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**Non-government organizations as a successful business
model in the field of sustainable tourism:
The case of the 365 Association.**

Vasil Georgiev

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An Internship Report submitted to the School of Tourism and Maritime Technology of
Polytechnic Institute of Leiria in partial fulfilment of the requirements for the Master's
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i. Abstract

The non-government sector has been growing in popularity in the recent years and has been a subject of many investigations by many researchers. With the rapid development of tourism, it is no surprise that the leisure field is also being affected by the third sector, therefore this paper is trying to investigate the non-government organizations in the field of tourism and more specifically from the perspective of sustainable tourism as one of the most recent trends. Sustainable tourism is pursuing a balanced sustenance for tourism taking in consideration the economic, social and environmental aspects. It is trying to diminish all the negative impacts tourism is usually bringing and to boost the positive ones assuring long-term livelihood for economies, society and the environment. The NGO sector has similar motives of serving the society, thus the crossing point of these two lines presents an interesting topic for investigation in terms of the success of the NGOs in general, their success from the perspective of tourism and especially sustainable tourism.

Keywords: Sustainable tourism, NGO, successful business model, business model.

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iv. Introduction

Critical thinking, analytical thought and search for innovation are some of the key components in the constantly developing field of tourism. This current paper presents the outcomes of a research on the non-government sector in Bulgaria, based on an internship which was carried out in the period of September 2017 – July 2018 and covers a total duration of 1620 hours. This work term was realized in the NGO '365 Association'.

One of the main reasons to carry out this study is its requirement as a final work during the second year of the Master program in Sustainable Tourism under the Polytechnic University of Leiria, Portugal. Another essential goal of this internship report is to reflect on the experience of the author into the professional and industry-oriented side of tourism in practice and as a result to gain a deeper understanding of the non-government sector in the context of sustainable tourism by analyzing it.

This paper is methodologically structured in different chapters that are logically connected and it is starting with a general outline of the background of the company's business, and its components. The next chapter focuses on the work that the author has performed in the organization during the internship alongside with justification of this choice. The sixth chapter represents the essence of the report, which includes a literature overview of pivotal aspects such as sustainable tourism, the non-government sector, a deeper examination of the business model and organizational success. Once investigated a thorough analysis of the company is made in order to research its role as a NGO in the sector of tourism and more specifically its relation with sustainable tourism. At the end of the report various conclusions are drawn and based on them the report introduces a set of recommendations for further future development.

v. Outline of the background of the specific business of the company

i. Background and structure of the 365 Association

The '365 Association' is a non-profit non-government organization working in the area of tourism and culture, registered and located in Bulgaria. The organization is part of the United Europe Free Tours - an independent network of free walking tours operating through continental Europe. The 365 Association is conducting different walking tours and currently operating in two cities in Bulgaria - the head office is based in Sofia, where the internship took place and there is another one in the city of Plovdiv.

As a non-profit non-government organization the main goals of the association are oriented towards improving the tourist product, the image of the destination, cultural exchange, to have a positive social impact on the local population and especially the younger generation. Figure 1 demonstrates all of the main goals of the 365 Association:



Promote Bulgaria as a tourist destination and cultural center.
Promote cultural sites in Bulgarian cities, through our free walking tours, expositions and other activities;
Improve tourist products in Bulgaria;
Facilitate intercultural exchange;
Enrich the activity of young people in Bulgaria, developing educative programs and initiatives.

Figure 1 : Main goals of the 365 Association, source: 365 Association statute

In order to fulfil and achieve its goals of promoting Bulgaria as a tourist destination, the different cultural sites in Bulgarian cities and to improve the tourist product in the country, The Association is primarily engaged with providing tourist activities to the guests and visitors of Sofia and Plovdiv, Bulgaria. The core tourist product in the organization's portfolio is the Free Sofia Tour and the Free Plovdiv tour (Figure 2), which are being conducted every single day, 365 days of the year.

Apart from that the Association is providing differently themed walking tours such as The 365 Communist tour, The 365 Culture tour, The 365 Alternative tour, The Kapana Arts &

Crafts District Tour, The 365 Private tours as well as other tours available only upon request (Figure 2).

