarachter veranderd, de mailadres gewoon nog bestaat. Maar wij communiceren eigenlijk allemaal op dezelfde manier.

Afsluiting

- ❖ Zijn er nog onderwerpen omtrent vrijwilligerscommunicatie die ik niet heb gesteld, maar wel belangrijk zijn voor mij om te weten?

Dat van dat kader geven aan vrijwilligers is heel belangrijk, dat je mensen informeert waarom. En dat je een goed werkend platform hebt waar mensen op terecht kunnen zonder u te moeten bellen en te doen. Dat ze hun weg naar informatie weten te vinden. Dat betekent dat de website enorm leeft met nieuwsberichten. Dat is een enorme klus. Alles wat er op komt wordt door mij gevalideerd, maar alle diensten zijn verantwoordelijk voor content aan te leveren, daar zitten veel mensen op.

- **Orientation interview of the non-profit organization environment: Kom op tegen Kanker**

In order to understand the environment in which non-profit organizations operate, and in order to understand the relationship between non-profit organizations and its volunteers, an interview has been conducted with Kom op tegen Kanker. The interview is conducted in addition to the *Information brochure care-volunteers* (Kom op tegen Kanker, 2016).

Interviewee:	Cindy de Wilde
Interviewer:	C. Nijboer
Date and time:	21-03-2016 at 10:00
Place:	Nassaustraet 37-41, Antwerp, Belgium (telephone-interview)

Communicatie thema's

- ❖ Wat zijn de belangrijkste communicatie kanalen voor het communiceren met vrijwilligers?

De belangrijkste kanalen zijn email, telefoon en ook face-to-face meetings.

Communicatie management

- ❖ Kunt u omschrijven hoe de communicatie met vrijwilligers wordt gemanaged? Word dit door een persoon gedaan, zijn er meerdere mensen die hiervoor actief zijn?

Per vrijwilligerstaak zijn er coördinatoren waar de vrijwilligers voor alles bij terecht kunnen. De coördinatoren communiceren weer met het hoofdbureau.

- ❖ Zou u het managen van vrijwilligers als formeel bestempelen, met formele procedures, of als informeel, meer ad hoc en vriendschappelijk?

Beide. Het aannemen van vrijwilligers is formeel met intake gesprekken nadat mensen het aanmeldingsformulier hebben ingevuld op de website. Maar informeel worden er feestjes georganiseerd bij bijvoorbeeld kerst voor onze vrijwilligers.

Communicatie kanalen en middelen

- ❖ Word er met een bepaalde frequentie gecommuniceerd naar vrijwilligers vanuit de organisatie? En via welke communicatie kanalen?

Er wordt vooral van de organisatie naar de vrijwilligers gecommuniceerd met updates, ook omtrent de vrijwilligersschool. Dit gebeurt eigenlijk altijd digitaal, tenzij mensen geen emailadres hebben waar het informatie pakket of het school pakket heen gestuurd kan worden bijvoorbeeld. Daarnaast maken vrijwilligers een wekelijkse rapportage over hun werkzaamheden, waarin zij feedback kunnen geven en kunnen vertellen wat zij nodig hebben en dingen ervaren (digitaal). Zo wordt de behoefte van de vrijwilliger ook duidelijk.

- ❖ Welke online en offline communicatie middelen worden het meest gebruikt in vrijwilligerscommunicatie? (vb. flyers, brochures, social media)

De schoolmaterialen zijn offline. Voor de rest, zoals eerder genoemd, gaat eigenlijk alles digitaal via email.

- ❖ Hebben de vrijwilligers onderling ook contact? Zo ja, hoe communiceren deze en waarover?

Ja, onlangs heeft een vrijwilliger nog een extra feedback groep opgezet voor vrijwilligers onderling om ervaringen te delen, bovenop de reguliere feedback opdracht vanuit de organisatie opgegeven. De organisatie kan wel ondersteuning bieden voor deze groepen.

Balanceren noden en subculturen

- ❖ Vrijwilligers hebben misschien een bepaalde behoefte omtrent communicatie voorzieningen net zoals de organisatie. Word dit op elkaar afgestemd?

Zoals eerder genoemd worden de vrijwilligers gevraagd naar hun ervaringen en noden in de wekelijkste feedback sessie. Verder wordt er door regelmatig contact goed gecommuniceerd tussen beide groepen.

- ❖ Wat is de grootste uitdaging omtrent het communiceren met vrijwilligers?

Het feedback geven met leerpunten aan vrijwilligers. Of het afwijzen van mensen die graag vrijwilligerswerk willen doen, maar hiervoor niet de juiste communicatieve vaardigheden hebben. Het intake gesprek voor de start van de vrijwilligersopleiding maakt dit vaak duidelijk.

- ❖ Richt jullie organisatie zich puur en alleen op Vlaanderen? Zo nee, hoe gaan jullie om met de verschillende subculturen van Vlaanderen, Wallonië en de Duitstalige gemeenschap? Zo ja, wat is hier de reden voor?

Ja dat komt waarschijnlijk uit de grondbeginselen van de organisatie. De exacte reden waarom is mij ook niet duidelijk. We verwijzen met de vrijwilligersschool ook naar Stichting tegen Kanker en zij opereren wel op nationaal niveau. Qua fondsen werven delen we niks, maar qua kennis werk je wel voor een hoger doel.

- ❖ Zijn er nog andere demografische groepen in Vlaanderen (leeftijd, geslacht, etc.) die andere communicatie approaches hebben?

Nee, behalve dat als mensen geen email hebben, zij alles per post opgestuurd krijgen. De organisatie past zich dan aan, aan wat er mogelijk is voor de vrijwilliger.

Appendix II – Interviews and survey Pink Ribbon International

- **Interview Pink Ribbon Germany**

Interviewee:	Christina Kempkes
Interviewer:	C. Nijboer
Date and time:	12-04-2016 at 11:00
Place:	Nassaustraet 37-41, Antwerp, Belgium (Skype-interview)

I can quickly explain what I am doing currently, to give you some context and from there on I can ask you some questions.

What is happening now is that I am doing my graduation assignment and the focus is on developing recommendations for a communication plan for volunteers. Now I am working for Pink Ribbon Belgium. In the past couple of months I have done theoretical research to see what kind of concepts are important to take into account. Based on that, I developed some questions. Also, because Pink Ribbon Belgium is working more and more together with other countries, like Germany, Norway, it is also interesting to see what they are doing and to look for trends in volunteer communication. The concepts which I discovered so far are: the managing of communication: depending on the organization, you have to manage communication with a lot of people, which has to go smoothly. In Belgium they also have the concept bilingualism: you have Flanders and Wallonia and they are two completely different cultures, which might affect the way you have to communicate, the language you have to use, etc. And the third one is creating a context for your volunteers, to ensure their understanding, and to prevent miscommunication. That is how far I am now. What I want to do with this interview is to see to what extent those concepts are used or not used at Pink Ribbon Germany.

And your focus is on working with volunteers? Yes. Of course we have some volunteers helping us, but not so many. As you know, Pink Ribbon in every country is organized on its own, so it's not comparable to other countries, to what we are doing in Germany. It is also a matter: how do you define volunteer.

❖ How would you define volunteer?

For example, we have one project: the cycling tour. We have 14 to 20 people, and they are volunteers in a way. So they do the cycling route for us for two weeks, but we are organizing everything. I know that our Swiss partner have a charity walk. It is one day where thousands of people come into a stadium and it is a big event. So they have hundreds of volunteers helping them to organize it on that day. But something like that we don't have. The communication and organization, there are volunteers which help, but maybe one or two at each project. So it is not difficult to communicate with them, because we do it on the phone.

- ❖ And the people who want to cycle, for instance, or join a project, if you define them as volunteers is there a way you communicate with them? Like in one way, or does it depend, or can people subscribe on the internet if they want to join? How does that work?

Everybody is advised to use that route recommendation. And that is, as you described, via going on the website. It is our website which communicates with them. People who are part of the four teams, that is an organized event each year, but that is twenty people, it is not so complicated to communicate with them, via email and phone.

- ❖ If I understand correctly, there is not one person who is in contact with all of them, they can email the organization with questions, for instance?

We meet them when we start this event. A lot of them take part each year, so we already know them. I don't think it is a classical volunteer thing. They do it on voluntary basis, but it is not the same volunteer structure as I know from other NGOs.

- ❖ Is there a reason that it is constructed in this way?

We need volunteers to assist us with special projects, but it is always one or two: an assistant project manager in our organization. Because we don't collect donations from the public. That is the difference. Because we don't need so many people. We are doing it with a team of several people, but I know that the other organizations need a lot of volunteers for two reasons: when they collect donations, for example, Door to Door or calling people, etc. And they need volunteers when it comes to bigger events. We don't have one event that takes place at one day, but we have smaller events that last several months and everybody can join. So we can organize it with five or six people.

- ❖ From where do you get the funds to exist then? Is that purely from the government?

No, no government. It is from companies and their corporate social responsibility. It is more like a sponsorship on the one hand, and on the other hand, we are very young in Germany. In other countries Pink Ribbon has a long tradition. We started in 2011 and now we started with selling products. People don't give a donation, but indirectly, because they buy a product and then a special amount goes to Pink Ribbon Germany. We started doing that, but we have a partner doing it for us. We outsource it.

- ❖ So basically activities for which volunteers could be needed are outsourced to partners?

Yes.

I still have concepts which are important, but also where I want to see how important these concepts are from your point of view in communication in general. Maybe we can run these questions by and they can give you an idea of how you can implement them for Pink Ribbon Germany and I can use the answers for my own research. For the first concept, the idea is that there are three components in communication which are: trust, satisfaction and commitment. Through communication, you can achieve those three values and by that the relationship with, in my case volunteers, but this could mean for partners, sponsors, etc. could improve and maintain the relationship.

Volunteer communication and relationship management

- ❖ If we start with trust, So my question is to what extent is trust important for you?

Very important!

- ❖ Is there a way to conceive trust?

Transparency. Transparent communication is the main thing.

- ❖ Transparent in the way of making documents available or in communication, being open and honest?

Both.

- ❖ To what extent do you listen to the needs of sponsors? How can you help each other?

Because we think that trust and to be very serious with the topic, since it has a serious theme, we have very strict rules. We don't accept every company who wants to support us. There are rules which they have to fulfil, we tell them what they are allowed to do, also in communication. In the end it is always a very individual thing. We talk a lot with our partners and explain them how important it is to be honest and to be transparent, etc. Our long-term partners understand that. I won't give you names, but we had one or two partners and they did not understand why it is so important for us, and also for them, to be that strict with everything. They left after one year. We try to convince all our partners to join our rules and to be as honest as we are. In the end, it concerns their sponsorship, because they want to prove their image or the relationship with their customers. It is very important for them too.

- ❖ To what extent do you have insight in the satisfaction of f.e. the partners?

We do that on the basis of personal meetings and discussions. From time to time, on a regular basis, we talk to them. Of course, they support us from here to here. At least once a year we expect a

feedback. But of course we talk more often to them. Another important thing is that we involve our partners by developing our projects. It is not only that we say: okay we will go there and who wants to join? Most of our partnerships are kind of vice versa. They are big companies and are clever, they often have good ideas. We discuss what we can do, we are developing a lot together. So it is really a partnership. We don't have a survey or something like that, but I would say that the partners who join us for years now, they are very satisfied, and those who are not will leave. Normally they will leave after one season, because then they know it is not their thing. Then we cannot work together.

- ❖ In what way is appreciation shown for partners? By allowing them to help designing projects or is there an events, etc.

No .. on our charity work. We don't have any incentives or

- ❖ I can imagine that before you start a partnership that you discuss expectations of all parties involved. Do you ever discuss these expectations?

Yes, we give them a list with what they get from us, things which we get from them, it is part of our contract. So it is very clear what to expect and what not.

German bilingualism

- ❖ In Belgium you have the bilingualism, you have multiple languages to take into account, which can make communication more difficult. Does Germany have any cultural differences to take into account?

No. There is one thing, which is more a geographical thing. Germany is big and decentralised, which is one thing we learned when we started. We organized one big event in Berlin, because it is the capital. It was very good, but we got a lot of feedback from other people from all the other parts in the country "he, why Berlin? Why not Munich? Why not Hamburg?" Because there are a lot of bigger cities in Germany that are very important. It is maybe a bit different in other countries. For example, we know from our Swiss partner, they do their event in Zurich and that is okay for people. In Germany it was very important that we decided to not have on big event, but to offer something that takes place all over Germany, like the cycling route. It is not a lingual thing, a cultural thing, but a geographical thing.

Narrative paradigm theory

- ❖ When you communicate with the public, you want to ensure you all understand each other. How do you construct these messages?

I don't think that is comparable with volunteers. Because volunteers from my point of view, want to be involved in a way. It is more feeling. It's part of their motivation to be really part of it. This I can compare to the cycling team. They do it on a volunteer basis. They spend their holidays with us.

When there is any change in the cycling route, and this is very detailed, we change the route or hotel or there is a new team member, everything, we communicate with them directly and we explain a lot. This is very important because we want them to feel part of the team, so they are not our employees. You cannot say do this or do that. They do it because they really want to move something. This is very important for the communication and for their motivation.

- ❖ When such a change occurs, do you always communicate via the same communication channels?

Yes, via email. And if there is a more complex topic then we call them. But that is easy because it is only 25 people. It is more difficult with a larger group of people.

- ❖ If people want to join the cycling team, do you ask them about the affiliation they have with the organization? I can imagine that if people want to volunteer for a breast cancer organization, that they have a good reason to do so.

Of course we want to know why, that is part of getting to know each other. We also accept is someone says “I think it is an important topic and I want to help”, you don’t have to be affected yourself, or you don’t have to be in a family where someone is affected. It is not a condition. The fact is that when it comes to breast cancer, nearly everybody knows someone.

- ❖ Do you take that into account in how you communicate with people?

We don’t make a different, but we always try to be always respectful and very clear. But also very careful in a way. Because all our communication is around a very serious disease.

- **Interview Pink Ribbon Norway**

Interviewee:	Eva Michelsen Ekroll, Maria Sophie Egge
Interviewer:	C. Nijboer
Date and time:	16-03-2016 at 11:00
Place:	Nassaustraet 37-41, Antwerp, Belgium (Skype-interview)

Acquisition of volunteers

- ❖ How many volunteers are connected with Pink Ribbon Norway approximately?

500-700 volunteers

- ❖ Which communication channels and tools are used for the acquisition of volunteers?

The volunteers are part of the campaign. In Norway Pink Ribbon is a joint campaign with the Norwegian Cancer Society and the Norwegian Breast Cancer Society. All our volunteers are member of the Breast Cancer Society. They have 60 local associations around the country and they contribute to the campaign in their area.

- ❖ After people have given notice that they want to volunteer for the organization, is that for the Breast Cancer Organization or for Pink Ribbon only?

It is for the Pink Ribbon campaign.

- ❖ After people have given notice that they want to volunteer for you, what are the next steps? For example: step 1 is sending an information brochure or do you schedule a meeting? What step do you take from people who give notice that they want to volunteer until that they actually are volunteering?

It is over a period of time. We send emails to inform them with information material with brochures about this year's campaign. Then we also travel around the country and gather groups of volunteers. To help with the campaign and its activities. And then again by email. It is a combination of different channels.

Managing communication with volunteers

- ❖ Could you explain how the communication with volunteers is managed in general? For example: is there one person in charge for all communication, are there local departments, etc.

One person is in charge for following up with the materials like the brochures, which is made by several people in the Breast Cancer Organization.

- ❖ Is there a communication department of the Breast Cancer Organization, which is making the materials?

It is a joint thing. We have a project group for the Pink Ribbon campaign and the person in charge is Eva. She is in charge for the communication in the campaign. We work together with the information department in the Breast Cancer Society, which is more than one person. But Eva is in charge.

- ❖ Would you describe the management of volunteers as being formal (written procedures) or informal (ad hoc, based on friendship)?

Formal. Volunteers are all members of the Breast Cancer Society.

- ❖ So volunteers pay the Breast Cancer Organization to be a member?

Yes. There is a Facebook group and we always answer within 24 hours. We have a Facebook group with 240,000 followers. But that is a mix between volunteers and supporters.

- ❖ Besides social media you use email, you have the campaign to communicate, the brochures... Are there other communication tools or channels which you use?

The website as well. Which has an overview of the campaign.

- ❖ There are different communication themes concerning volunteers which all use certain communication tools and channels. For example: communication during acquisition, when volunteers have questions or complaints, concerning volunteer initiatives, etc. Are there more communication themes to consider when communicating with volunteers?

No, not really. During the campaign time we communicate quite often, but they always contact us if they have any questions. Also for the practical things like ribbons, etc.

- ❖ So that is mostly via telephone, email and social media? Are those the most important communication channels to consider?

Yes. But also to travel around and have physical meetings. Because then you can speak to a specific group and talk about the campaign in depth. They can speak about all the activities they have and all the questions they have.

- ❖ Would you say physical meetings are most efficient for meetings?

It is, but it's also more expensive. Norway is a very long country. We have to travel quite far to come to a meeting. That is easier in Belgium I guess.

- ❖ What is the main challenge in communicating with volunteers?

All the volunteers have different needs in what they need to know. Many of them are quite grown up ladies and they are not too active on email. They don't read their email every day. If we have a lot of information to give, they won't read everything.

- ❖ What is your strategy if something happens? Do you call them or...

If we know they didn't understand something, we can call them of course.

Community building

- ❖ Is there contact between the volunteers, not taking into account Facebook? If yes, how do they communicate and about what? Does the volunteer community share experiences with each other?

Yes, they are meeting all the year and they also plan and evaluate the campaign together. I think they have a lot of communication during the campaign. It is quite a platform.

- ❖ Do you get the results of those evaluation meetings?

No, it is solely between them.

Volunteer relationship management

- ❖ In Belgium non-profit organizations have an information duty towards their volunteers. They need to inform volunteers about the type and goal of the organization, the necessary insurances, expense allowances, and possibly an oath of secrecy. Do volunteers at Pink Ribbon Norway also need to sign this type of contract? What does it entail?

Yes, everyone has to sign it. But that is for the Breast Cancer Society and then they do volunteer work for the Pink Ribbon campaign.

- ❖ Does the contract entail more about communication?

The oath of secrecy.

- ❖ It can be imagined that doing volunteer work for a breast cancer organization, that volunteers sometimes have the need to share their experiences also with the organization. For example, if things are not running smooth or they have difficulties in doing the volunteer work. Do volunteers have the opportunity to share their experiences regarding the volunteer work to someone of the organization? For example: a trustee

They can contact us for a reply. Send an email.

- ❖ How do you assure that there is a balance concerning communication between the needs and wants of the volunteers and the needs and wants of the organization? Do you measure what volunteers desire in communication with the organization?

After the campaign we have a questionnaire, where they answer questions about different kind of aspects of the campaign; It is about how they want it to be organized and about how we can help them. Every local branch of the Breast Cancer Society has to fill out this questionnaire after the campaign.

Norwegian bilingualism

- ❖ Do you experience cultural differences within Norway, which affect communication on a regional or national scale?

Traveling around is more difficult in the north. There are longer distances between the cities. But the communication approach with the telephone, email and social media is the same. We meet everybody once a year, but in the north, less local branches come to the meetings. So we don't meet all the local branches, only two or three.

- ❖ Does Pink Ribbon Norway have other demographic groups (age, gender, etc.) which receive a different communication approaches?

No, we have the same approach for everyone. Everybody has a quite similar age, from 50 until 70.

- ❖ So there are not many people who are connected to the organization? `

Some. We do not differentiate the communication, but this is mostly because of capacity.

- ❖ With how many do you work within the Breast Cancer Organization?

With 5, but for the Pink Ribbon campaign we are only with 3.

Pink Ribbon International

- ❖ Do you believe that all Pink Ribbon sister organizations that were present at the annual breast cancer conference (held previous February) share several similar communication

approaches? Is there a communication trend visible at all Pink Ribbon sister organizations, is there a common ground? For example: the use of certain online and offline communication tools and channels.

I think we can learn from each other. But mostly I think it is about the activities and products. Because we are so different in our approach to the cause somehow. Maybe we are more similar to the Scandinavians.

❖ What is the biggest difference between the Scandinavians and, for instance, Spain?

We are more focused on the spread of information to increase the knowledge on breast cancer and information about how people can support the campaign. In Belgium, for instance, it's more about giving information about breast cancer. Also we only communicate with Pink Ribbon in October and in Belgium it is all year around. But we are part of the Breast Cancer Society; They have different cancer types. So we have different campaign.

- **Interview Pink Ribbon Spain (AECC)**

Interviewee:	Isabel Martínez-Noriega Campuzano
Interviewer:	C. Nijboer
Date and time:	28-04-2016 at 16:00
Place:	Nassastraat 37-41, Antwerp, Belgium (Skype-interview)

Hi Isabel, I am calling you for the interview concerning Pink Ribbon. Are you ready? I will quickly explain again why I need this interview. I am currently graduating from a university in The Netherlands, I study International Communication. And now I am doing my graduation for Pink Ribbon Belgium. As mentioned before, Pink Ribbon Belgium wants to start a volunteer network, but in order to do so, they need to know how to communicate with volunteers. From research it appeared that trust, satisfaction, commitment and creating contexts for the public is essential in communicating and now I want to see if and how you implement that in Spain. You told me that you are not in charge of the volunteers, am I correct? No, I'm in charge for the media, marketing and communication, and fundraising. So let me see if I can help you out with some of the questions you have.

The first part of the interview is about...

Volunteer communication and relationship management

Okay, so it is about how we communicate with volunteers? Before we start it might be good to know that we have more than 80,000 volunteers in the Spanish Cancer Association. They develop different

kind of duties. The way we are organized, that we have a person who is in charge of all the volunteers nationally, which is the volunteer coordinator. And then we have a delegation in every one of the states. We have a person responsible for the volunteers in each one of them. So we have 52 people, one person in each county. On top of that we have different kind of volunteers. We have volunteers in the hospitals, because we sometimes have a small office in the hospitals. We also have in the hospitals the person that is in charge of the volunteers there. That is the person who makes the schedule, when people have to come in. So they arrange everything? That's it. Then, one of the things that is very important for us is that volunteers go through different education workshops. So that they have all the tools they need to actually perform their job. With those workshops, is that in groups or individual, or how does that work? Usually it is individual. The biggest delegation we have is in Madrid. And there they have a course for volunteers twice a year. That is very general, about what the AECC is, what we do. And then before anyone becomes volunteer in a hospital they need to do that course. And then they have a coordinator, which is in charge of them. Why they have become volunteers. What we do is that they have different courses all the year, for each different education. Before anyone can become a volunteer they have to do the first course. They have to go through a personal interview with the volunteer coordinator. That is the one who actually says if the person is actually allowed to become a volunteer for us or not.

- So, can we say that trust is really important when you hire new volunteers?

Yes, of course when we talk about volunteers, there is no charge in this or we don't pay anything for these people. They actually want to help out.

- To what extent does Pink Ribbon listen to needs of volunteers? *I don't understand the question.* If, for instance, a volunteer has problems, how can they communicate that to the organization?

Because they have a volunteer coordinator, and every volunteer has one single person in charge of them. That would be the person they could ask any question. Also they are there for any support the volunteers would need. If they are dealing with questions, or family, or whatever. That communication is fluent all the time.

- Do you have an insight into the extent by which volunteers are satisfied about their volunteer work? For instance, do they have feedback sessions with their coordinator?

What we do now is that we do interviews for the people that we actually attempt. To see how satisfied they are with the volunteer work. So it is more the other way around. The communication is so fluent, most probably there are no big issues, because these are dealt with on a normal basis.

- Do you adapt the way of working to what volunteer need? For instance, in the hospital, if they request more guidance, could you give them more guidance? Or does it solely depend on what the organization wants?

I can't answer that question. I know that we have many people that want to be a volunteers. No, I can't answer that question.

Maybe it is good to know the information about the volunteers we have in the organization. To give you the rough numbers, we have 20,300 volunteers in Spain. We could say that 2 out of the 100 volunteers in the sector are from the AECC. The average of age is 57 years old, and volunteers stay with us more than 5 years. So, there is a really high commitment rate? Yes, that's it. Then about the

wages for volunteers: there are professionals. We have 30 volunteers for each professional. If we compare it to, for instance, the Red Cross, they have 22.

Spanish bilingualism

- Does Spain experience any language differences? I know that in Barcelona they speak Catalan...

Since we recruit the volunteers for the communities, we try to find people, in for instance Catalunya, who speak both languages. Because people are recruited from each one of the cities. We also have volunteers from the villages.

- Do all the counties speak different languages?

We have four different languages in Spain. We have Catalan, we have the Basque, we have the Spanish, and then the Galician language.

- Are there groups of volunteers which need different communication approaches? If yes, what communication approaches are adapted to these groups?

The third and last part of the interview is about the narrative paradigm theory – which states that in order to create understanding at publics, the consistency of messages, and the current and historic events of the persons, play a big role in creating understanding. So my first question here is...

Narrative paradigm theory (current and prospective volunteers)

- To what extent do you use storytelling in your communication with current and prospective volunteers?

Yes, that is the way we communicate with them, with everyone more and more. We don't only talk about the facts and numbers, but also provide stories behind that. So that volunteers also integrate into the system. So the information we can get from them, we use it all the time.

- How do you ensure consistency in using communication channels with current and prospective volunteers? (for instance, do you always use email, meetings, etc.)

We use all sorts of communication, ATL, BTL, both online and offline. Depending on the campaign we would use different kind of communication means.

We have a cycle how we communicate with volunteers: how the volunteers enter the organization, etc. There is a cycle which we have very well defined. They would all start with the recruitment and selection of the people. Then we have the workshop, then they have the education. We also have activities where the volunteers are incorporated all the year, where they can also share experiences with all volunteers in other places, or the same places. Sometimes they don't even see the volunteers from their own county, because they work in different places. They can share their experiences during maybe lunch or dinner for all of them together. There is always an evaluation at the end of the relationship that we do with the volunteers. What he has found to be good or better or if there are things which we can also improve.

- Do you take into account the history of volunteers when managing and communicating with them? I can imagine that people who want to volunteer for a breast cancer organization, that they have been through a lot. Is this something you deal with?

We have different kind of people wanting to become a volunteer. It is true that some people already have had cancer. We are not only a breast cancer association, we deal with any type of cancer. So we don't have only people who have been patient themselves. Sometimes they work as volunteer, not only in being with the patients but also with something what we call testimonial volunteers. People that have actually conquered the disease. What they do: because they also have all the education that we are providing, they are ready to share their expertise and experiences with the patients. *So they have a different type of volunteer work, because they have that personal experience?* That's it. But it's not that all the people that are volunteer in the organization are people that have been a patient before.

- **Interview Pink Ribbon United Kingdom (BCC)**

Interviewee:	Claire Knight
Interviewer:	C. Nijboer
Date and time:	11-05-2016 at 11:00
Place:	Nassaustraet 37-41, Antwerp, Belgium (Skype-interview)

I will quickly explain again why I need this interview. I am currently graduating from a university in The Netherlands, I study International Communication. And now I am doing my graduation for Pink Ribbon Belgium. As mentioned before, Pink Ribbon Belgium wants to start a volunteer network, but in order to do so, they need to know how to communicate with volunteers. From research it appeared that trust, satisfaction, commitment and creating contexts for the public is essential in communicating and now I want to see if and how you implement it at Breast Cancer Care.

Volunteer communication and relationship management

- To what extent is trust important in the relationship with volunteers?

It is extremely important, but not critical. You can start the program and carry on from there. But the most important this is that people feel a connection with the cause. People having a sense of trust in the purpose. What is going to be achieved? People have to see that when they are joining the organization, and when they give their time, that it is something very worthwhile and people have to be connected to the mission, and understand what the purpose of the mission is. And do they trust that the organization is achieving that. There is basically a high degree of trust in that. To some people, they need very little. They are quite motivated. Others, depending on the degree of attachment to the cause, if they feel trust is eroded by your treatments or behaviour, then you won't retain your volunteers. So in the first place to attract volunteers, trust in the cause and motivation needs to be high. But once they become involved it clearly is important, but it is not

critical for everybody. But to maintain volunteers, trust in every part of your communication is important.

In the UK, something that is particularly relevant here in the last year is a case study about a number of charities, who have asked one particular woman for money and support, and she committed suicide actually. One of the things which they discovered when they investigated was that she had high piles of requests of charities. Have you heard of this? (link: <http://www.dailymail.co.uk/news/article-3089332/Britain-s-oldest-poppy-seller-jumped-death-Avon-Gorge-Olive-Cooke-92-long-term-issues-depression-inquest-hears.html>) The woman was called Olive Cook. Charities and organizations in the UK experiencing massive loss of trust. There has been a loss of trust in all charities and organizations amongst the general public. There have been running so many stories over the last year of how charities and organizations have not been trustworthy in how they operate. It has nothing to do with volunteers and how intractable it is. It was that first point I was making about the organization first and foremost must be trustworthy. Presentation and deliberating the mission itself. Both are important for the level of trust. You must start with that before you start with a volunteering department or whatever.

- How do you make sure trust is achieved through communication with volunteers?

Well, it is very challenging. It has affected our income. Our numbers have dropped, because all charities' numbers have dropped. So the tragedy about the woman, that woman really had mental health issues. We have spent all our time looking at every aspect of communication and the organizational values, we reviewed that, we have talked about it internally, talked about it externally. So it is really about that. *So more open communication towards external parties as well? About what the organization is doing?* In the broadest of senses we arrange to arrange a trustworthy ground to the widest possible audiences and hope so that under that level of communication the reputation will rebuild. To attract different stakeholders in a different way, people who give money, people who give time here, help care professionals who will come and promote our services to them. At the top level, it is about establishing the brand, the mission and the purposes and have clarity all around.

- To what extent does Pink Ribbon listen actively to needs of volunteers?

I have been head of volunteering for two years. Before that there was a long time another person in charge. So the first thing I did was use a third party organization to do volunteer surveys, and there were three different categories. Ultimately, we were looking to establish how satisfied volunteers were with their engagement. There were lots of details underneath that. That survey gave us a benchmark, and was never done before. That went out to everybody. There are some volunteers who do lots for us. There was a great response rate from those groups. Maybe they did something once last year and have a very low engagement and response for the questionnaire and results. Since we did it, we have worked hard on establishing different teams, what sorts of communication they have. So that they are better at having an ongoing relationship and then I hope that next survey will be show that our strategy has been approved, because we nearly cated (?) better on ongoing basis, instead of sudden.. You know once people will volunteer in one year and the next year we send them a random questionnaire. What I've been doing is developing relationships and support. So some of our volunteers involved, people are in contact with us for the operational tasks that they do, and want to be in contact with us. So we get their feedback and information, it is almost like family-staff. We don't talk with that frequency, only then. Their motivation is different and it is a contractual thing. Some volunteers are a little bit like family. In a professional way.

- How many volunteers are there at the moment?

That is not an easy question. We have around 600 volunteers. Who we know like family. They do a range of different things. Including some you have talked about, raising awareness and understanding. They help with some sport services. A few of them raise money. We probably have another 1000 people every year who do one thing and then... It varies

- Coming back on the survey, is that also a point where you measure the satisfaction of the volunteers?

Yes.

- Does Pink Ribbon offer guidance to its volunteers? If yes, how?

Yes. All of those 600 are really close to us because we select the right people. So we have an interview and a selection process for some of those roles. We meet, it is more informal. Sometimes we have to say "no!" in a role for breast cancer patients. We have to be careful. So there's an application process where they tell us about themselves. We invite them for a discussion often for . for that role we like to let them come for a one-day training. We call it a welcome-workshop. It is a day run by our volunteer managers to help them understand who we are as organization, what we do, our mission, and the contribution they can achieve. So that is a very general day of training. It explains all the different fact of volunteering. What the opportunities are and how people might work with us. Depending on the role that they apply for, at the volunteering department we then give them role-specific training. What the tasks are, what will I do, what if something goes wrong, who do I contact if I'm ill, and how do I know I'm doing a good job. We have a centralized welcome-day, then very defined training options.

- And the people who give the more specific instruction later, are they some sort of mentor for those volunteers as well?

These are paid members of staff. Their task is to deliver output for the organization. It might be that they operate 20 courses or... Depending on the volunteer's task, they will have a lot of contact. They need to arrange the volunteers, they might need them. For other volunteers, they give them everything, they hand it to you, "enjoy!" It really depends.

- Are you aware of the level of commitment of its volunteers? You mentioned that some people do volunteer work for a longer period and others only once. Do you see any tendency?

First of all, we operate in central volunteer teams. I started two years, so we don't have a picture what the trends are. We know that we have had many volunteers, as the organization is 44 years old. We have many volunteers who have been committed for ten years. So we have some we have maintained through all of our ups and downs, and that is really great. We have a lot of people who request information, but only a very small amount of people then apply. Of the people who apply, we also have some people who drop out, because they don't like it. And some roles are really short term anyway. Maybe we have a project where we need somebody for two months, and that's it. There's lots of different thing and it depends on the role. What I aim to do is to provide a range of opportunities. If somebody wants to do one thing, they can. If you want to come every week for three hours, they can. What I don't want people to think with volunteering, "because I help for only one hour a month I am less important".

UK bilingualism

- Are there groups of volunteers in the UK which need different communication approaches?

Yes, to a degree. I'm not sure if we apply the difference very well. The UK is made up of four nations. We are all English speaking, but Wales has retained their Welsh language. We all have different healthcare systems, cultural differences, but they are probably more subtle than the one you've described. The Welsh government has passionately supported the Welsh language. It is taught in schools, it is a legal expectation but there are no sanctions for failing, that every piece of literature is provided bilingually. I think they are protecting a language that's dying, English is obviously a language used world-wide. But what they want to do, is before this gets worse, we want to retain our cultural heritage. So we do have that similar situation. What happens is, say for example, a volunteering example, we send a thank you card in volunteers week. So we make sure that we create an English only thank-you card, and then on the Welsh one we do English and Welsh on the same card. It is not so universal in Wales that we only send it in Welsh. So what happens is, we end up creating a shorter message, because they have to write it twice. It slightly changes what we say. It might not be a problem for our choices. It is better to say less in two languages and adhere to that cultural aspect.

- Do you need translators to write those messages?

There is a team based in Wales, we have office in Wales. Then there is a couple of people in the team, but only two, who will create for us simple messages. They are paid employees, but they are bilingual. Sometimes complicated patient information, one of our services, we go to professional translators. For the technical language. We are not talking to family like we are with volunteers. It has got to be accurate. So we would go through rigorous translation. *So you are very careful in the way you translate Welsh?* Yes.

Narrative paradigm theory

- To what extent do you use storytelling in your communication with current and prospective volunteers?

Absolutely. One of the things we've done is talk about training. We create a story with a fictional breast cancer patient to illustrate what we do as an organization. We have written a script where two people play, one person plays the patient and the other person asks questions. We called it "Anny's story". We have taken the story from the many many stories we hear from our clients. It's a fictional person, but the story is based on reality as we hear it from experiences of our beneficiaries. It starts with "hello my name is Anny, I'm 33 years old. I found a lump in the shower and I'm really scared. I don't know what to do." The other person says then "at Breast Cancer Care we have information available online. Or through your GP. So we have the story and that resembles what we do as an organization. One of our values is bringing people together. So for our volunteer roles, we recruit people who have had breast cancer. They can tell their story, and that storytelling is

empowering for volunteers. It's harnessing the experience they had, and by sharing they are bringing comfort and inspiration to others. The sharing of the experience is absolutely a critical part of what we do. Actually, a massive majority of the 600 volunteers, the ones who are closest to us, are people who have had breast cancer. That is our primary audience when we recruit volunteers.

- When people want to volunteer for the organization, are they asked what their affiliation with the organization is? If yes, what do you do with this information?

What we do is, when we think about a new volunteer role, we think what sort of person would be good in doing this? Why would somebody feel motivated? Then we build the language in, to our recruitment. When we are looking for people externally, we use language which reflects what we understand people who have done this role before. For the awareness activity which you've mentioned before: lots of people who have had breast cancer really feel passionate that they want to tell others what to do and how to do well. So we use language which reflects their motivation. In the survey that I mentioned before we ask quite a lot of questions: what motivates you? By far the biggest response was the motivation to make a difference. We always include, in all of our literature, what difference does this role make. We don't pay money for volunteers. They get, instead of money and motivation, ...

- There might be moments that people who volunteer experience difficulties mentally, because it could bring back memories, for example. Do they have the possibility to talk to someone within the organization?

Part of the recruitment process is that we try to void bringing people in who aren't ready. So there are lots of times where we say "I think it is a bit soon for you, maybe come back to us next year". Other times, we have a close relationship with lots of volunteers and they ring and say "this has happened to me, I think I have another cancer or my daughter has been diagnosed now.." The volunteer managers they ...

- How do you ensure consistency in using communication channels with current and prospective volunteers? (always mail, meetings, etc.)

We communicate via everything you could possibly think of. *There is not really a standard?* No, we use the telephone a lot. We communicate UK-wide and only have a small staff based. We are not based in every locality. We've got four offices in the whole of the UK. Our volunteers are dispersed in a much wider area. So we use telephone and email in all communication. We do email more newsletter-things. And for organizationally important we send a hard-copy letter. *To volunteers as well?* Yes. What we want to investigate next is our online presence.

- How do you ensure consistency when sending communication messages with current and prospective volunteers? (language use, etc.)

This is where I am a bit of a dragon. The last two years I basically said that, I've been trying to work with each team to get a shared understanding of what messages and how we work. So empower everybody in a way. Secondly we have got a really fresh communication team. Here to refresh our brand, so all organizationally get more.. And I'm part of driving that team. Thirdly, I try to cut out a lot of casual communication. And to consolidate to key times we need to talk. Don't talk lightly, but only if it's important. Look at the Olive Cook thing, because people were bombarding her, and lots and lots of different charities were doing it to her.

- Survey Pink Ribbon Netherlands

5/30/2016

Communicating with volunteers - Google Forms

Communicating with volunteers

Good day!

Thank you for filling in this questionnaire regarding volunteer communication. With your help I will be able to develop a communication plan for Pink Ribbon Belgium, and graduate.. Please answer the following questions to your own insight. If a question is not applicable or different for your situation, please indicate this in the text field below as well.

The survey will take around 15 minutes, depending on how detailed your answers are. For every question the same applies: the more detailed you answer the question, the better! If you really don't understand a question, you can always ask me (Chelle) for information via stagiair@pink-ribbon.be.

Thank you for your time and effort!
Kind regards,

Chelle Nijboer
Pink Ribbon Belgium

Explanation words

"Volgende" = next question
"Vorige" = previous question
* = question requires an answer

General

For which organization are you currently working? *

Stichting Pink Ribbon Nederland

What is your job title within the organization?

Coordinator ambassadeurs

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1/16

What activities are you performing within the organization?

Coördineren van 130 ambassadeurs door het hele land, aansturen van 12 regiocoördinatoren die in hun regio weer de ambassadeurs aansturen. Regelen van aanwezigheid van ambassadeurs bij diverse lokale (fondsenwervende) events

Volunteer communication and relationship management

From research it appeared that trust, satisfaction and commitment are vital elements for a good relationship with volunteers. Through communication it is possible to achieve the aforementioned elements in the relationship with volunteers. The following questions will indicate the extent by which the elements are present, intentionally and unintentionally, in the relationship between your organization and its volunteers.

To what extent is trust important in the relationship with volunteers? *

*

	1	2	3	4	5	
Not important	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Very important

How do you make sure trust is achieved through communication with volunteers? *

Door te (snel) te reageren op mail, telefoon etc. En door beloften na te komen. Op organisatie niveau is dit wel eens lastiger (bij bijv. negatieve pers publiciteit)

To what extent does the organization listen actively to the needs of its volunteers? *

	1	2	3	4	5	
Never listening	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Always listening

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2/16

Can volunteers communicate their concern or questions to the organization? If yes, how? *

Ja, dat kunnen ze via mail of telefoon en in uitzonderingsgevallen face to face bij ons op kantoor. Daarbij komt wel dat we luisteren maar lang niet altijd (vaak niet) hun zorgen weg kunnen nemen (bijv. weinig amino in een bepaald regio).

To what extent is the response from the organization towards the volunteers honest and truthful? *

	1	2	3	4	5	
Never honest and truthful	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Always honest and truthful

Do volunteers have access to organizational documents? *

- ☒ Yes
- ☐ No

Volunteer communication and relationship management

Do you have an insight into the extent by which volunteers are satisfied about their volunteer work? *

Dit is bij ons heel verschillend. De nieuwe ambassadeurs zijn enthousiast. De wat oudere amb hebben soms moeite om gemotiveerd te blijven omdat de bereidheid daadwerkelijk in actie te komen voor Pink op een bepaalde datum soms minimaal is of er op het laatste moment door mede-ambassadeurs afgezegd wordt.

Do you have an insight into the extent by which volunteers are satisfied about the communication with the organization? *

We hebben te horen gekregen dat dat beter kan en zijn begin dit jaar een maandelijkse e-nieuwsbrief begonnen te versturen. Openingsrate varieert van 65% tot 75%

How do you make sure volunteers are satisfied about the volunteer work and communication with the organization? *

We proberen te laten zien dat we ze enorm waarderen door onder anderen een jaarlijkse vrijwilligersdag te organiseren speciaal voor hen en bij verjaardagen sturen we een verjaardagskaart, dit wordt gewaardeerd.