Name	Description
<p>The Free Sofia Tour</p> 	<p>The Free Sofia Tour is an English and Spanish language sightseeing walking tour of the city of Sofia, Bulgaria. The tour is intended to be an introduction to the visitors of the city of Sofia and takes them around the main sights of the city, covers the history and all the historical periods as well as gives the guests the local perspective, best recommendations and ideas how to spend their time. Every tour is aimed to be interactive, fun and educational and is run by certified, local tour guides. The duration of the tour is 2 hours and it is conducted three times per day at 10:00, 11:00 and 18:00, seven days per week throughout the whole year. The tour is free and it is donation (tip) based.</p>
<p>The Free Plovdiv Tour</p> 	<p>The Free Plovdiv Tour is an English language sightseeing walking tour of the city of Plovdiv, Bulgaria. The tour is intended to be an introduction to the visitors of the city of Sofia and takes them around the main sights of the city, covers the history and all the historical periods as well as gives the guests the local perspective, best recommendations and ideas how to spend their time. Every tour is aimed to be interactive, fun and educational and is run by certified, local</p>

	<p>tour guides. The duration of the tour is 2 hours and it is conducted twice a day from May to September (starting at 11:00 and 18:00) and once from October to April (starting at 14:00), seven days per week throughout the whole year. The tour is free and it is donation (tip) based.</p>
<p>The 365 Culture tour</p> 	<p>The 365 Culture tour is an English language full-sense tour conducted in the city of Sofia. The tour aims to bring the visitors closer to the Bulgarian culture and traditions by engaging all of their senses in tasting traditional food and drinks, hearing Bulgarian traditional music and language, dancing the national dance, writing in the Bulgarian alphabet, participating in traditional customs, holidays and religion, smelling the traditional Bulgarian fragrances and above all seeing traditional clothes and learning more about famous, people and nowadays life. c Monday, Wednesday, Friday and Saturday at 11:00am. The duration of the tour is around 3 hours and it has a fixed price.</p>
<p>The 365 Communist tour</p>	<p>The 365 Communist tour is an English language historical tour devoted to the 45-year-long Communist period of Bulgaria and is conducted in the city of Sofia. The tour aims to present the controversial period in an objective and informative way by giving detailed information about the theory of</p>






communism, what Marxism-Leninism is, the history of communism in Bulgaria, the pros and cons of the period and the relation between the communist government and religion, industry, economy, culture and everyday life of the people, including factors that led to it and its aftermath. Every tour is run by certified, local tour guides every Monday, Thursday, Friday, Saturday and Sunday at 16:00. The duration of the tour is around 3 hours and it has a fixed price.

The 365 Alternative tour



The 365 Alternative tour is an English language interactive treasure-hunting tour conducted in the city of Sofia. The tour is unique adventure in which the visitor receives a starter's pack containing everything necessary for the guest to become an explorer, solving different puzzles and riddles and allowing experiencing the tour at one's own pace, the liberty to engage with locals and immerse in the life of the city. After that a guide leads the visitor through a personal experience by giving a full picture of the hidden side of Sofia. Every tour is run by certified, local tour guides every Monday, Wednesday and Friday from 15:00. The duration of the tour is around 3 hours and it has a fixed price.

The 365 Kapana Arts & Crafts District

<p>The 365 Kapana Arts & Crafts District Tour</p> 	<p>tour is an English language interactive tour of the creative neighbourhood Kapana in Plovdiv, Bulgaria. The tour is aimed at giving more information about the neighborhood its inhabitants, crafts, local art galleries, workshops and more. Every tour is run by certified, local tour guides every Saturday and Sunday at 11:00. The duration of the tour is around 2 hours and it has a fixed price.</p>
<p>The 365 Private tours</p> 	<p>The 365 Private tours are tailor-made tours on demand where the visitor chooses the route, starting point, the time and is given the chance to frame up the whole experience. These tours are run every single day and are conducted in English, Spanish, French and German. Every other tour the 365 Association runs can be requested and customized to be a private tour. All of the private tours have a fixed price and depend on the number of people, theme, duration and time.</p>
<p>The 365 Other tours</p> 	<p>The 365 Other tours are specifically developed themed tours that are available only upon a request, which include:</p> <p>Jewish tour of Sofia: aiming to explain to its guests the most important points history of the Jewish people in Bulgaria: when they came, what did they do, how did they live. The tour is oriented</p>