Does the organization expresses its expectations of the volunteer and the volunteer work before the start of the work commitment? *

De regio-coördinator doet een intake-gesprek waarin verwachtingen worden uitgesproken en daarna volgt een overeenkomst die getekend moet worden voor de start van het ambassadeursschap

Does the organization show appreciation for the work volunteers do? If yes, in what ways? *

Zie antwoord hierboven. We proberen na afloop van een event ook altijd nog even contact te hebben met de ambassadeurs

Does the organization offer guidance to its volunteers? If yes, how? *

We hebben 2 a 3 keer per jaar een regio-overleg (6 regio's) met de ambassadeurs. Daar kunnen vragen en adviezen worden gedeeld

Is the organization aware of the level of commitment of its volunteers? If yes, how do you measure this? *

Dit is bij ons meer een kwestie van inschatten en de mate van hoe snel we een ambassadeur voor een event kunnen vinden (de bereidheid lijkt wat af te nemen).

Bilingualism

In Belgium there are two main cultural communities, each with their own language, dialects and customs. Where the Flemish community is related to the Dutch language and culture, the Walloon community is related to the French language and culture. In order to make sure that Pink Ribbon Belgium can effectively communicate with both communities, this subject needs to be examined further. The following questions are about your experiences with cultural differences when communicating with volunteers.

Does your country experience any language differences? This may concern the main language as well as an official dialect. *

☐ Yes

☒ No

Bilingualism

How do you approach the language differences when communicating with volunteers? One example could be, for instance, translating all documents. *

Bilingualism

Are there other groups of volunteers which need different communication approaches? If yes, what communication approaches are adapted for these groups? *

We hebben ook een facebook community voor de 130 ambassadeurs/ vrijwilligers waarop ze onderling dingen kunnen delen

Narrative paradigm theory

The narrative paradigm theory states that people make up reality not solely based on facts, but also on historic and current events. Creating a context when communicating, to create understanding, is vital. The following questions will concern creating context, consistency in communication, and the mental wellbeing of volunteers.

To what extent do you use storytelling in your communication with volunteers? *

	1	2	3	4	5	
Never	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Always

In what way do you use storytelling when communicating with volunteers? *

Nauwelijks

Narrative paradigm theory

Do you always communicate through the same communication channels with volunteers? If yes, what communication channels do you use? *

facebook, e-brief, telefoon, mail, face to face, regio-bijeenkomsten

How do you ensure consistent messages when communicating with volunteers? Examples could be: language use, not including excessive information in messages, etc. *

Dezelfde tone of voice en duidelijkheid

Narrative paradigm theory

Do you take into account the history of volunteers when managing or communicating with them? If yes, how? *

Ja, passen de boodschap of vraag aan aan de mogelijkheden van een ambassadeur

When people want to volunteer for the organization, are they asked what their affiliation with the organization is? If yes, what do you do with this information? *

Ja, soms gebruiken we deze info in goed overleg en met toestemming voor publicitaire acties.

Do volunteers have the possibility to talk to someone in the organization to discuss personal matters with? *

Nee niet echt. De coordinator ambassadeurs maar dan tot op zekere hoogte

And finally...

Are there other aspects concerning the communication with volunteers which are important for me to take into account, but are not discussed during this questionnaire?

This form was created inside Pink Ribbon Belgium.

Google Forms

- Survey Pink Ribbon Switzerland

5/30/2016

Communicating with volunteers - Google Forms

Communicating with volunteers

Good day!

Thank you for filling in this questionnaire regarding volunteer communication. With your help I will be able to develop a communication plan for Pink Ribbon Belgium, and graduate.. Please answer the following questions to your own insight. If a question is not applicable or different for your situation, please indicate this in the text field below as well.

The survey will take around 15 minutes, depending on how detailed your answers are. For every question the same applies: the more detailed you answer the question, the better! If you really don't understand a question, you can always ask me (Chelle) for information via stagiair@pink-ribbon.be.

Thank you for your time and effort!
Kind regards,

Chelle Nijboer
Pink Ribbon Belgium

Explanation words



"Volgende" = next question

"Vorige" = previous question

* = question requires an answer

General

For which organization are you currently working? *

Pink Ribbon Switzerland

What is your job title within the organization?

CEO

https://docs.google.com/a/pink-ribbon.be/forms/d/1jTVWfY2NF48-B1q5zoRNfPg4LxLXJelc3UDJASl_Mxo/edit#responses

9/16

What activities are you performing within the organization?

Pink Ribbon Charity Walk, Pink Ribbon Flashmob, Pink Ribbon Night, Pink Golfturnaments, Awareness Campaigns

Volunteer communication and relationship management

From research it appeared that trust, satisfaction and commitment are vital elements for a good relationship with volunteers. Through communication it is possible to achieve the aforementioned elements in the relationship with volunteers. The following questions will indicate the extent by which the elements are present, intentionally and unintentionally, in the relationship between your organization and its volunteers.

To what extent is trust important in the relationship with volunteers? *

*

	1	2	3	4	5	
Not important	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Very important

How do you make sure trust is achieved through communication with volunteers? *

We do have many volunteers that are helping since many years:

To what extent does the organization listen actively to the needs of its volunteers? *

	1	2	3	4	5	
Never listening actively	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Always listening actively

Can volunteers communicate their concern or questions to the organization? If yes, how? *

Yes, they all get a Feedback sheet to fill out after the Events.

To what extent is the response from the organization towards the volunteers honest and truthful? *

	1	2	3	4	5	
Never honest and truthful	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Always honest and truthful

Do volunteers have access to organizational documents? *

☐ Yes

☒ No

Volunteer communication and relationship management

Do you have an insight into the extent by which volunteers are satisfied about their volunteer work? *

Yes - Feedback sheet and e-mails

Do you have an insight into the extent by which volunteers are satisfied about the communication with the organization? *

Yes - Feedback sheet and e-mails

How do you make sure volunteers are satisfied about the volunteer work and communication with the organization? *

Feedback sheet and e-mails

Does the organization expresses its expectations of the volunteer and the volunteer work before the start of the work commitment? *

Yes - they can choose in which Team they want to help. Before the Event they get a written briefing

Does the organization show appreciation for the work volunteers do? If yes, in what ways? *

We thank them on Facebook and at the Event on stage. Also they get a Shirt, Food, Drinks, presents and 50 Francs for expenses

Does the organization offer guidance to its volunteers? If yes, how? *

Yes, every volunteer has a Team leader

Is the organization aware of the level of commitment of its volunteers? If yes, how do you measure this? *

yes - of some

Bilingualism

In Belgium there are two main cultural communities, each with their own language, dialects and customs. Where the Flemish community is related to the Dutch language and culture, the Walloon community is related to the French language and culture. In order to make sure that Pink Ribbon Belgium can effectively communicate with both communities, this subject needs to be examined further. The following questions are about your experiences with cultural differences when communicating with volunteers.

Does your country experience any language differences? This may concern the main language as well as an official dialect. *

☒ Yes

☐ No

Bilingualism

How do you approach the language differences when communicating with volunteers? One example could be, for instance, translating all documents. *

Documents are in German - all Team leader speak english and translate if necessary

Bilingualism

Are there other groups of volunteers which need different communication approaches? If yes, what communication approaches are adapted for these groups? *

no

Narrative paradigm theory

The narrative paradigm theory states that people make up reality not solely based on facts, but also on historic and current events. Creating a context when communicating, to create understanding, is vital. The following questions will concern creating context, consistency in communication, and the mental wellbeing of volunteers.

To what extent do you use storytelling in your communication with volunteers? *

	1	2	3	4	5	
Never	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Always

In what way do you use storytelling when communicating with volunteers? *

no storytelling

Narrative paradigm theory

Do you always communicate through the same communication channels with volunteers? If yes, what communication channels do you use? *

E-Mail, phone

How do you ensure consistent messages when communicating with volunteers? Examples could be: language use, not including excessive information in messages, etc. *

Our volunteers only help at the Events itself so the communication is easy

Narrative paradigm theory

Do you take into account the history of volunteers when managing or communicating with them? If yes, how? *

no

When people want to volunteer for the organization, are they asked what their affiliation with the organization is? If yes, what do you do with this information? *

no

Do volunteers have the possibility to talk to someone in the organization to discuss personal matters with? *

yes

And finally...

Are there other aspects concerning the communication with volunteers which are important for me to take into account, but are not discussed during this questionnaire?

no

This form was created inside Pink Ribbon Belgium.

Google Forms

Appendix III – Survey prospective volunteers

Initial data about survey

Respondents	146
Running from/until	28 th of April 2016 until 18 th of May 2016
Target audience	Possible volunteers of Pink Ribbon Belgium
Language of survey	Dutch (p.88) and French (p.122)
Posted at (place):	On (date):
• Facebook Pink Ribbon (NL+FR)	28 th of April 2016 / 11 th of May 2016
• Mailchimp to 'Boezemvriendinnen'	4 th of May 2016 / 13 th of May 2016
• Facebook 'Breast cancer in Belgium'	14 th of May 2016
• Forum 'Seniorennet' (partner PR)	13 th of May 2016
• Facebook 'Pink Lioness Venice'	11 th of May 2016

Uw mening telt!/Votre opinion compte !

Beste boezemvriendin van Pink Ribbon,

Allereerst: heel erg bedankt dat u deze korte survey in wilt vullen voor Pink Ribbon! Pink Ribbon is bezig om in de nabije toekomst een vrijwilligersnetwerk op te bouwen, waar u wellicht aan kan deelnemen. Hiervoor is het opnemen van de voorkeuren en meningen van (eventuele) toekomstig vrijwilligers zeer belangrijk. Deze survey zal zich voornamelijk concentreren op de communicatie tussen u en Pink Ribbon. Uw mening telt!

U kan op de volgende pagina aangeven of u deze survey in het Frans of in het Nederlands wilt invullen.

Chère amie pour la vie de Pink Ribbon,

Premièrement, on veut vous remercier de bien vouloir remplir ce petit questionnaire pour Pink Ribbon ! Pink Ribbon est en train de lancer un réseau de bénévoles dans un avenir proche, et vous aurez la possibilité d'en participer. Pour cette raison, les préférences et les opinions des futurs bénévoles sont très important. Cette étude se concentrera principalement sur la communication entre vous et Pink Ribbon. Votre opinion compte !

Sur la page suivante, vous pouvez choisir si vous voulez remplir ce questionnaire en français ou néerlandais.

NEXT

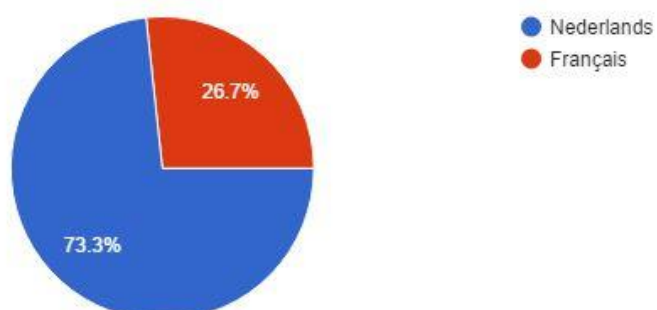


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Never submit passwords through Google Forms.

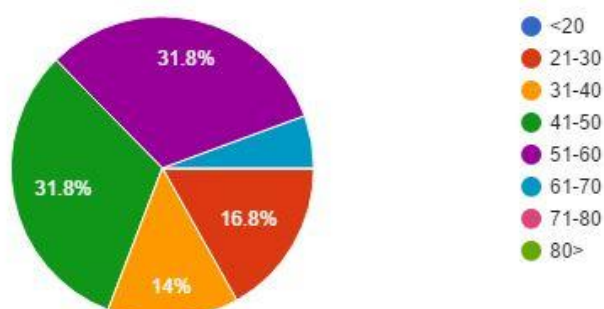
Wilt u deze survey in het Nederlands of in het Frans invullen?/Est-ce que vous voulez remplir ce questionnaire en néerlandais ou en français ?

(146 responses)



Algemeen

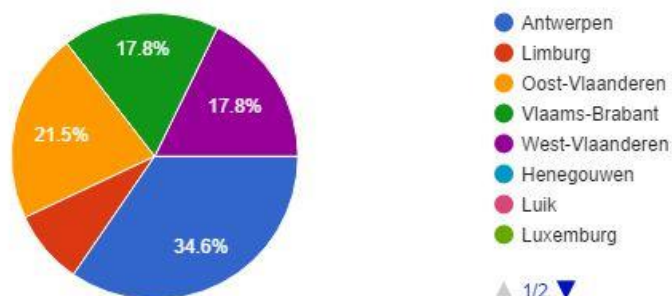
Binnen welke leeftijdscategorie valt u? (107 responses)



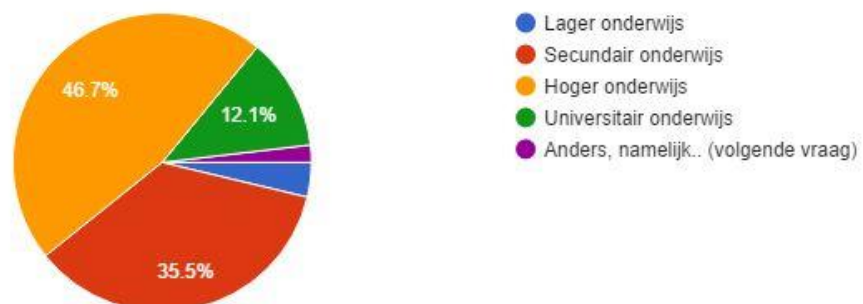
Wat is uw geslacht? (107 responses)



In welke provincie woont u? (107 responses)



Wat is uw hoogst genoten opleiding? (107 responses)



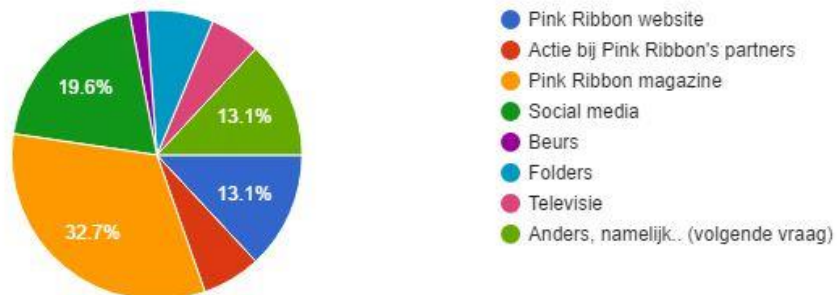
Anders, namelijk.. (3 responses)

4 jaar secundair onderwijs
Schoonheidsverzorging in avondschool en nagelstyliste
Bijzonder onderwijs

Algemeen

Hoe bent u voor de eerste keer in contact gekomen met Pink Ribbon?

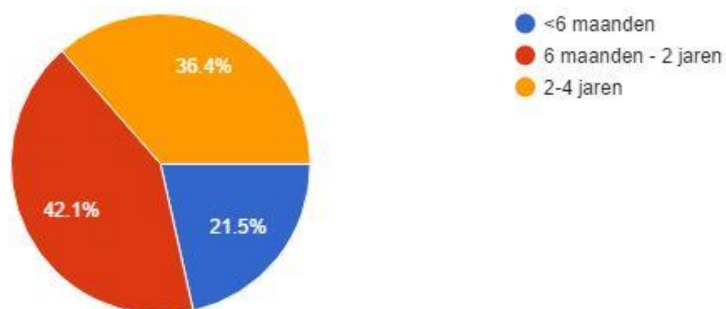
(107 responses)



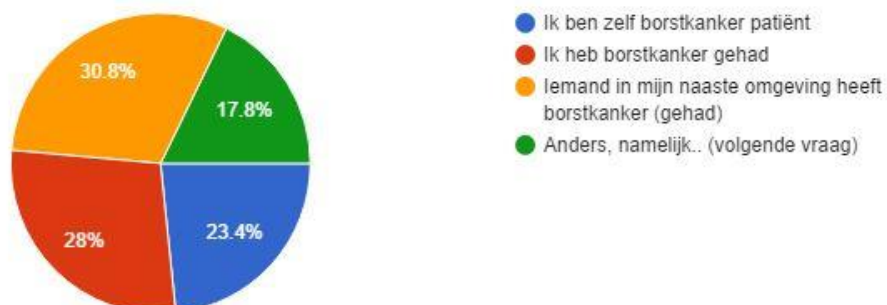
Anders, namelijk.. (16 responses)

Mijn werk
In ziekenhuis
Ben vrijwilliger bij kom op tegen kanker en eerder acties bij Think pink
Via vriendin
Als thuisverpleegkundige bij patienten
Doordat ik borstkanker kreeg en zo in contact kwam met jullie magazine
ziekenhuis
2j geleden werd er borstkanker vastgesteld bij mij
Flair
heb zelf borstkanker gehad
Via een lotgenoot
Toen ik 11 jaar geleden borstkanker kreeg
Mijn moeder,zus, tante en nichtje hebben al een paar keer meegewandeld in Limburg
Boek gekregen in ziekenhuis
Weet ik niet meer, was naar aanleiding van Borstkanker in 2008..
In het ziekenhuis

Hoe lang bent u al boezemvriendin van Pink Ribbon? (107 responses)



Waarom steunt u Pink Ribbon? (107 responses)



Anders, namelijk.. (20 responses)

Ik werk voor Pink Ribbon
niet enkel borstkanker maar elke soort kanker moet aandacht krijgen
uit interesse
Ik heb als verzorgende in de thuissector gewerkt en heb gezien wat kanker met mensen kan doen.
gewoon, omdat ik wil helpen
BRCA Gen en preventief bilaterale mastectomie laten uitvoeren
als vrouw vind ik het belangrijk om andere vrouwen die met borstkanker te maken gehad hebben, te steunen.
Heb zelf eierstokkanker gehad
Ik steun verschillende goede doelen en als vrouw vind ik deze een belangrijke
Mijn mama, tantes, nicht, kregen borstkanker. Ik ben draagster van het BRCA-1 gen en ben over 5 jaar preventief geopereerd aan de borsten en eierstokken (mastectomie met directe reconstructie met eigen weefsel)
Zorg voor anderen
Steun krijgen kan grootste wonderen veroorzaken, iedereen zou elkaar wat meer moeten steunen
uit sympathie
Ik ben verpleegkundige en vrouw. Borstkankerpatiënten liggen nauw aan mijn hart.
Ik werk op mammografie in Uz Leuven
zulke verenigingen zijn nodig om de mensen in nood te steunen en meer bekendheid aan het probleem te geven
Het komt veel voor alsook ander kankers in mijn familie en zelf moet ik ook om de 6 maand op controle voor preventie
Uit sympathie. Omdat preventie nodig is, er zijn nog altijd te veel vrouwen die borstkanker krijgen
Ik ben bekommerd om mensen die borstkanker hebben of gehad hebben
Ik ken mensen die het hebben gehad borstkanker en ik steun think pink omdat het me raakt

Wat is de reden dat u eventueel vrijwilliger zou willen worden bij Pink Ribbon?

(107 responses)

Omdat ik uit ervaring weet dat het enorm belangrijk is om veel steun te krijgen.

Steun zijn voor andere mensen. Ik had gruwelijk veel geluk met mijn familie en vrienden, maar dat is niet voor iedereen zo.

Omdat je nooit genoeg kan strijden tegen borstkanker!

Om mensen met borstkanker een hart onder de riem te steken

De voldoening die je hebt dat je hiermee mensen kan helpen.

Lotgenoten een hart onder de riem steken. En bij reconstructie een voorbeeld zijn en raad geven

Ik ben zelf borstkanker patient, al 10 jaar.... en ik denk dat ik veel kan bij dragen voor andere borstkanker patienten.

Steun bieden aan vrouwen die te maken krijgen met borstkanker. Erover praten gemakkelijker maken voor hen, ervaringen delen met familieleden.

Omdat ik graag mensen help

Het is een zeer zinvol initiatief voor vrouwen die het hard nodig hebben

Het is belangrijk dat lotgenoten steun vinden bij mekaar.

Heb reeds enkele jaren via Facebook een kledingverkoopgroepje (NG Second Life Store) en stort jaarlijks wat er is verkocht

ik heb altijd graag vrijwilligerswerk gedaan en zoek nu een nieuwe invulling

Dit is een van de weinige goede doelen waar ik volledig achter sta

Ik ben (student) verpleegkundige en heb tijdens mijn opleiding gemerkt dat je hier zoveel mee in aanraking komt en dat het zoveel met een mensenleven kan doen.

Ben op zoek naar een vrijwillers job

Ik zet me graag in voor anderen

Het is een mooi goed doel

Ik weet hoe belangrijk de gezondheid is en ik wil mijn steentje eraan bijdragen om iedereen bewust te maken van de belangrijkheid van je gezondheid. En zo veel mogelijk mensen helpen dat ik kan, met wat dan ook.