	<p>towards the Jewish heritage and explains more about the story of these people in Bulgaria and especially in Sofia. The duration is around 2 hours.</p> <p>Fading Sofia Tour: The tour is focusing on the rapid urban development of Sofia after the Liberation in the old downtown. The architecture of the end of 19th & the 20th century is enveloped with interesting stories and experiences behind the architectural gems, the buildings houses and their owners. The duration is around 2 hours.</p> <p>Kids tour: the tour explains the history of Sofia and Bulgaria to children in a language they will understand, through fun stories, games and drawings. The tour is developed for children 8-12 years old and everyone gets a map, special book and small gifts. The duration is around 1 and 1/2 hours.</p>
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Figure 2: 365 Product portfolios. Source: 365 Association website, author.

Apart from the myriad of different tours available in the portfolio the Association is engaged with additional social activity in the face of the Social Awareness Program Project. The main aim of the program is to support children from foster care homes through the organization of charity tours for them as well as raising money for them in a specially created fund, which is regularly donated or invested in initiatives aimed at helping the children.

The Association is actively engaged with providing all of the abovementioned services and as a result has gained quite some popularity in the media. It has been featured in a number of articles, newspaper sections, websites, such as: Detroit Free press, Darik, Bulgaria on Air, The Guardian, BTV, BNT, Al Jazeera, TNT Magazine, Wizz magazine and more (365

Association, 2018) and is ranked as the top activity to do in Sofia and Plovdiv in Tripadvisor. Furthermore, the association has been awarded with the Tripadvisor Certificate of Excellence, proving the quality of service offered. As of the 8th year since the creation of the organization the two core tours, the Free Sofia Tour (in short FST) and the Free Plovdiv tour (in short FPT) have been visited by over 250 000 people from all over the world as per the internal documentation of the association.