Omdat ik dat erg vind mijn moeder heeft ook kanker
Ondersteunen van professionele netwerken door inzet van verpleegkundige achtergrond zodat je meer kan betekenen dan verkoop van gadgets of huis aan huis bedelen van infomateriaal
Ik vind de organisatie een geweldig initiatief en vind dat dat zeker alle aandacht verdiend. Iedereen kan er mee geconfronteerd worden dus moeten we er open over durven zijn en zeker niet aan de kant laten liggen
omdat ik zelf gezien heb hoe belangrijk kleine dingen kunnen zijn voor mensen die kanker hebben... Een luisterend oor, even over iets anders kunnen praten, een steun, een beetje hulp voor dingen die voor hen belangrijk zijn,...
Omdat organisaties zoals Pink Ribbon noodzakelijk zijn in de strijd tegen borstkanker.
ik ben reeds vrijwilliger bij think pink
luisteren en anderen de moed geven om door te gaan!
Steunen lotgenoten
Anderen helpen
Om een goed doel te steunen
Momenteel werk ik nog 16 u per week maar in de toekomst zal ik mij waarschijnlijk inzetten voor vrijwilligers werk
Ik ben in brugpensioen en heb dus tijd
Lotgenoten steunen,
Mensen met de ziekte ondersteunen, onderzoek steunen
Op de hoogte blijven van vooruitgang wetenschappelijke onderzoeken en kunnen babbelen met gewezen borstkankerpatiënten wat hun dagdagelijkse ongemakken zijn en hoe ze ermee omgaan.
Vrije tijd nuttig besteden, mensen helpen(on) rechtstreeks
Zin geven aan mijn bestaan....
omdat ik graag mensen wil helpen
Sinds ik kanker heb gekregen en de vele nevenwerkingen heeft de ziekenkas mij van de arbeidsmarkt gehaald. Omdat ik toch nog iets wil betekenen heb ik mij in het vrijwilligerswerk gestort. Ik voel me daar goed bij en krijg toch het gevoel dat nog iets betekenen voor de maatschappij. Ik doe al bijna 4 jaar vrijwilligerswerk.
om dat het nauw aan het hart ligt
Ben in mijn derde jaar controle,anderen helpen door te praten gedurende de behandelingsperiode,had daar zelf nood aan,misschien heeft iedereen wel wat steun nodig,

om dat het nauw aan het hart ligt
Ben in mijn derde jaar controle, anderen helpen door te praten gedurende de behandelingsperiode, had daar zelf nood aan, misschien heeft iedereen wel wat steun nodig,
Ervaring delen-
Ik wil zeker vrijwilliger zijn in de mate van het mogelijke om mensen nog meer te sensibiliseren zich te laten onderzoeken. Ik was al vrijwilliger bij een lokale hulpgroep voor borstkankerpatienten
om meer vrouwen bewust te maken van hun borsten die op en top gekoesterd moeten worden. Screening is enorm belangrijk!
Ben zelf ziek geweest, als ik anderen kan steunen die hetzelfde meemaken. Iedereen had borstkanker..maar ik wilde met iemand praten die eierstokkanker had meegemaakt en er goed uitgekomen was.
Omdat ik zelf heel veel steun en hulp nodig had en nog wil ik ook anderen helpen in de mate van het mogelijke
(professionele) interesse
Omdat ik zelf ook iets wil doen voor mensen die met kanker te maken krijgen. Een steentje bijdragen.
Ik wil van thuis uit meewerken, maar als gehandicapte kan ik mij niet vlot verplaatsen en ik doe al vrijwilligerswerk
Helpen van mensen
Als borstkankerpatient ken ik precies de noden en behoefte van medepatienten
Om andere vrouwen met borstkanker of dezelfde situatie te kunnen helpen of steun te bieden, een luisterend oor te zijn, of hen bijstaan met raad en daad
Uit dankbaarheid dat ik nog leef ondanks chemo's en nog eens chemo's. Alles hangt af hoe ik als palliatief patiënt nog een invulling kan geven als vrijwilliger.
Maatschappelijke inzet
Om mijn steentje bij te dragen. Positiviteit tonen in andermans donkere tijden.
ja
omdat ik zelf heel goed weet wat het is met borstkanker te leven! en zo ondersteun je andere heel goed initiatief!
uit sympathie
omdat het deugd kan doen met lotgenoten te praten en elkaar te steunen men denkt altijd dat men alleen staat in zo een situatie

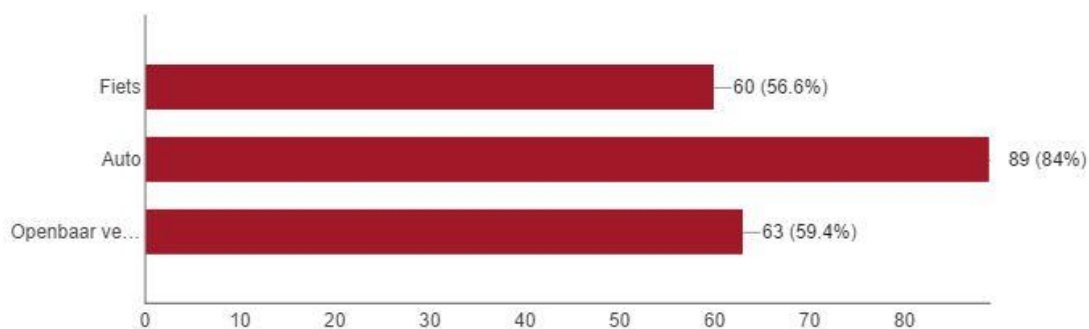
Ik zou graag een luisterend oor zijn voor mensen die daar behoefte aan hebben
Omdat ik weet hoe het is er alleen voor te staan
Steun bieden , een luisterend oor voor lotgenoten
ik wil iets doen voor vrouwen met borstkanker
mensen steunen , meetellen in deze maatschappij is heel belangrijk !
Toen ik zelf ziek was, heb ik steun gekregen van vrouwen die het reeds doormaakten. Tijdens mijn kanker werd ook duidelijk, dat de ziekte zelf hebben een totale andere dimensie heeft dan het van dichtbij meemaken. Ik heb ondertussen de kracht om steun te geven aan 'nieuwe' patiënten.
om mensen te helpen
Steunen van vrouwen in emotioneel moeilijke tijden
kanker, zit in de familie. Ik heb al 8 kankers, waarvan 4 borstkankers in de familie gehad. Ze zijn al 3X op tijd geweest in verband met tumoren bij mezelf
Lotgenoten informeren en steunen
Een luisterend oor kunnen bieden aan mensen die nood hebben om te praten.
Omdat de sensibilisering naar zelfonderzoek belangrijk is en het taboe eronder weg moet
om een luisterend oor te zijn
Steunverlening
Omdat ik zelf heb ervaren hoe moeilijk het kan zijn.
Om andere bk patiënten een riem onder het hart steken
Er is nog veel te doen tegen borstkanker en we kunnen elkaar goed ondersteunen
Om borstkanker blijvend onder de aandacht te houden
Omdat ik me graag inzet voor een goed doel
algemene interesse in dit thema en af en toe vrijwilligerswerk doen
Gewoon om van dienst te kunnen zijn
Ik wil mij inzetten bij een vereniging die aanleunt bij mijn professionele bezigheden
Proberen mensen in nood te helpen

Om Pink Ribbon in mijn onmiddellijke omgeving bekender te maken
Kennis van opleiding ten goede gebruiken (Psychologie)
Steun en luisterend oor voor lotgenoten
Ik vind het een zeer belangrijk onderwerp en mensen die borstkanker hebben
vroeg of laat zal ik misschien zelf steun nodig hebben van een vrijwilliger en dat zou ik ook waarderen
1: omdat dit een heel mooi project is . 2: om mezelf weer wat nuttig te voelen .
sociaal engagement
de strijd tegen borstkanker moeten we winnen
Ik ben sinds 1 mei met pensioen en wil toch bezig blijven mijn job was koken in gezinnen heel tof
Voel mij betrokken, gezien ik zelf patiënte ben..
Uit interesse, doe nu ook al vrijwilligerswerk
Om andere vrouwen met borstkanker te steunen
ik ben op pre-pensioen en heb nog wat tijd over die ik nuttig wil besteden
Veel mensen uit mijn naaste omgeving hebben verschillende soorten kanker (gehad). Ik wil getroffen mensen steunen
Mensen met borstkanker even alles laten vergeten en een leuke dag/ een leuk moment bezorgen
Steun bieden
Ik heb zelf ondervonden dat hulp van vrijwilligers een verschil kan maken.
Omdat ik denk dat pink ribbon heel belangrijk is voor mensen met of zonder kanker.
Om vrije tijd in te vullen en sociale contacten. Omdat ik lotgenoot ben.
Om de mensen te helpen waar het kan en nodig is en het is een mooi initiatief
Omdat ik nu 16 jaar kankervrij ben en ik ook neteen fotoboek uitgebracht heb van mezelf om aan te tonen dat vrouwen met 1borst steeds vrouw zijn , er is nog veel te veel taboe rond ! En ik een steun wil zijn .
ik weet hoe belangrijk het is voor met iemand te praten en zeker als die persoon ook het meegemaakt heeft en je begrijpt want niet iedereen in je omgeving begrijpt wat je doormaakt
omdat iedereen hulp en steun nodig heeft en om andere patiënten hart onder de riem te steken
Sensibilisering en steun voor lotgenoten zijn belangrijk
Om iedereen te steunen die dit kan gebruiken.
als eerbetoon aan mijn mama, om er voor te zorgen dat haar overlijden niet voor niets is geweest

Communicatie met Pink Ribbon

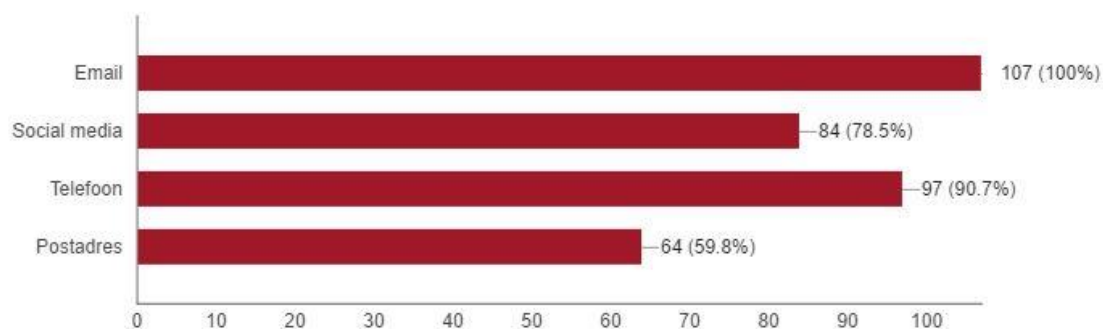
Heeft u toegang tot de volgende vervoersmiddelen? Meerdere keuzes zijn mogelijk.

(106 responses)



Heeft u toegang tot de volgende communicatiemiddelen? Meerdere keuzes zijn mogelijk.

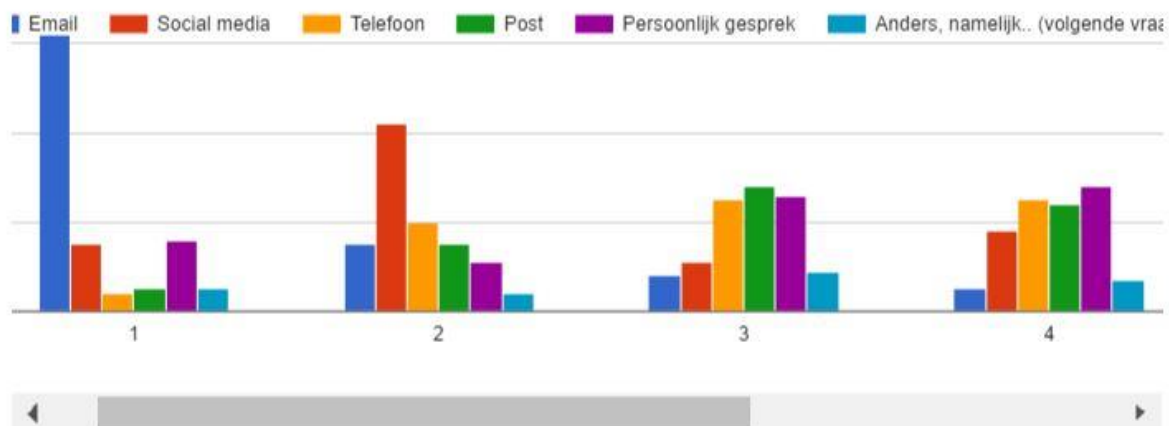
(107 responses)



Anders, namelijk.. (0 responses)

No responses yet for this question.

Via welke communicatiekanalen zou u bij voorkeur communiceren met Pink Ribbon? Rangschik uw voorkeur, waar 1 = de grootste voorkeur en 6 = de minste voorkeur.

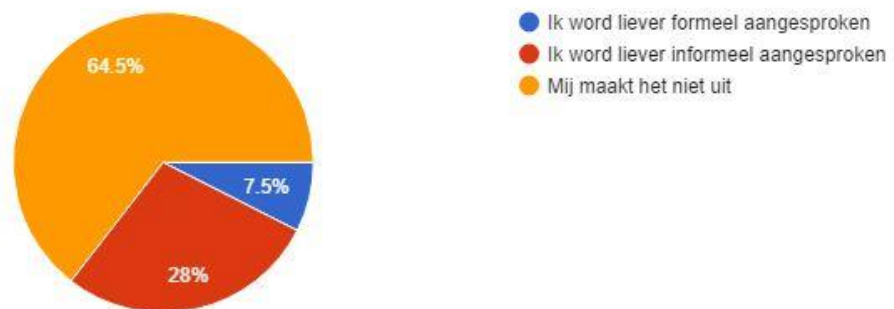


Anders, namelijk.. (9 responses)

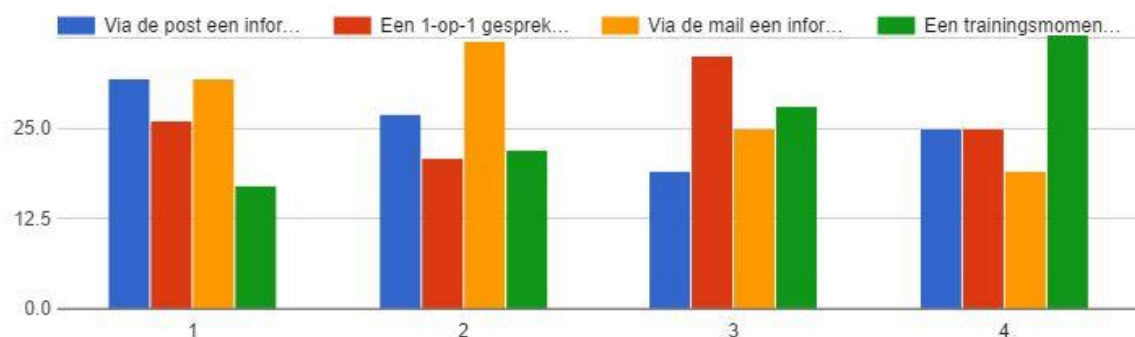
/
/
SMS
persoonlijk contact
infostand bemannen/ gerichte bezoeken
via evenementen
Op welke manier bedoelt U dit? Met de organisatie zelf, of met de 'klanten'?
bijeenkomst
Wat de beste manier lijkt voor pink ribbon.

Wordt u liever formeel of informeel aangesproken door Pink Ribbon?

(107 responses)

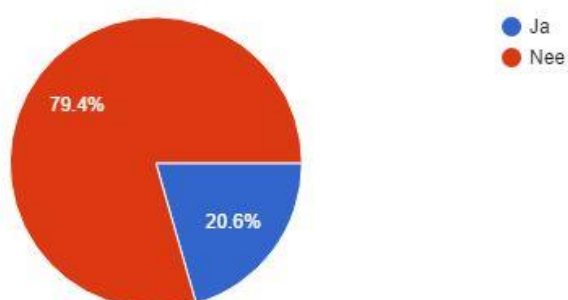


Rangschik uw voorkeur voor de manier waarop u informatie ontvangt voor en tijdens het vrijwilligerswerk van Pink Ribbon. 1 = de grootste voorkeur & 4 = de minste voorkeur.



Communicatie met Pink Ribbon

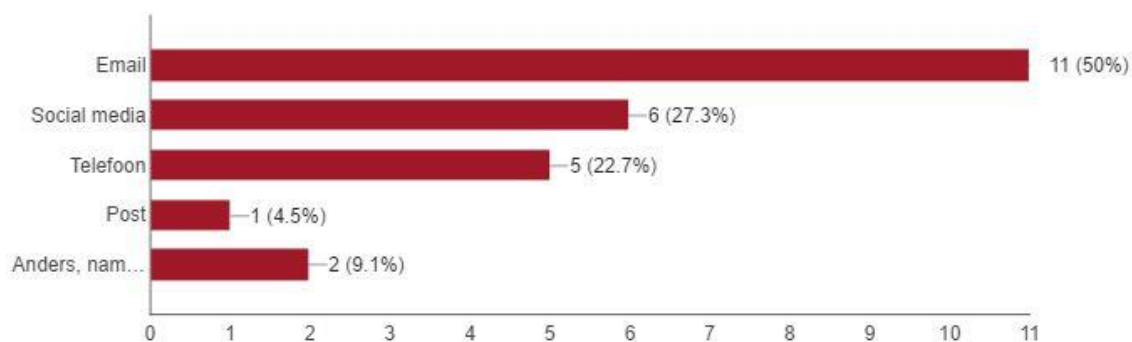
Heeft u ooit contact opgenomen met Pink Ribbon? (107 responses)



Communicatie met Pink Ribbon

Via welk communicatiekanaal heeft u Pink Ribbon gecontacteerd? Meerdere keuzes zijn mogelijk.

(22 responses)



Anders, namelijk.. (4 responses)

op een beurs

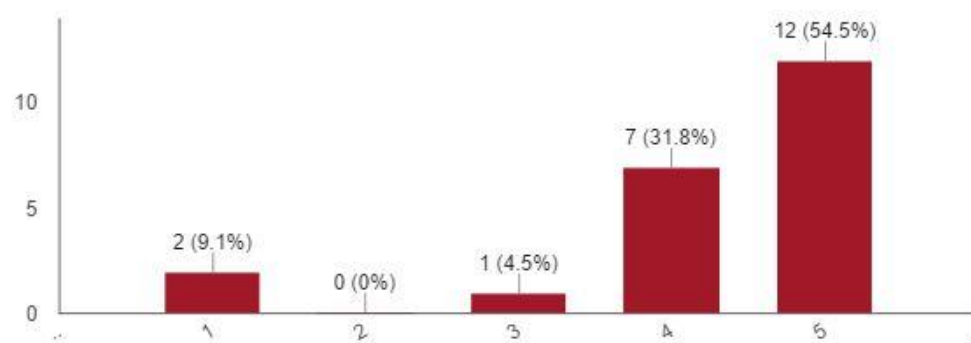
Via vrijwilligers in het ziekenhuis

Was voor vrijwilligerswerk . Maar kon alleen in nederland

om haar van mijn dochter op te sturen

Hoe tevreden was u over de manier waarop er naar u geluisterd werd?

(22 responses)



Wat zou Pink Ribbon kunnen verbeteren in hun communicatie in het vervolg?

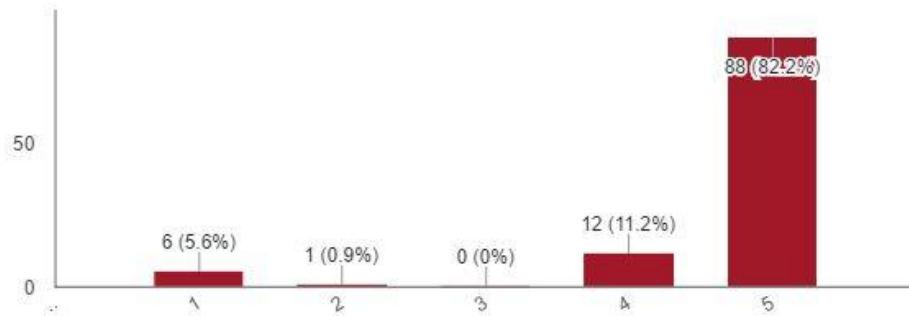
(6 responses)

Geen idee
nog meer sensibilisering
,
niks
Snelheid van antwoorden
Heb niet genoeg contact gehad om dat te kunnen beoordelen.

Communicatie met Pink Ribbon

Hoe belangrijk is het dat u een organisatie vertrouwd, voordat u eventueel vrijwilliger wordt?

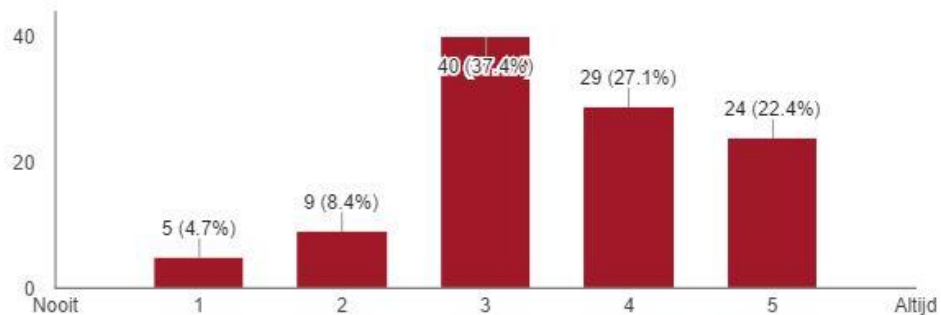
(107 responses)



Nieuwsberichten

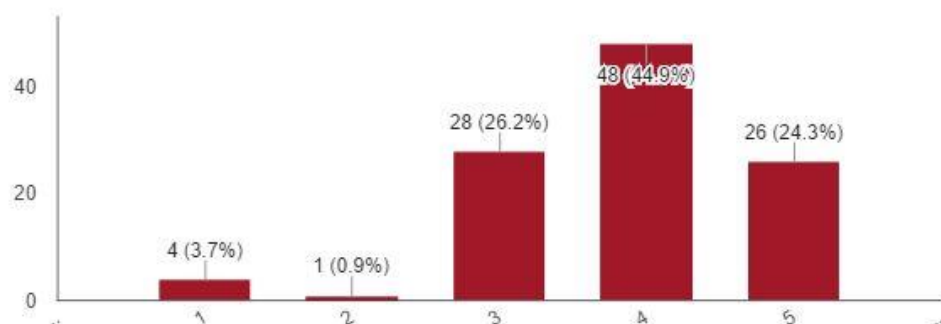
Hoe vaak leest u nieuwsberichten van Pink Ribbon op haar website of social media?

(107 responses)



Hoe beoordeelt u de nieuwswaarde van Pink Ribbon's nieuws berichten?

(107 responses)



Wat vindt u goed aan de nieuwsberichten van Pink Ribbon? (50 responses)

Overzichtelijk en interessant
Altijd to the point en op een manier dat je er niet depri van wordt.
Persoonlijke toets
de variatie
De verhalen van lotgenoten
Altijd goede informatie.
Getuigenissen van patienten
Geven me steun
/
Dat je alles ken op volgen
De mensen blijven bewust maken van hoe belangrijk controles zijn en de vooruitgang van de wetenschap.
eerlijk, niet persoonlijk, niet uit op 'zoveel mogelijk financiële bijdragen'
Zeer informatief

De persoonlijke toetsen die eraan gegeven wordt

Persoonlijk

Informatief. Uitnodigend.

Informatief en mooie persoonlijke verhalen.

informatief -

Nihil

Ze doen je nadenken

Veel informatie, en aangenaam te lezen

maakt de mensen bewust van het probleem

Dat er regelmatig aandacht wordt besteed aan borstkanker.

De soms positieve verhalen en ook waarom dat vrouwen hun borsten te laten controleren en hoe je het zelf ook kan onderzoeken

Dat iedereen die dat wilt op de hoogte wordt gehouden !

Ze zijn relevanter actueel

Wat zou u graag anders zien aan de nieuwsberichten van Pink Ribbon?

(32 responses)

/

/

/

Niks

Niks

niets

niets

Doe zo voort!

meer getuigenissen

bereikbaarheid voor iedereen

Nog meer aanwezig zijn, meer bekendheid hebben in oost vlaanderen

meer info

Weet niet.

Meer persoonlijke vragen per patiënt proberen te ondersteunen

Niet steeds dezelfde artsen/ specialisten ah woord. Meer gericht op alle onderdelen van borstkanker / brca gen

Geen specifieke opmerkingen

Ik volg Pink Ribbon niet

Perfect zoals het is

geen mening

Meer info waar je terecht kunt BV in het kopen van sjaaltjes, pruik (bv in de matombe wijk brussel) geen winkel reclame maar mond aan mond reclame .

heb ,het nog niet gelezen, geen mening

Misschien wat meer kalender met activiteiten of acties

niks

Ik vind dat het nu goed is

Niets

?

Nihil

T is goed zo

Er zijn te weinig nieuwsberichten

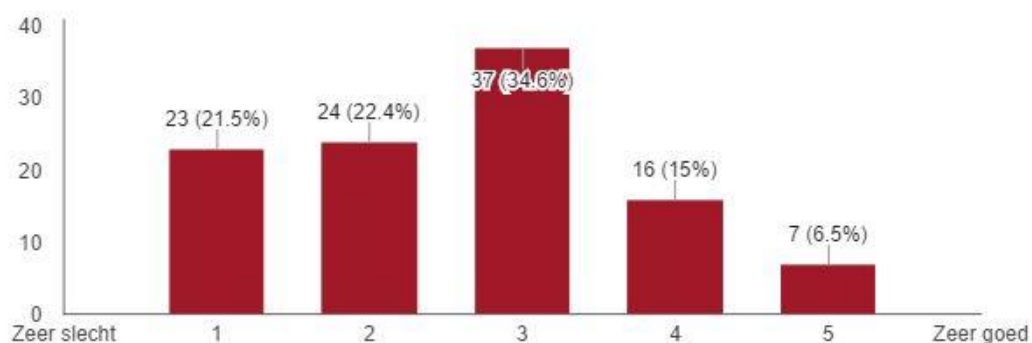
In feite is het goed zoals het nu is.

Niet. Veel

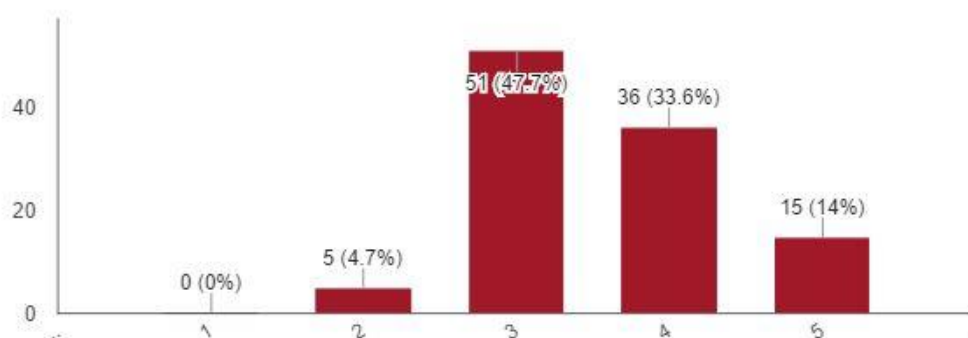
Ik vind ze ok !

Vrijwilligerswerk in België

Hoe goed is uw beheersing van de Franse taal? (107 responses)



Hoe tevreden bent u met Pink Ribbon's huidige aanpak van de tweetaligheid? (107 responses)



Wat zou Pink Ribbon kunnen verbeteren omtrent de tweetaligheid van de organisatie?

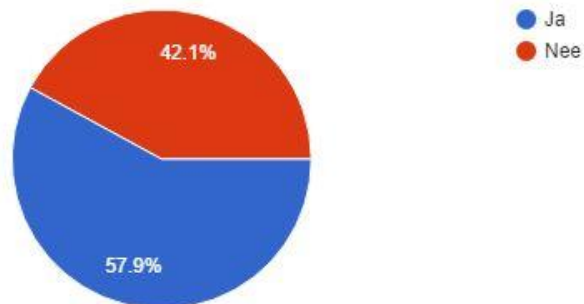
(24 responses)

/
/
?
?
geen idee
geen idee
Een communicatiebureau opstarten in Wallonië
Haar frans verbeteren
Ik heb daar eigenlijk weinig zicht op
Weet ik niet
Weet niet.
Evenwicht tussen de twee talen,door de juiste personen,die tweetalig zijn
tweetaligheid overal, want vreemdelingen spreken niet altijd nederlands
Jullie zijn goed bezig
Taal Engels dat kan iedereen!
geen mening
niks
Het is goed denk ik
Heb er geen ervaring mee
Geen idee
Nihil
Alles bilinguaal communiceren

Geen mening

Niet echt

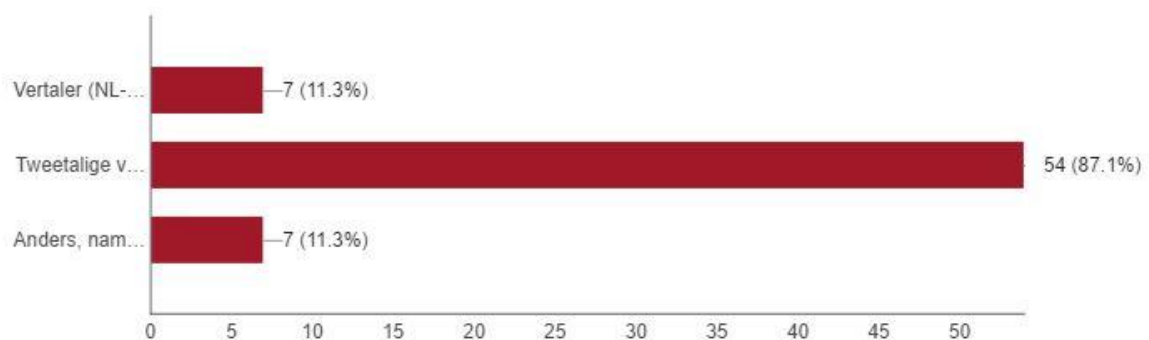
Zou u effectief kunnen samenwerken met Franstaligen? (107 responses)



Vrijwilligerswerk in België

Wat is volgens u noodzakelijk om effectief samen te werken met Franstaligen? Meerdere keuzes zijn mogelijk.

(62 responses)



Anders, namelijk.. (6 responses)

goede wil van beide kanten en een basiskennis van elkaars taal

Tweetalige vrijwilligers (lukte niet om dit aan te vinken)

Elkaar elk zijn taal laten spreken en van elkaar leren. Ik kan wel de basis, maar kan nog veel bijleren en zeker de woorden die ik nodig heb in geval van ziekte zijn moeilijk.

niets

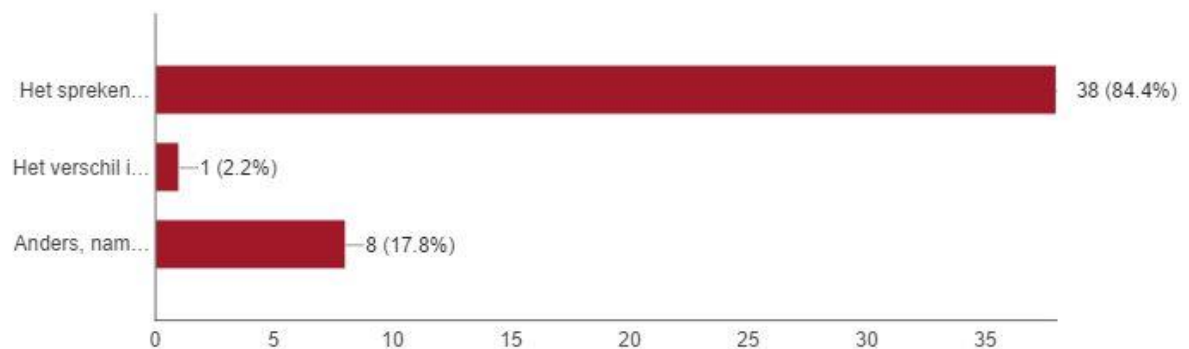
een snelcursus NL-FR om de vakterminologie op te frissen. Voor de rest wat respect voor elkaar

Gewoon open minded zijn...

Vrijwilligerswerk in België

Wat is de reden dat u niet effectief zou kunnen samenwerken met Franstaligen? Meerdere keuzes zijn mogelijk.

(45 responses)

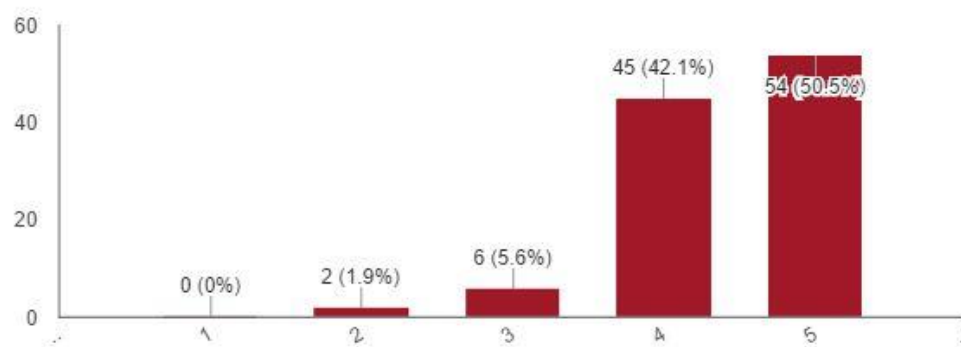


Anders, namelijk.. (10 responses)

Mijn Frans is vrij basic, misschien lukt het wel hoor.
als persoon geen probleem maar taal zou barrière vormen
Mijn Frans is niet voldoende om makkelijk te communiceren met Franstaligen (vooral bij het gebruik van bepaalde vaktermen e.d.)
Ik beheers de taal minder
Relatief, wat de takenpakket exact inhoudt maar de taal spreken is niet optimaal.
ik kan geen frans
Onvoldoende kennis van het frans
Liever Nederlands
Beheers Frans niet voldoende
mijn kennis van de Franse taal is onvoldoende op gesprekken te voeren

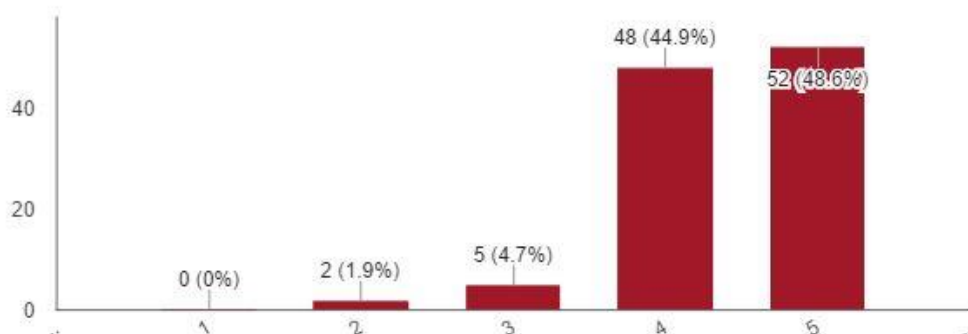
Vertrouwen in Pink Ribbon

Ik vertrouw Pink Ribbon als organisatie (107 responses)



Ik heb het gevoel dat Pink Ribbon geeft om haar boezemvriendinnen

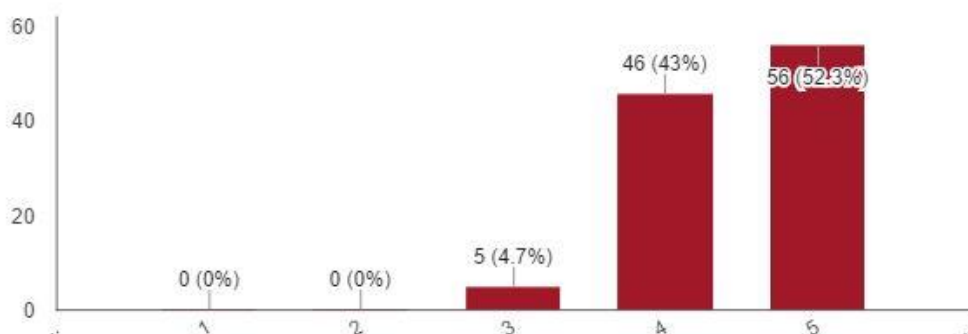
(107 responses)



De missie van Pink Ribbon is:

Ik vertrouw Pink Ribbon in het behalen van haar missie

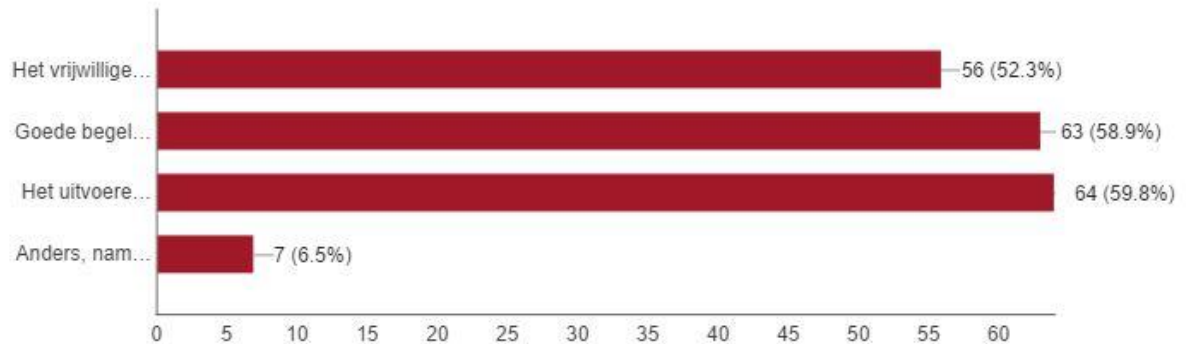
(107 responses)



Appreciatie voor vrijwilligerswerk

Wanneer haalt u voldoening uit het vrijwilligerswerk? Meerdere keuzes zijn mogelijk.

(107 responses)



Anders, namelijk.. (8 responses)

mensen een hart onder de riem kunnen steken

Transparantie: weten waar het geld naartoe gaat

Als de patienten gelukkig zijn

als diegene waarvoor je het doet tevreden is en je zelf het gevoel hebt dat je iets bereikt hebt

Vrijwilligerswerk dat ik nu doe voor kom op tegen kanker geeft mij energie

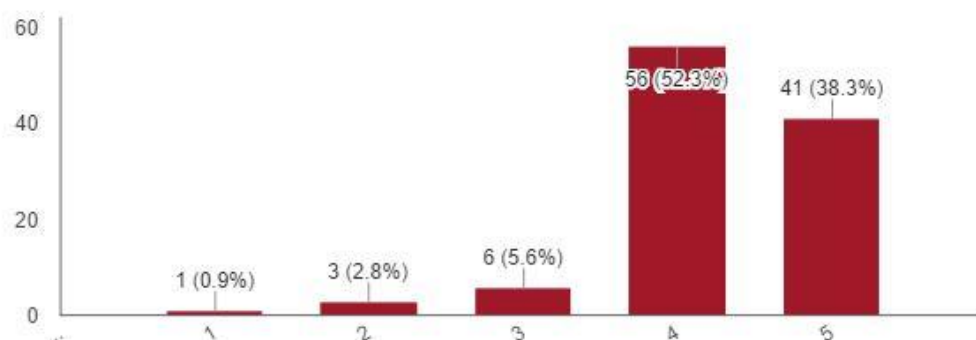
ik haal er voldoening uit als de andere gerustgesteld is, antwoord vindt, het samenhangingsgevoel enz

Een meerwaarde betekenen voor patiënten en er zelf voldoening uithalen

Als er een resultaat is.

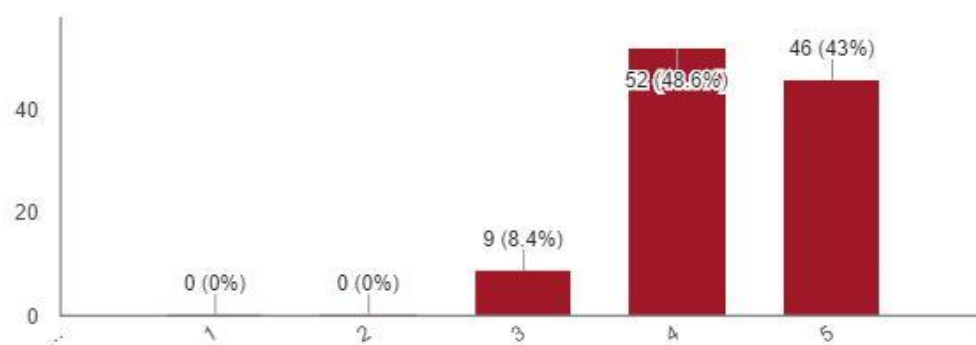
Hoe belangrijk is het voor u dat u door Pink Ribbon wordt geapprecieerd als u vrijwilligerswerk heeft ondernomen voor de organisatie?

(107 responses)



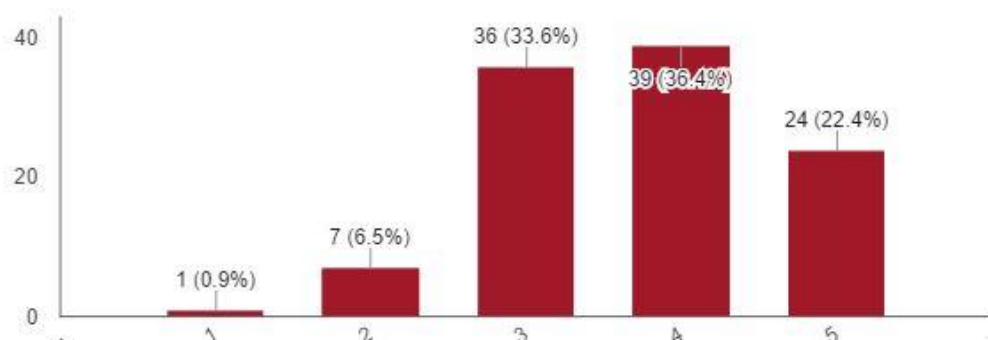
Hoe belangrijk is het voor u dat Pink Ribbon naar uw mening luistert?