Table 1 The number of visitors on the FST, source author

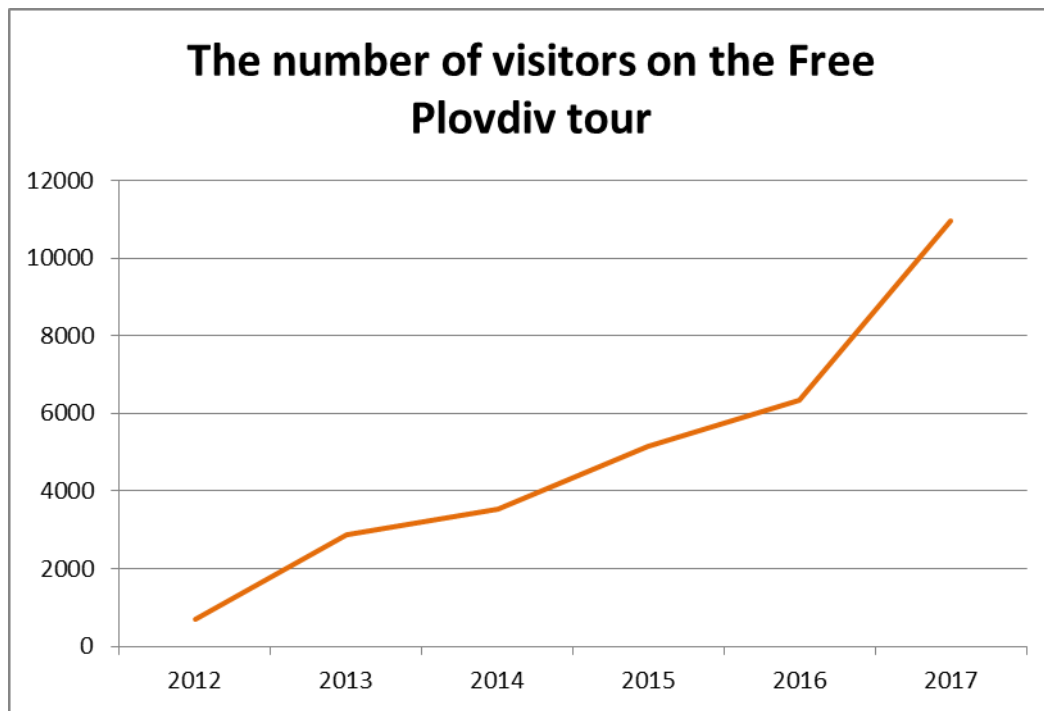


Table 2 The number of visitors on the FPT, source author

All of the abovementioned activities are powered by a team of around 60 people (members and associates) actively engaged in the entire run-up of the association. The organization has a top-down structure with a Board of members on top, consisting of all of the members, who form a General Assembly, which is one of the managing bodies of the organization. According to the Association's Statute a member is obliged to:

- Participate in the organization's activities and the General Assembly
- Observe and abide the Statute, the decisions of the General Assembly and of the Management Board of the Association
- Cooperate for the accomplishment of the goals of the Association
- Pay property contributions regularly provided for in the Statute or by decision of the General Meeting
- Refrain from actions that would affect the good name of the Association

Beneath the Board of members is the Governing Board consisting of 3 members and decisions are taken only with two-thirds are in favor. The Governing Board is the other managing body of the organization. It has decision-making functions, alongside with the General Assembly, but it cannot take any decisions without the confirmation of the General Assembly.

Beneath these two bodies are the Coordinators and Project Managers of the different projects. They have responsibilities of leading, supervising, controlling, maintaining, amending and managing the projects in order for them to be successful.

Beneath the Coordinators Project managers are the members and tour guides. Members form the General Assembly and have decision-making, verification and approval responsibilities, whereas the tour guides (who can also be members as well) are the working bees of the organizational hive. Figure 3 demonstrates the organizational structure of the Association.