(107 responses)



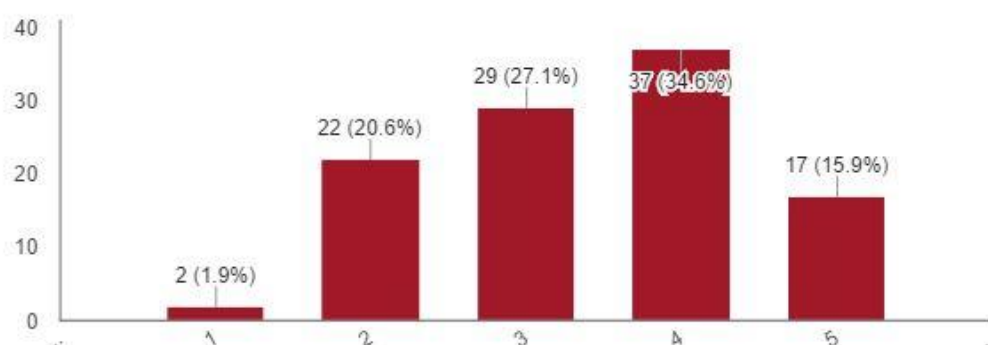
Hoe belangrijk is het voor u dat Pink Ribbon complimenten geeft voor het gedane vrijwilligerswerk?

(107 responses)



Hoe belangrijk is het voor u dat er evenementen voor vrijwilligers worden georganiseerd voor het gedane vrijwilligerswerk?

(107 responses)



Zijn er naast het luisteren naar uw mening, het geven van complimenten en een vrijwilligers evenement nog andere dingen die noodzakelijk zijn om u geapprecieerd te voelen door Pink Ribbon voor het gedane vrijwilligerswerk?

(30 responses)

/

/

Nee

Nee

neen

neen

Neen

Neen

Een Pink Ribbon outfitje krijgen?

Zelf voelen dat je iets nuttigs gedaan hebt. daar hoeven niet veel bloemen of kransen aan te pas te komen

Altijd genoeg informatie geven en beschikbaar zijn

Erkenning en goed geïnformeerd blijven

?

tijdens het vrijwilligerswerk een gratis drankje en hapje voor de kleine honger en dorst

Respect en steun belangrijkst. Luisteren naar onze mening

Neen, anderen steunen is het belangrijkste horen van je doet het goed of je moet dit of dat veranderen is ook leuk meegenomen

Vrijwilligers bedanken via social media/ vrijwilligers van de maand?

simpelweg een kaartje met de verjaardag laat merken dat men nog meer geapprecieerd voelt, dat men aan de persoon denkt

Een kleine attentie

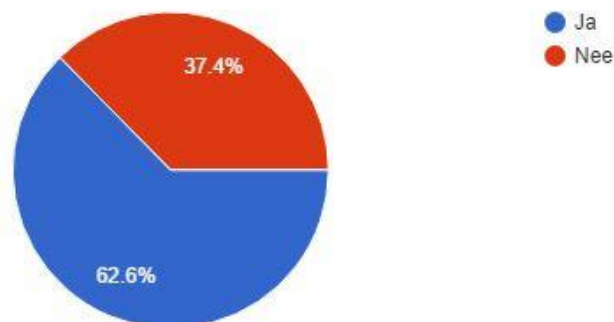
Niet echt

niet dat ik weet
een glimlach doet wonderen
Luisteren naar suggesties van vrijwilligers
debriefing
nee
Motivatatie en een goede sfeer doen wonderen
Een aangename , toffe en bespreekbare samenwerking
Een goede feed-back en ervaringsgerichte instructies geven
Nihil
Feedback krijgen van (ex-)borstkankerpatiënten

Uw behoeftes als vrijwilliger

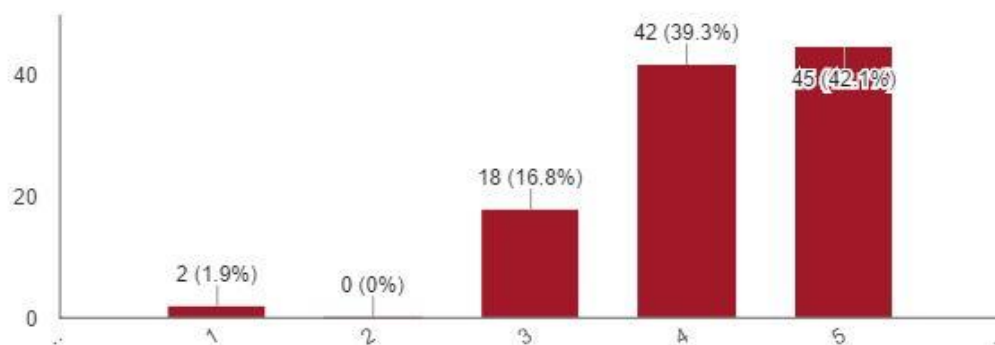
Heeft u iemand binnen uw familie- of vriendenkring met wie u uw vrijwilligerservaringen eventueel zou kunnen delen?

(107 responses)



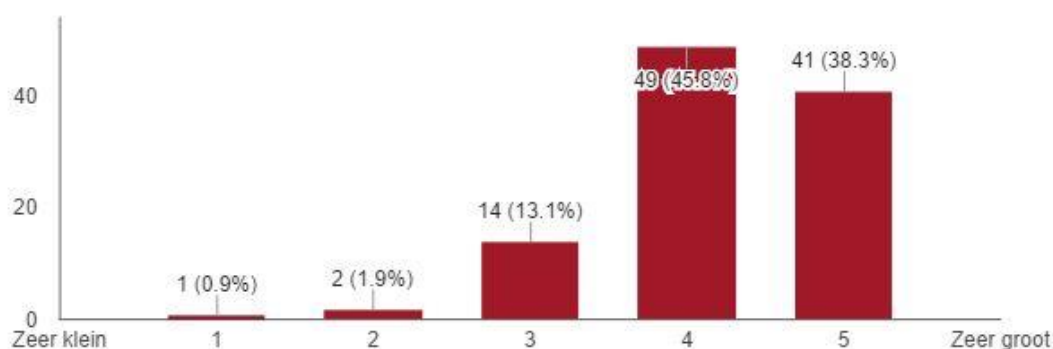
Hoe belangrijk is het om een vertrouwenspersoon te hebben binnen de organisatie met wie u tijdens het vrijwilligerswerk uw ervaringen, klachten en vragen kunt delen?

(107 responses)

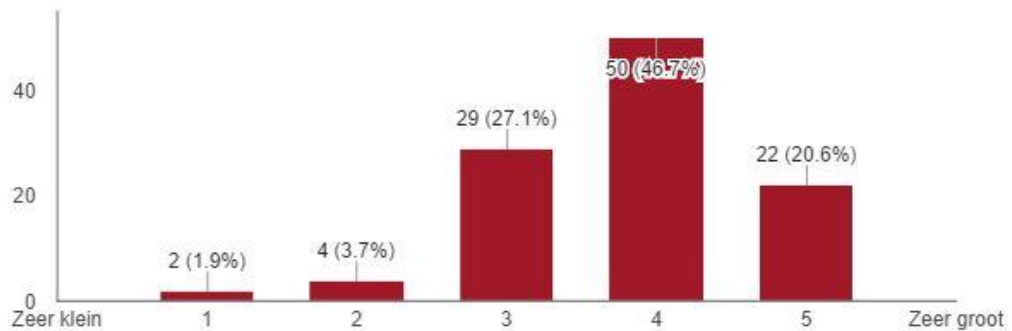


Hoe groot is uw behoefte voor een website waar alle informatie omtrent vrijwilligerswerk op komt?

(107 responses)



Hoe groot is uw behoefte om met andere vrijwilligers in contact te komen? (107 responses)



En als laatste vraag..

Heeft u nog aanvullende opmerkingen die Pink Ribbon kan meenemen in haar communicatie omtrent vrijwilligerswerk? (23 responses)

Neen

Neen

Neen

neen

neen

Echt wel alles beter voorbereiden , bespreken

Nee 😞

betrokkenheid en feedback van zowel vrijwilligers en wat de mensen die het nodig hebben ervan verwachten...

In de steek waar je woont vrijwilligerswerk verrichten!

Even langs gaan in hospital bij mensen zoals een psychologe dat doet, alleen hebben die mensen het meestal niet zelf doorstaan, sommige zouden dat waarderen denk ik

Al 2 jaar boezemvriendin ,en eerste maal contact nu. Weinig info gekregen

Ik zie het vrijwilligerswerk lokaal, hier in mijn regio. Hoef niet altijd naar vergaderingen of zo

Ik weet niet goed wat het vrijwilligerswerk juist inhoud maar ik hoop dat ik nog beslissen nadien.

Geen specifieke opmerkingen.

alleen een goede organisatie voor iedereen en duidelijke afspraken maken met iedereen wie wat gaat doen .

/

;))

Een goede communicatie is het begin van alles

Aanwezigheid, ook in het ziekenhuis

nee

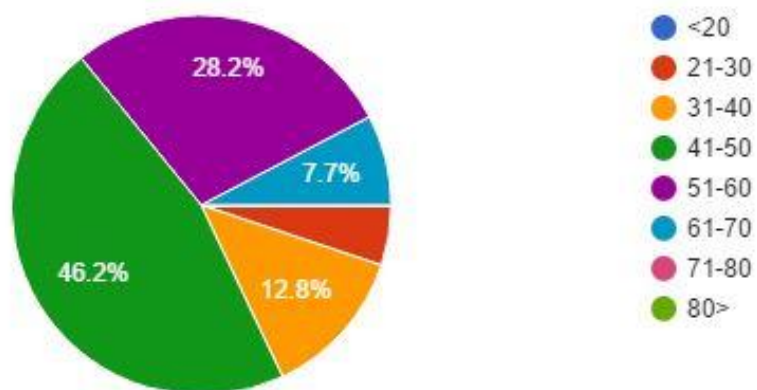
Ikzelf zit thuis op invaliditeit , heel zware arbeid kan ik niet aan , ik ben iemand die graag contact heb met de mensen en mijn vrienden noemen mij de hulpvaardige engel (nee ik stoef niet met mezelf 😊) ben altijd bereid te helpen maar je mag niet profiteren. Ik ben. Iemand die heel goed kan luisteren en al zeker zwijgen ...ik vertel niets door en doe nooit mee met geroddel of onderlinge vetes ,bij verkeerd begrepen communicatie wil ik van persoon tot persoon kunnen uitpraten. Ik zeg altijd " als er u iets niet aanstaat kom het mij rechtstreeks zeggen ,we nemen een koffietje en proberen tot een oplossing te komen of alles correct uit te praten (mijn vrienden en familie wetendit heel goed) En voor de rest is het aan u om mij te leren kennen 🍀😊

Nihil

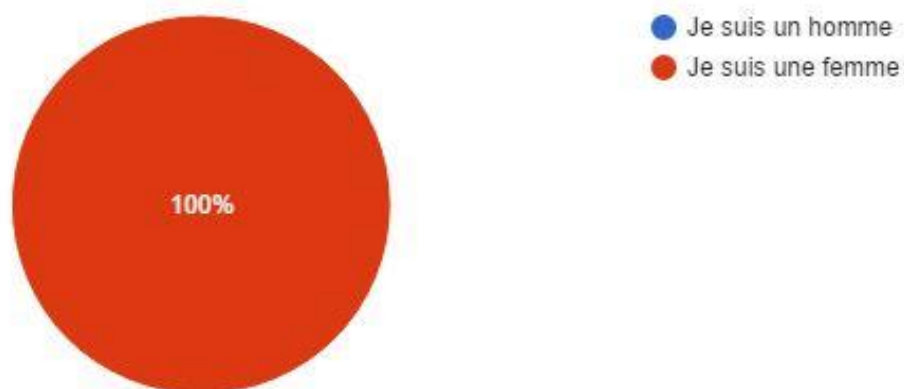
Persoonlijke voldoening (op welke manier ook) is belangrijk voor het blijvend motiveren van vrijwilligers volgens mij

Général

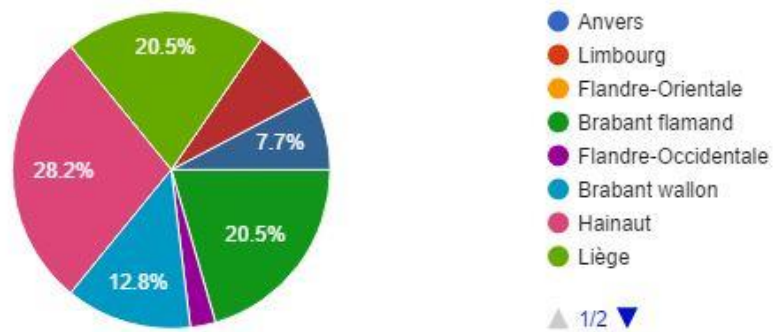
Dans quelle tranche d'âge vous situez-vous ? (39 responses)



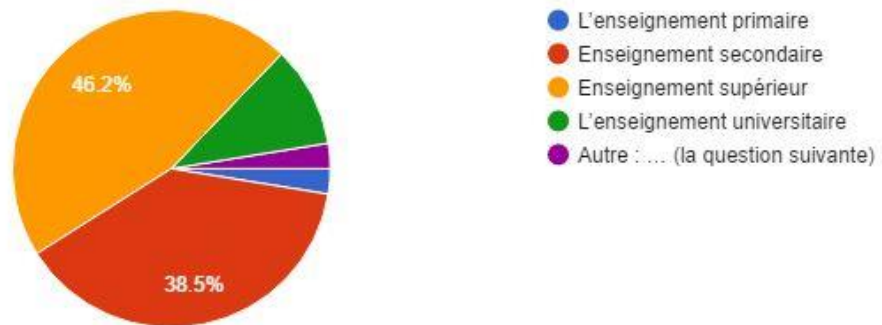
Quel est votre sexe ? (39 responses)



Dans quelle province vivez-vous ? (39 responses)



Quel est le plus haut diplôme que vous avez obtenu ? (39 responses)



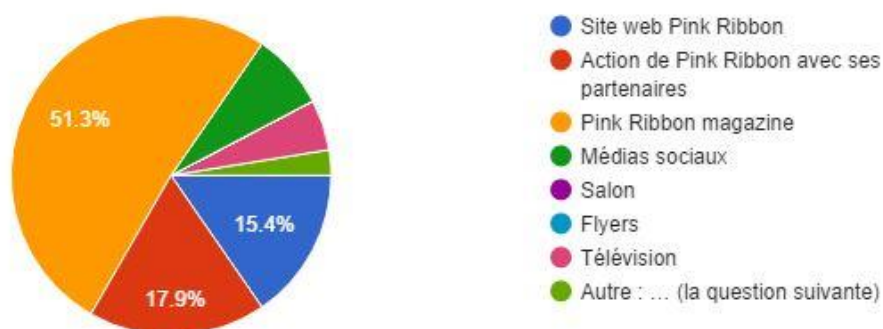
Autre : ... (1 response)

doctorat universitaire

Général

Comment êtes-vous entrés en contact avec Pink Ribbon pour la première fois ?

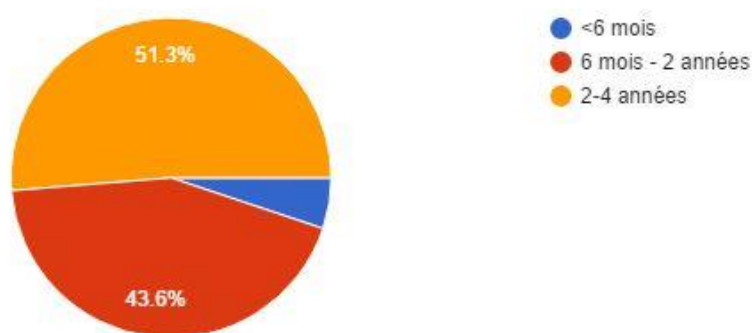
(39 responses)



Autre : ... (0 responses)

No responses yet for this question.

Depuis quand êtes-vous une 'amie pour la vie' de Pink Ribbon ? (39 responses)



Pourquoi soutenez-vous Pink Ribbon ? (39 responses)



Autre : ... (10 responses)

J'ai un cancer de l'ovaire et je connais bien de malades
J'ai un cancer de l'ovaire et je connais bien de malades
Le cancer est un vrai fléau , il faut soutenir la recherche
Le cancer est un vrai fléau , il faut soutenir la recherche
Ca peut toucher tout le monde et encore plus depuis le décès d'une copine de 29ans.
C'est mon deuxième cancer du sein en 4 ans
par solidarité
amies avec un cancer du sein dont 2 en sont décédées, soutien à la santé, mère de famille, et docteur en Anthropologie dont la santé, et prof en Santé publiqueprof en Santé publique
infirmière
on est toute susceptible d'être un jour touchée par le cancer du sein. Nous ou une proche.

Quelle est la raison principale que vous souhaitez devenir bénévole pour Pink Ribbon ?

(39 responses)

On doit parler,créer des activités,bien de malades se sentent incompris....

On doit parler,créer des activités,bien de malades se sentent incompris....

Par soutien aux personnes cancéreuses

Par soutien aux personnes cancéreuses

le partage

partager mon experience

Communiquer avec les autres.

Si je peux faire un tit quelque chose dans la bonne direction pour vaincre cette saleté

Apporter mon soutien aux autres même si je suis en chimio m'aiderais et raconter mon histoire pour que les femmes prennent conscience que s'auto examiner est important

Car ayant eu un cancer du sein et je voudrais aidée d autres personnes

Partager mon histoire afin d'aider d'autre patiente

pour aider d'autres personnes

pour avoir des avis d autres patients

J'ai eu deux cancers du sein.

Faire prendre conscience aux femmes qu'il faut se surveiller

Aider et soutenir les autres

AIDER, SOUTENIR...

avec mon vécu je peux peut être aider d'autres personnes vivant le même drame

partager mon expérience et encourager ceux qui se batte contre le cancer

Soutenir les autres femmes

pour les mêmes raisons que précédemment

Car je trouve que Pink Ribbon est une belle institution et que pour ma part, cela m'a beaucoup aidé de lire les magazines et suivre certains conseils donnés dans ces derniers. Le cancer n'est pas une chose facile à vivre que ce soit pour nous mais aussi pour nos proches. C'est pour cette raison que j'aimerais devenir bénévole afin de pouvoir aider d'autres personnes qui souffrent de cette maladie.

J'ai eu mon cancer en 2009 . Je voudrais pouvoir témoigner que oui, on peut en guérir

Après avoir vaincu deux fois un cancer du sein, j'ai envie de m'investir pour toutes celles qui vont devoir affronter la maladie et ajouter ma petite pierre dans la lutte contre ce fléau.

Je trouve important de soutenir les personnes malades, surtout en étant concernée par cette maladie.

J'ai participé à la Conférence de Presse en présence de la marraine Laurette Onckelinx et étant passé par cette terrible épreuve que la Vie nous réserve je suis très touchée par les personnes qui en sont atteintes!

Nous sommes toutes concernées

Pas encore sûre de vouloir l'être mais à voir

Que mon vécu serve à aider des patientes

Pour partager mon expérience et avoir des conseils pour la suite

Tout peut arriver..

Ayant subi l'ablation du sein il y aura 13 ans je voudrais soutenir toutes ces femmes pour leur dire de ne jamais baisser les bras car la vie vaut la peine d'être vécue et c'est là qu'on découvre tant de belles choses.

Au plus il y aura de la mobilisation et de l'entraide, au plus on avancera

Aidez les autres

faire partager mon expérience

Soutenir et donner de l'espoir et de l'énergie aux patientes

montrer qu'il y a possibilité de s'en sortir

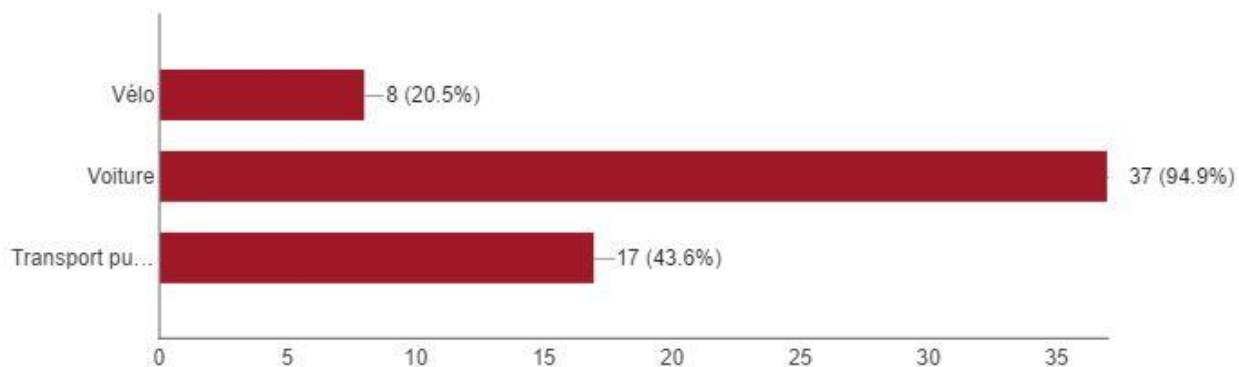
Soutenir les femmes qui comme moi ont(ont eu) un cancer du sein.

parce que ça me tient à coeur étant donné mes deux cancer du sein

Communication avec Pink Ribbon

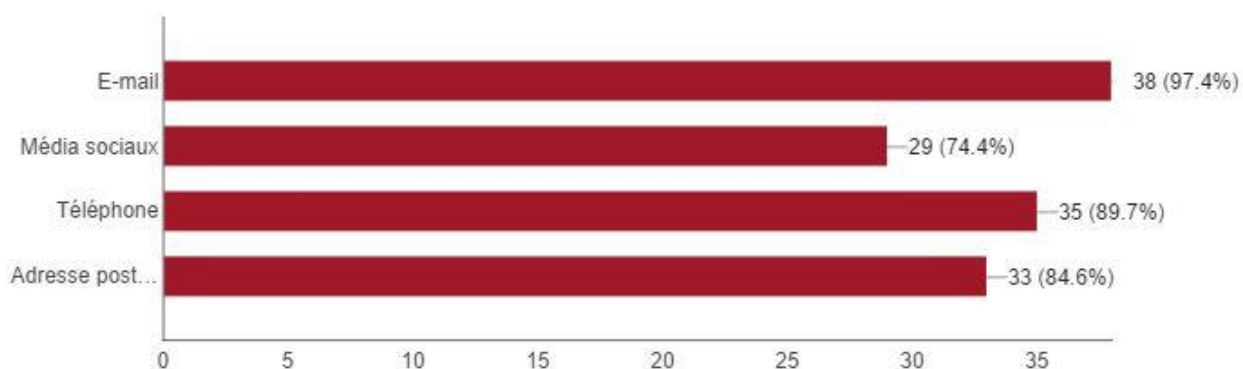
Avez-vous accès aux moyens de transport suivants? Plusieurs choix possibles.

(39 responses)



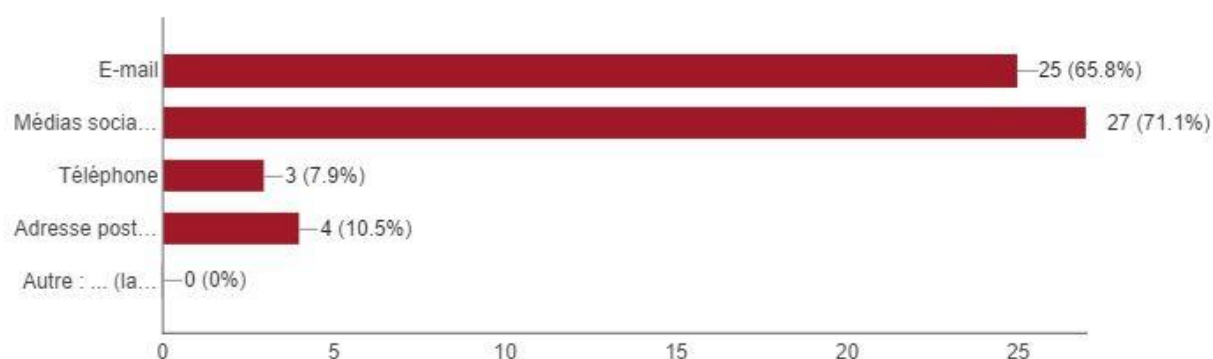
Avez-vous accès aux moyens de communication suivantes ? Plusieurs choix possibles.

(39 responses)



Quels canaux de communications utilisez-vous afin de suivre/communiquer avec Pink Ribbon ? Plusieurs choix possibles.

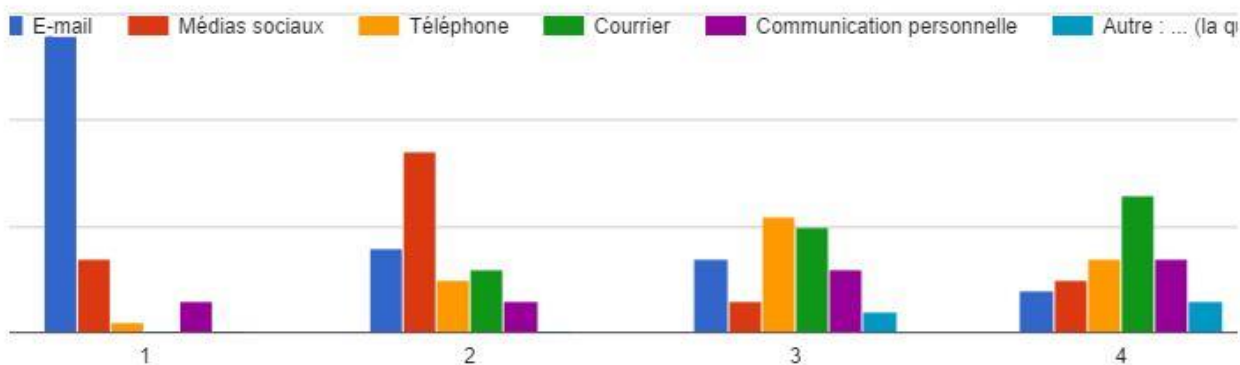
(38 responses)



Autre : ... (2 responses)

Facebook
Via ma fille qui est sur face book

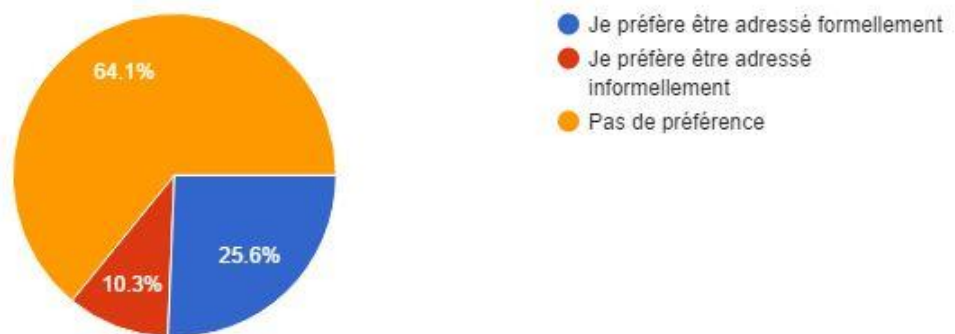
Par quels canaux de communication préférez-vous communiquer avec Pink Ribbon ? Classer vos préférences, 1 = plus préféré et 7 = moins préféré.



Autre : ... (7 responses)

activité ?
?
aucun
matrix mal formulée
Rencontre
mail et courrier
pas de suggestion

Préférez-vous une communication formelle ou informelle de Pink Ribbon ? (39 responses)

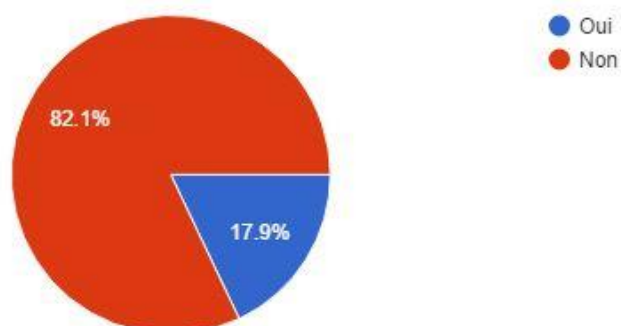


Mettez en évidence votre préférence de la façon dont vous recevez d'information avant et pendant le travail bénévole pour Pink Ribbon. 1 = la plus préféré et 4 = la moins préféré.



Communication avec Pink Ribbon

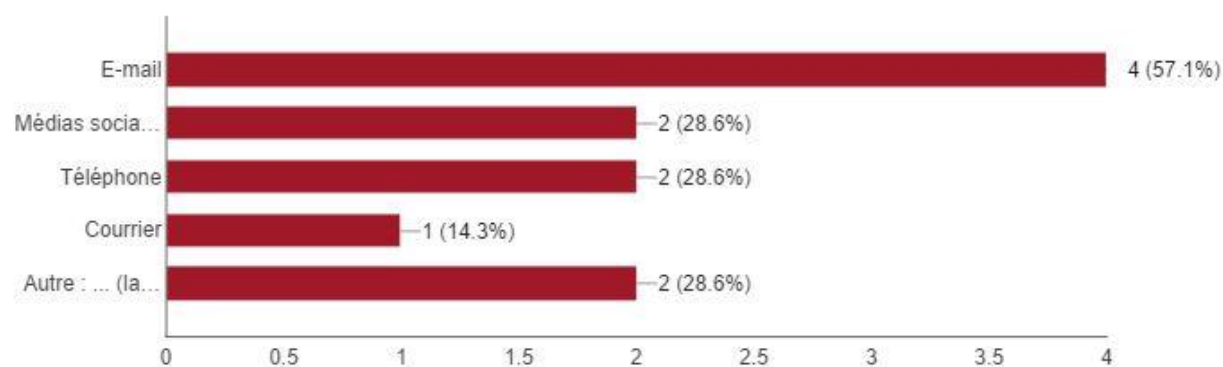
Avez-vous déjà eu contact avec Pink Ribbon ? (39 responses)



Communication avec Pink Ribbon

Grâce à quel canal de communication avez-vous contacté Pink Ribbon ?
Plusieurs choix possibles.

(7 responses)

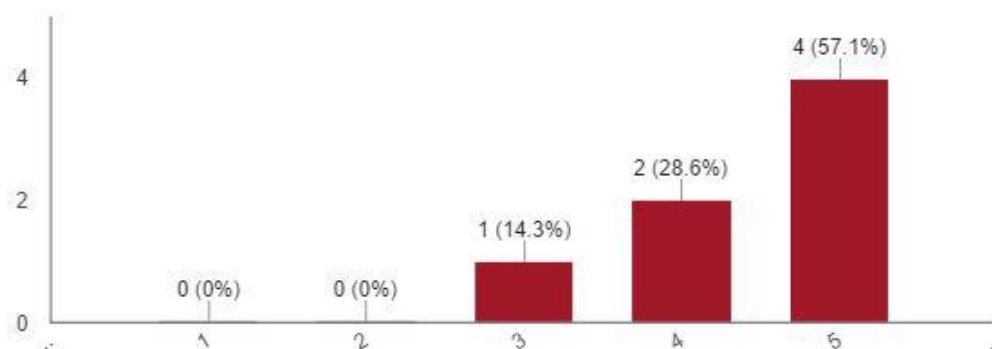


Autre : ... (2 responses)

J'ai eu l'occasion de rencontrer une de vos bénévoles à Mons

via Rosette pour le magazine pink ribbon

Êtes-vous satisfait de la façon dont on vous écoute ? (7 responses)



Qu'est que Pink Ribbon peut améliorer dans leur communication dans le futur ?

(2 responses)

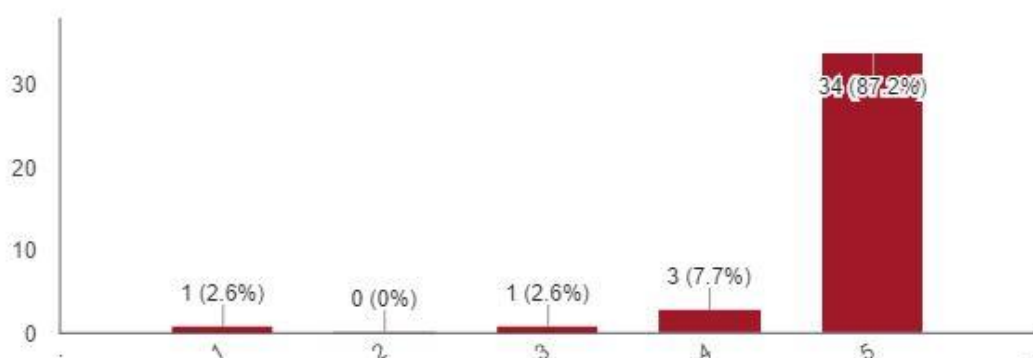
personnalisation de la communication

Plus de publicité

Communication avec Pink Ribbon

Quelle est l'importance d'avoir confiance en l'organisation afin d'éventuellement faire du bénévolat ?

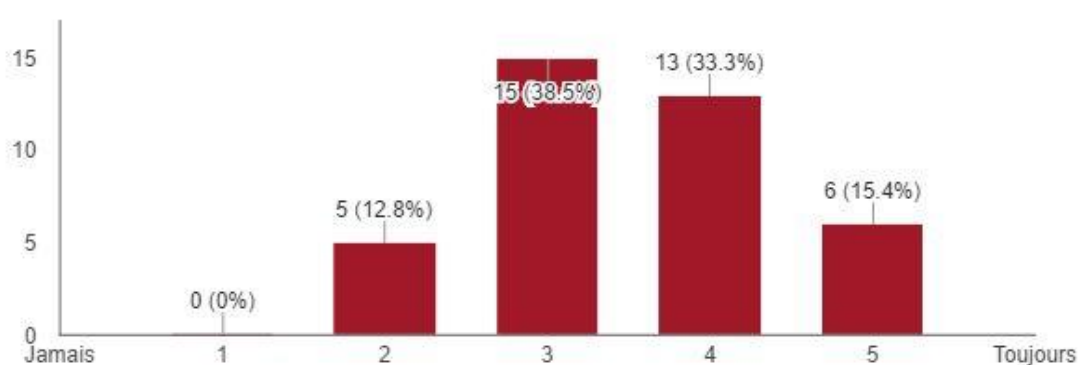
(39 responses)



Actualité

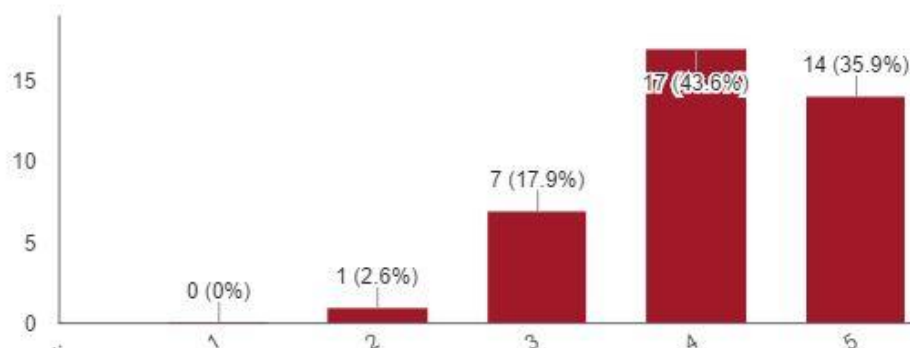
Combien de fois est-ce que vous consultez le site web de Pink Ribbon ou les médias sociaux ?

(39 responses)



Comment évaluez-vous la valeur/ la qualité des nouvelles que Pink Ribbon procure ?

(39 responses)



Que'est-ce que vous aimez bien concernant les nouvelles de Pink Ribbon ?

(25 responses)

L'information sur la prevention
L'information sur la prevention
Les blog, les infos sur l'évolution de la maladie, les activités.
C'est varié
J'aime tout ce que vous proposer
tout
les progrès de la recherche.
De très bonne information qui nous aide au que
Les expériences des patients
lecture du vécu des autres /découvertes et nouveautés scientifiques
Toujours positives
la clarté, la richesse, l'accessibilité du contenu

Être mise au courant des activités diverses.
J'aime les bonnes nouvelles : avancées médicales, rencontres ect ...
Elles sont variées
C'est utile
les témoignages + conseils + avancement de la recherche
Informations utiles
Tous niveaux
Etre toujours bien informée
Les activités, les avancées médicales et l aide aux patientes
Elles sont claires et pleines de vie
Ils sont toujours utiles et positives
les activités
Les témoignages et les conseils pour se sentir mieux(moralement et physiquement)

A-t-il des choses que vous voulez voir différemment concernant les nouvelles/massages de Pink Ribbon ?

(19 responses)

Non
Non
Non
Non
Non
non
non

non

non

Non

Non

je n'ai jamais apprécié les activités en groupe de malades!!

Parfois manque de clarté

Plus de contacts en français

oui absolument

Il n'y a pas assez de choses en français

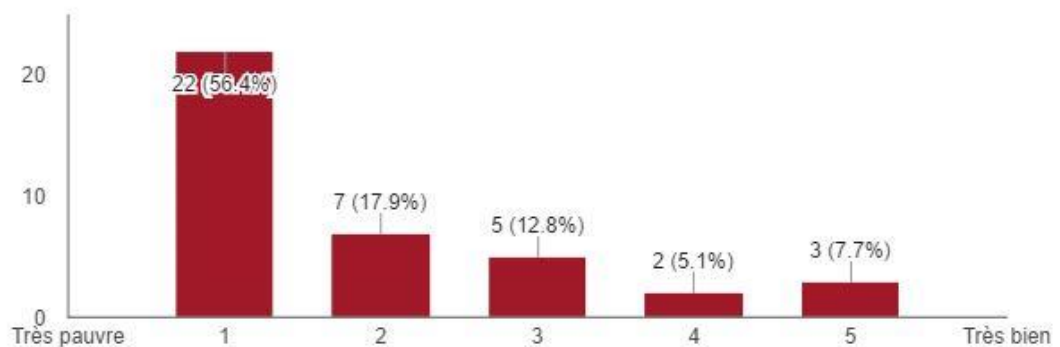
enormément de fautes dans la questionnaire ! comme dit plus haut, une com plus ciblée

Rien a signaler

Plus de nouvelles, de contacts

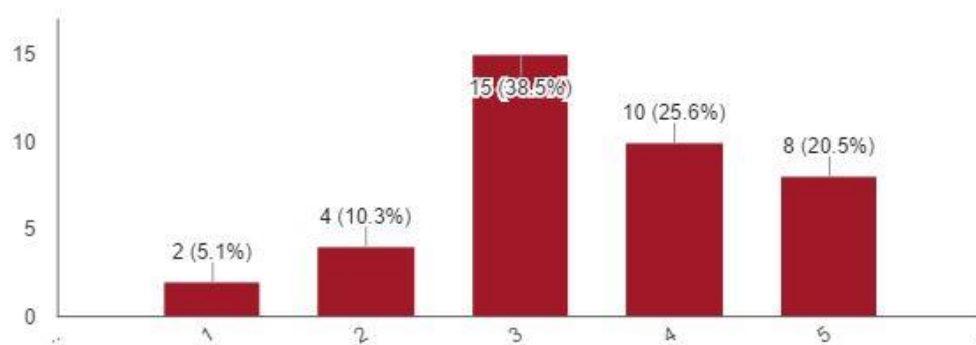
Volontariat en Belgique

Quelle est votre maîtrise de la langue Néerlandais ? (39 réponses)



Êtes-vous satisfait de l'approche actuelle du Pink Ribbon concernant le bilinguisme ?

(39 responses)



Qu'est-ce que Pink Ribbon peut améliorer concernant le bilinguisme de l'organisation ?

(11 responses)

Pas d'avis

je ne sait pas

??

pas d'avis

Parfois, j'ai l'impression que l'accent est mis davantage sur les communications en néerlandais et que les francophones doivent se débrouiller pour traduire par eux-mêmes

Ce serait bien d'avoir tout de façon bilingue

déjà envoyer une enquête sans fautes de français.

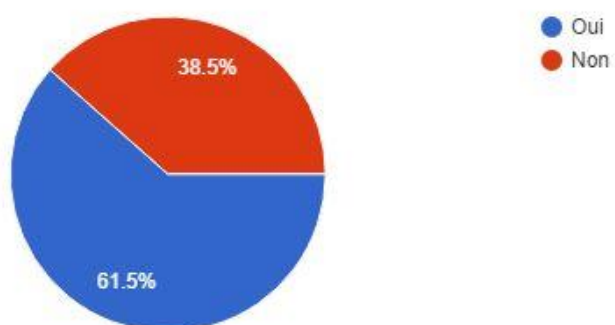
Oui, plus en FR

Rien

Nsp

peut-être une connaissance d'autres personnes et pouvoir communiquer

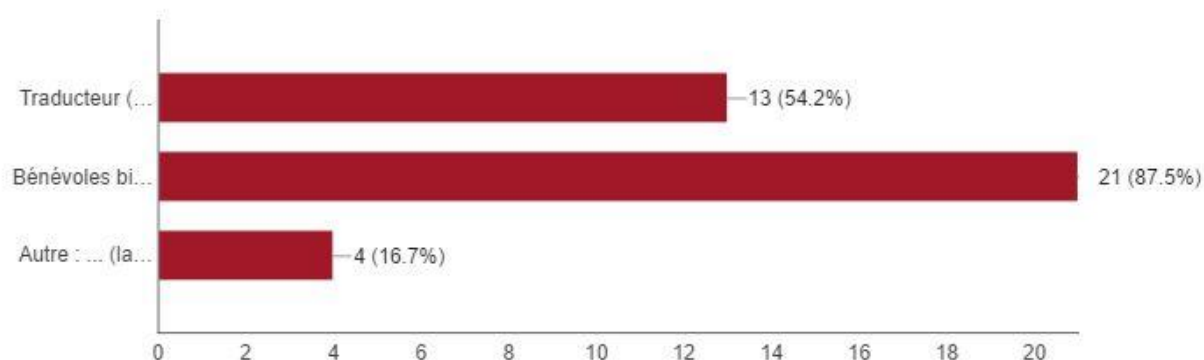
Pourriez-vous effectivement travailler avec les Néerlandophones ? (39 responses)



Volontariat en Belgique

A votre avis, qu'est qui est nécessaire afin de collaborer efficacement avec les Néerlandophones ? Plusieurs choix possibles.