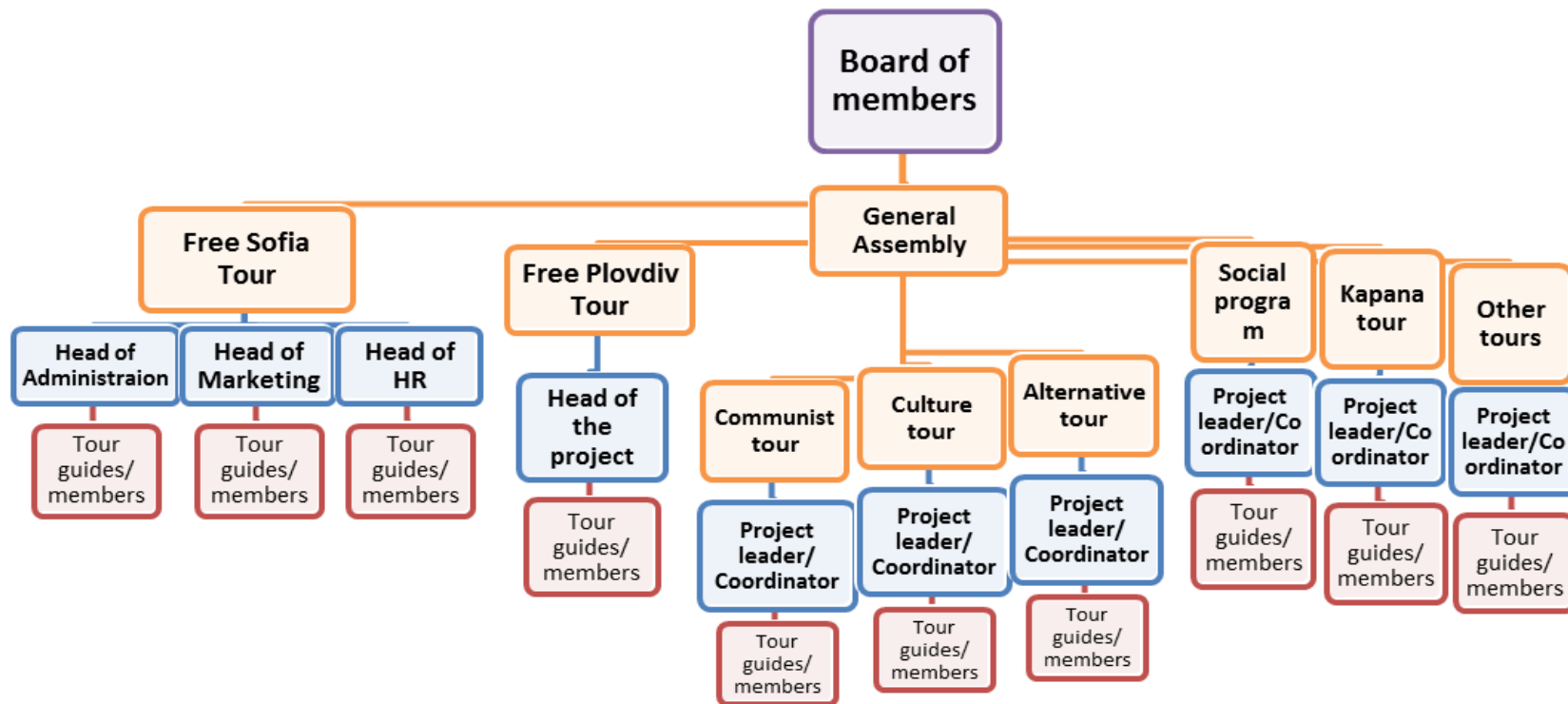


Figure 3: Organizational structure of the 365 Association, source: author

ii. History and activity

The 365 Association's journey started on 13th August 2010 by Christian Mitov by leading the first ever Free Sofia tour, which consisted of only one visitor. Soon after, Vanya Nikova, Teddy Zareva and Boyko Blagoev joined the project and all of them became convinced that in order to develop the project they must make it a legitimate organization. On October 22, 2010 the association "Free Sofia Tour" was registered and later in 2012 it was renamed to Association "Three Six Five". The popularity of the organization started growing and so did the team. The Free Sofia Tour became more and more famous, it was featured in numerous media interviews and appearances and as a result the number of guests increased as well. One of the main factors behind the success was and still is the growing popularity of the freemium concept and also the increasing number of visitors to Bulgaria.

On August 6, 2011 the Social program was launched by the Association with a main idea to help children deprived of parental care, part of minorities or unprivileged social status. Following the successful year in 2011 the Free Varna Tour started on April 13, 2012 and was followed by Free Plovdiv Tour on the 13th of July the same year. Free Varna Tour was an active project for three seasons during 2012, 2013 and 2014 until it was frozen due to the seasonality of the inflow of tourists. On the other hand, the Free Plovdiv Tour managed to sustain itself and become a successful project.

Alongside with these projects the association has been actively engaged in providing private tours upon request. The private tours are targeting organized groups, VIP guests, those who prefer privacy, their liberty, those who are not flexible enough or those who are not able to make it on time for the fixed hours of the free tours and are aimed to give more information about the history and culture of Bulgaria. The private tours are tailor-made alongside with the preferences of the client; they are a paid service and can be conducted in a variety of languages.

Furthermore, other tours have been developed as a result of collaboration between the 365 association and other organizations in the face of One Architecture Week, The EU representation in Bulgaria, the American embassy, the Youth Jewish organization in Bulgaria and more. These other tours are identical to the private tours, they are a paid service, they are specifically themed and developed and can be conducted in a variety of languages.

Currently the Free Sofia Tour and the Free Plovdiv tour are the core projects of the association catering for the needs of thousands of visitors, but the association has developed and included other projects and initiatives over the years of its existence. During 2014 two specifically themed tours were launched: The 365 Communist and Culture tour in Sofia. Both of them were developed as a result of the desire of visitors to learn something more about either the culture and traditions of Bulgaria or the 45-year-long communist period. Both of the tours follow the concept of the free tours with a main difference that they are paid, they give more detailed information on the topic, include tastings and are tailor-made. During 2016 another specifically developed tour was launched – the Kapana Arts & Crafts district tour in Plovdiv. The tour was especially created to exhibit to visitors the unique district of the city with a main focus on the arts and crafts. Soon enough, in 2017, the newest project of the association was launched – the Alternative tour. This is another specifically developed treasure-hunting tour that gives more information of the little-known and hidden side of the city of Sofia in a fun, interactive and off-the-beaten-track way. The Association is at the moment actively engaged in the field of tourism by providing a variety of tourism services as well as developing more.

iii. Mission and vision

The mission of the 365 Association is reflected in the vision slogan: “**Only by truly understanding the world, you can improve it**” (365 Association, 2018). The organization is striving to make the world a better place by getting to know and understand it.

Apart from the mission, the association is driven by common values:

- **Quality** – everything we do in the Association is of such high quality, that it is given as an example in the society and that it leaves smiles on the faces of our guests.
- **Responsibility** – we work responsibly and give the best, we are capable of.
- **Trust** – we have clear intentions, thoughts and actions, we believe in ourselves, the team and the change for the better.
- **Perseverance and intelligence leads to progress** – we work to create valuable products that lead to positive change in the environment and the society.
- **Satisfaction** – we believe that our work and the achieved results should make us feel satisfaction and happiness. (365 Association, 2018)

With projects such as Free Sofia Tour and Free Plovdiv Tour the organization meets people from all around the world and introduces them to the history and culture of Bulgaria and its biggest cities – Sofia and Plovdiv. That way thousands of people a year get a clearer understanding of the Bulgarian past and present, having a positive attitude towards the worlds as a whole (365 Association, 2018)

With projects like Tours for Children, Tours for Refugees, Social Awareness Program, etc. the association aims to introduce different groups of people – students, children deprived of parental care, children from minority groups and poor families, and refugees – with the big city, with interesting stories and the Bulgarian culture . In such a way they have an attempt to understand their surroundings, the country they live in, the opportunities they have there and eventually to understand the environment they live in, to seek further knowledge and to think what they want to achieve, but also how they could contribute for the better of Bulgaria (365 Association, 2018).

vi. Outline of the work that I have performed in the company

i. The internship and internee's role

The internship in the 365 Association was carried out during the second year of the Master program in the period of September 2017 – July 2018. During that period the internee and author of this report was occupied on a fulltime basis as a licensed tour guide and actively engaged in the marketing department of the head branch of the association in Sofia.

The main duty of the internee was to conduct different tours, primarily the Free Sofia Tour, The 365 Communist tour and private tours in the city of Sofia. Alongside with these duties, the internee was actively engaged with different activities in the marketing department. These included maintaining the blog, writing different themed blogs, being responsible and maintaining the TripAdvisor account, taking care of the distribution of leaflets and printed materials to the association's partners on a regular basis, following up and helping with the maintenance of the different distribution channels, attending department meetings and helping with the fulfilment of target aims.

ii. Research topic justification

The author has first encountered with the organization in 2013 and ever since then has been actively engaged in it. Since joining the association, the author has been able to get a deeper understanding of the essence of what a non-government organization is as well as to work for the common benefit of the organization that shared the same passion for tourism, values for a better understanding and a mutual desire for improving the tourism aspect in Bulgaria as the author. Simultaneously the author was a student of the Master in Sustainable Tourism Management in the University of Leiria, Portugal. Inspired by the learnt in the university and the actual work within the association, the author was motivated and decided to pursue a deeper academic understanding by conducting a research on the association.

The main idea of the author is to examine the business model and evaluate and analyze it through the prism of sustainable tourism development. There are various reasons that inspired this. First of all, the association is a non-government organization, which presents another perspective towards the industry. On one side it's the trending increase of the number of NGOs following the fall of the Iron Curtain due to the necessity for more accountability, predictability, transparency and professionalism (McArthur, 2012). According to McArthur, if governments had been the sole

decision-making authority in the past, nowadays they have to face a much diversified arena of actors from private and civil sectors, in the face of non-state actors, NGOs and Multinational corporations, that occasionally exceed forces on them (McArthur, 2012).