(24 responses)



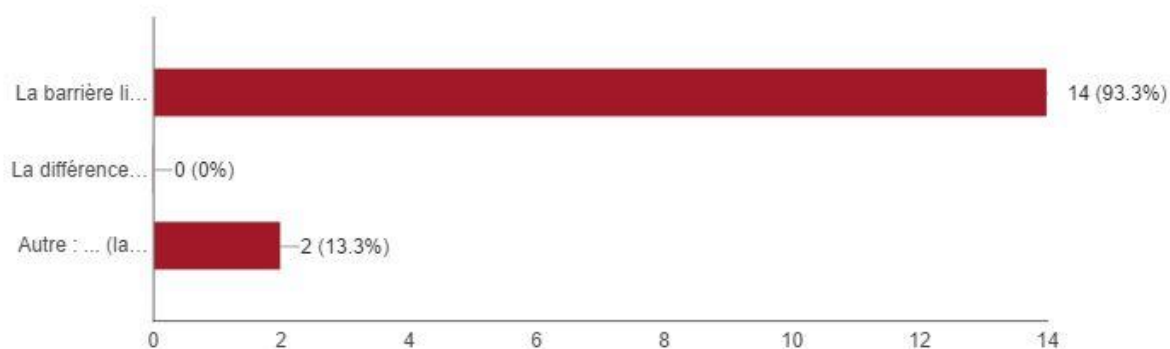
Autre : ... (4 responses)

l'envie et le désir d'être avec l'autre
la bonne volonté de tous
des formateurs bilingues, des pictogrammes
Nsp

Volontariat en Belgique

Qu'est-ce qui peut être une raison pour laquelle vous ne pouvez pas travailler efficacement avec les Néerlandophones? Plusieurs choix possibles.

(15 responses)

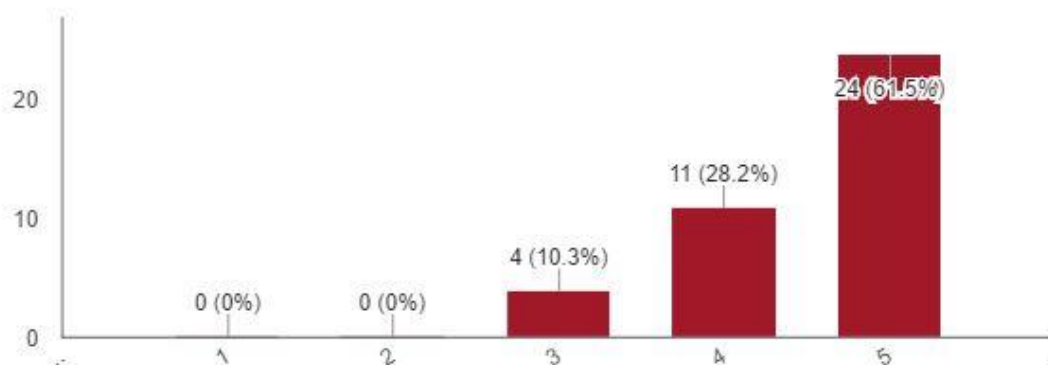


Autre : ... (2 responses)

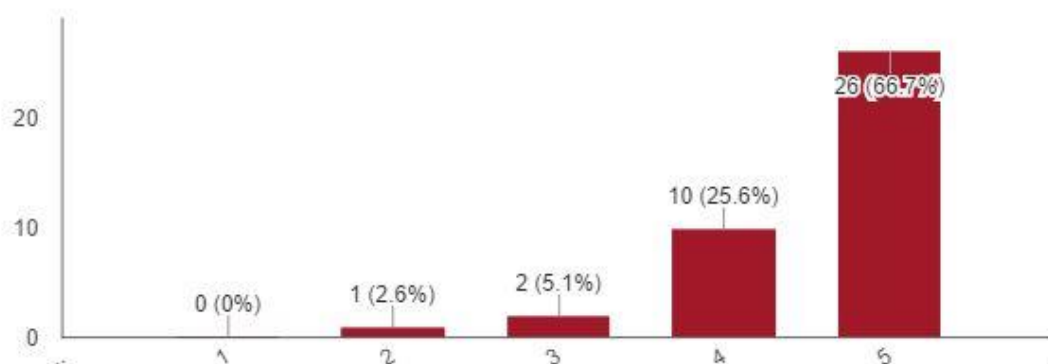
dans ma région peu concernée par ce problème
Je ne connais malheureusement pas suffisamment bien le néerlandais.

Confiance en Pink Ribbon

J'ai confiance en l'organisation Pink Ribbon (39 réponses)

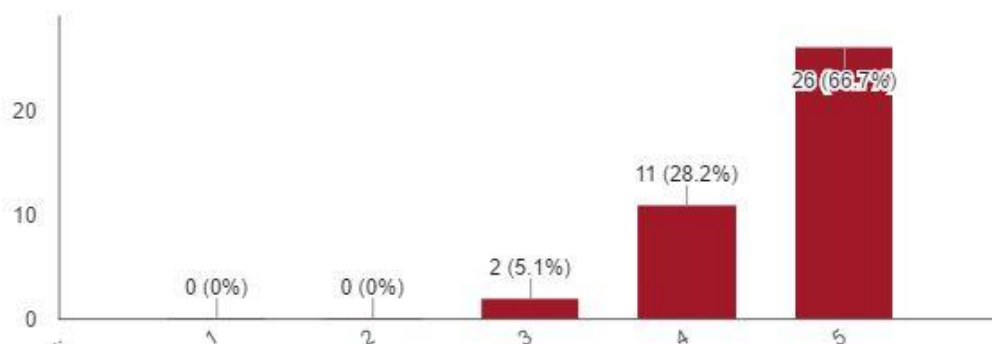


J'ai l'impression que Pink Ribbon tient à ses Amies pour la vie (39 réponses)



La Mission du Pink Ribbon est :

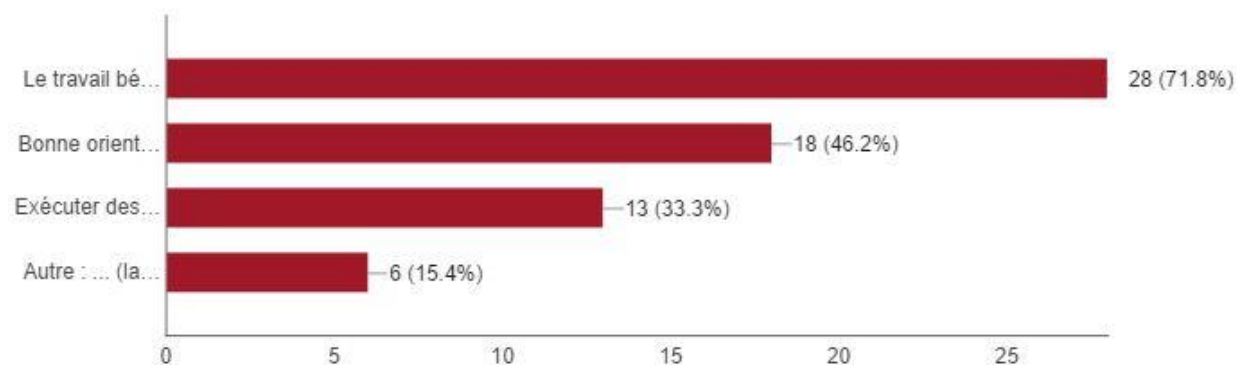
J'ai confiance que Pink Ribbon réalise sa mission (39 réponses)



Satisfaction pour le bénévolat

Quand obtenez-vous satisfaction de faire du bénévolat ? Plusieurs choix possibles.

(39 réponses)



Autre : ... (8 réponses)

Avoir le sentiment d'avoir fait qq chose de bien.

Se rendre utile aux femmes souffrant d'un cancer du sein. Partager son expérience, donner de l'espoir.

quand on se sent là où on doit être

quand on a pu aider quelqu'un, dans sa détresse ou en prévention, en ayant participé un tout petit peu à l'amélioration de la vie de qqn

Importance de communiquer sur cette maladie que je connais bien

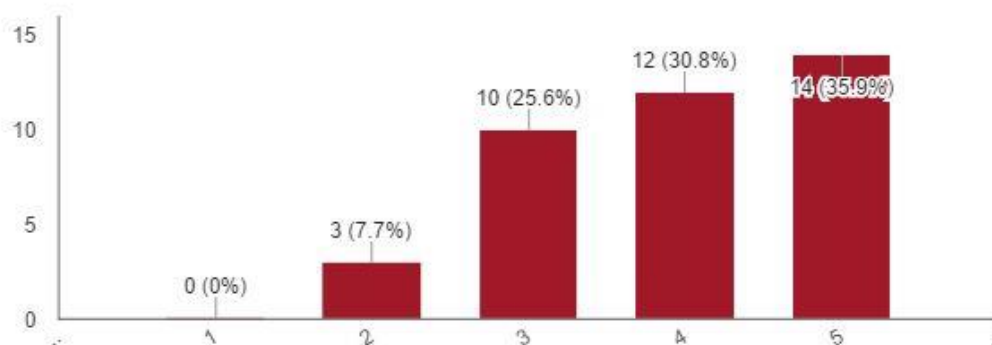
Rendre visite à des patientes pour leur redonner du courage et l'envie de se battre!

Je ne comprend pas la question

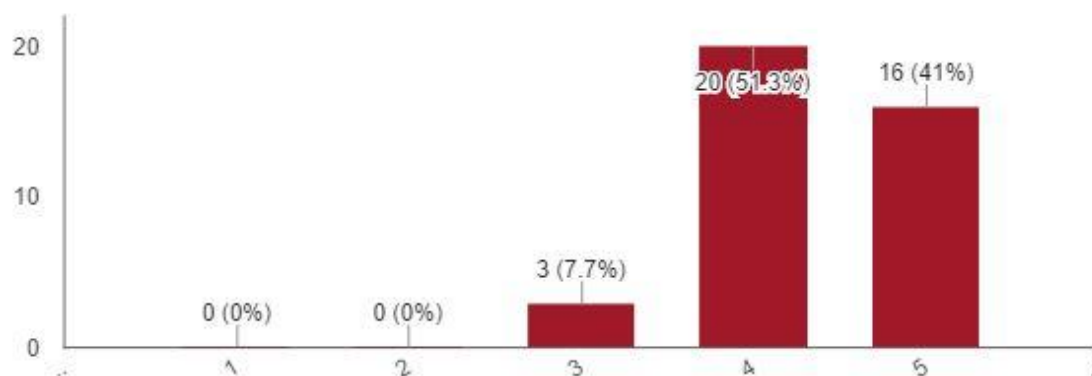
je ne comprends ni la question, ni la réponse... et que dire de celle qui suit ? rien compris!

Est-il important pour vous que vous êtes apprécié de Pink Ribbon êtes apprécié si vous êtes bénévole a pris sur l'organisme ?

(39 réponses)

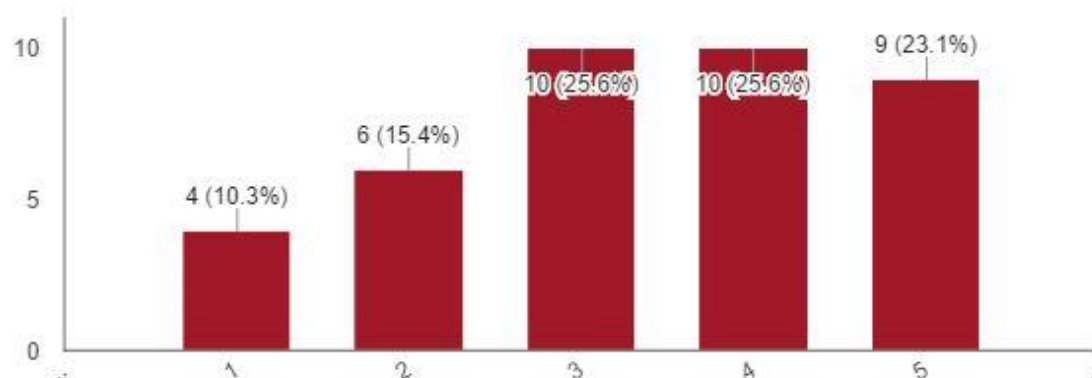


Est-il important pour vous que Pink écoute votre avis ? (39 responses)



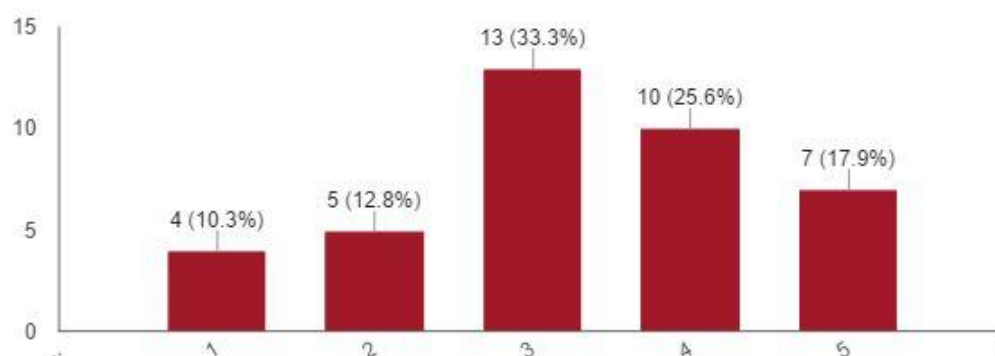
Est-il important pour vous que Pink Ribbon vous complimente pour votre travail bénévole?

(39 responses)



Est-il important pour vous qu'on organise des évènements pour le travail bénévole effectué ?

(39 responses)



En outre de vous écouter, de vous complimenter et d'organiser des évènements pour les bénévoles, a-t-il d'autres choses qui sont nécessaires afin de vous sentir apprécié par Pink Ribbon pour le volontariat?

(12 responses)

Non
Non
Un "merci" de temps en temps, la reconnaissance qui "motive".
Non m'occuper des autres est mon seule but
Non seul l'aide aux personnes m'intéresse
la liberté d'apporter un bénévolat sans se sentir obligée quand cela est possible
Partager des moments avec les autres
pouvoir avoir une réponse rapide à toute question, et être respectée
Donner la parole aux bénévoles sur le site web, lors d'événements afin qu'ils transmettent leur expérience et puissent convaincre encore plus de personnes de se mobiliser pour la cause
être intégré dans l'association!

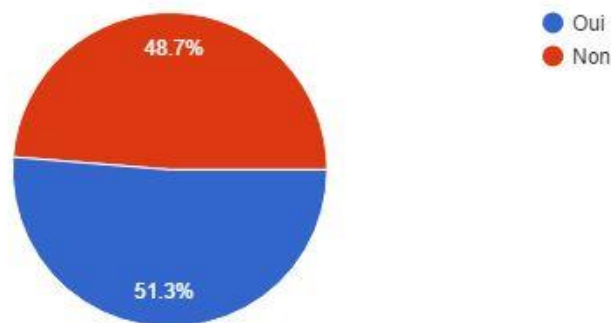
Nsp

non

Vos besoins en tant que bénévole

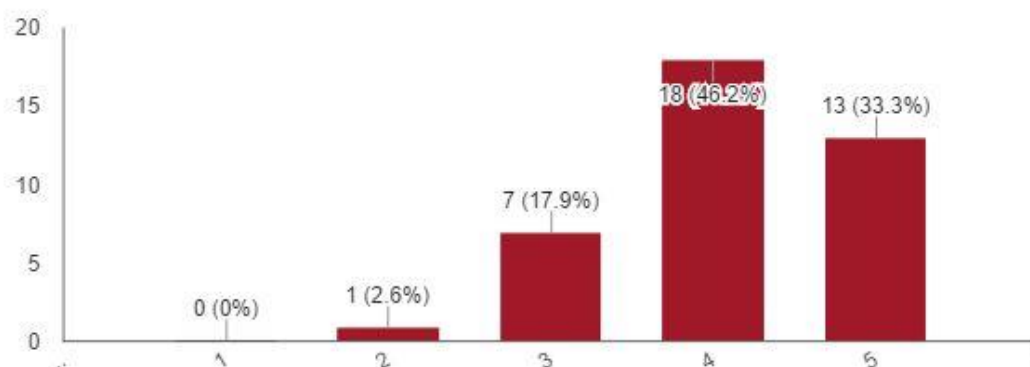
Avez-vous quelqu'un dans votre famille ou entourage avec qui vous pouvez partager vos expériences du bénévolat ?

(39 responses)



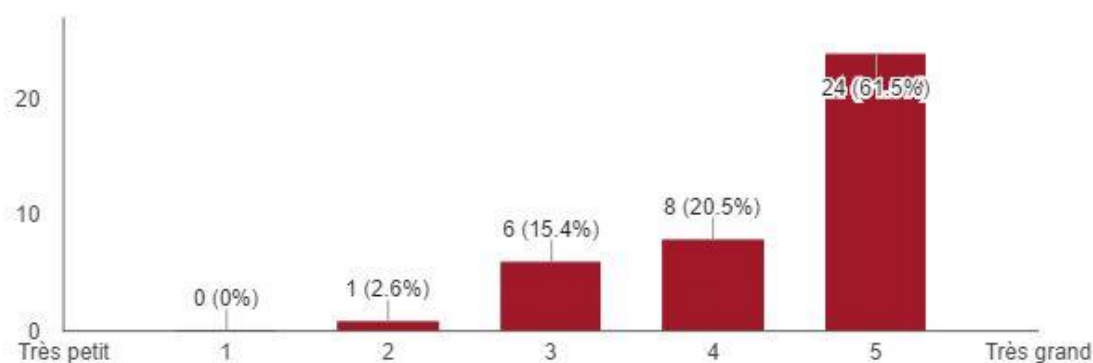
Est-il important pour vous d'avoir une personne de confiance dans notre organisation avec laquelle vous pouvez partager vos expériences, questions et plaintes ?

(39 responses)



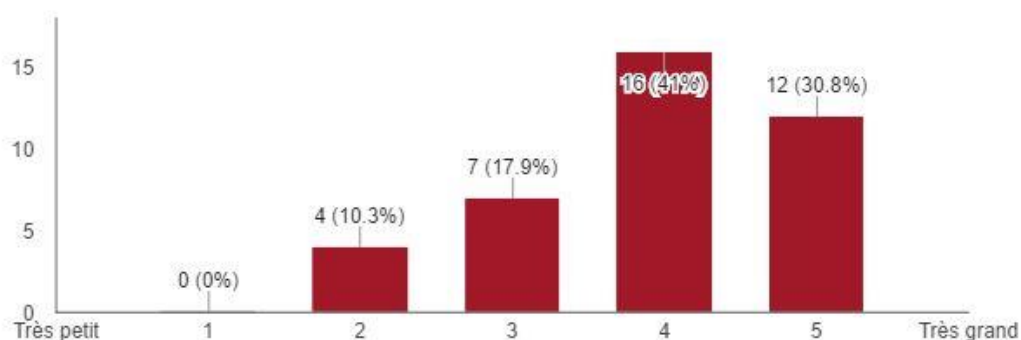
Pour vous, quelle est la nécessité d'une site web où il y a toutes les informations sur le bénévolat?

(39 responses)



Quel est votre besoin d'entrer en contact avec d'autres bénévoles ?

(39 responses)



Et dernière question..

Avez-vous d'autres commentaires que Pink Ribbon peut emporter dans sa communication sur le bénévolat ?

(8 responses)

non
non
non
Votre formulation des questions n'est pas toujours claire en français. Les traductions sont parfois bizarres. Je suis prof de français, (bientôt à la retraite et en rémission de 2 cancers traités à Saint-Luc.) peut-être pourrais-je aussi être utile à ce niveau-là avec ces compétences-là.
Non
interpeller et respecter les diverses cultures et ethnies
de revoir sa communication.
Non