On the other the authors was especially interested in researching more about the working model behind the organization – the freemium model, if it can be considered as a business model and even further a successful one, especially when adopted by a non-government organization.

Moreover, the author felt the urge to research the 365 Association through the perspective of Sustainable tourism in order to understand if it can actually be a good role model for sustainable tourism, first because the author believes that the main tourist activities offered and carried out in the organization are fitting the sustainability criteria. Secondly, because of nature and the particular ideology of the non-government organization – ‘NGOs have been delivering social services which governments are unable or sometimes unwilling to provide’ (Kim, 2004), ‘NGOs are formal (professionalized) independent societal organizations whose primary aim is to promote common goals at the national or the international level’ (Martens, 2002), therefore the author supposes that NGOs are fitting with the social criteria of sustainable tourism by default. Third, because the of the aims and values and the economic aspect of the non-profit non-government organization, namely the fact that it uses its revenues to further reach its goals, rather than distributing its income to shareholders, leaders or members.

Another reason is the fact that the author wanted to evaluate and analyze the activity and its effectiveness as an NGO in the field of tourism and especially from the perspective of Sustainable tourism. Two different performance matrixes (Ramadan & Borgonovi, 2015) were used as a basis for the evaluation of effectiveness and performance of the association and Fisher’s trip evaluation schema (Fisher, 2014, cited in Calnaryte, 2016) was used to assess the positive and negative impacts it has in terms of the sustainability criteria.

vii. Research and Analysis
i. Literature review

What is sustainable tourism?

Profound and rapid changes that have taken place in the world over the past three decades and such changes have been mirrored in the leisure sector as well. Tourism is undeniably becoming one of the most important sectors in regards with economic growth worldwide.

Although the term ‘sustainable tourism’ has appeared in the recent decades, it still eludes a sound definition by academia therefore different researchers have made an attempt to describe it in order to fully understand it.

The WTO defines sustainability is applied to ‘all forms of tourism in any types of destinations, including mass tourism and the various niche tourism segments’. Moreover it relates sustainability principles with environmental, economic and social-cultural aspects of tourism development and the suitable balance that must be established between them to guarantee long-term sustainability (World Tourism Organisation, 2004).

As per Lansing & De Vries (2007) tourism is often seen as a welcome source of economic development on one hand and on the other one ‘conventional’ mass tourism is associated with various negative effects, namely ‘the destruction of ecological systems and loss of cultural heritage’.

According to Smith and Eadington (1992, cited in Butler, 1999) there is a tendency of linking a variety of forms of tourism with the concept of sustainable development. The author argues that ‘the majority of these are forms of tourism which can be characterized as being ‘green’ or ‘alternative’, in the sense that they are not part of mass or conventional tourism’.

Buttler (1999) explains this concern by describing sustainable development being as a concept, which emerged in the context of the second global wave of environmental concern, which on the other hand coincided with ‘increasingly obviously visible environmental impacts of tourism in mature destinations, and growing political support for environmental protection’.

Furthermore, Lansing & De Vries (2007) state that environmental consequences have been widely documented as environmental concerns for conventional tourism development.

As a response to these concerns of ‘world leaders at summit meetings, policy statements, legislation, the response of industry and marketing shifts - and perhaps even changes in the behavior of tourists - all suggest that different changes are taking place in specific elements of tourism at different scales’ (Butler, 1999).

Butler (1999) states that the origin of the sustainable development definition is the one given at the World Commission on Environment and Development in 1987 that goes as following:

‘Development that meets the needs of the present without compromising the ability of future generations to meet their own needs’

However he argues that there is a difference between the definitions of the term, based on the perspective. For example, he states that sustainable tourism is ‘tourism which is in a form which can maintain its viability in an area for an indefinite period of time’ (Butler, 1999). On the other hand he argues that current literature has another understanding of it, which is:

‘tourism which is developed and maintained in an area (community, environment) in such a manner and at such a scale that it remains viable over an infinite period and does not degrade or alter the environment (human and physical) in which it exists to such a degree that it prohibits the successful development and well being of other activities and processes’.

In addition, Hunter’s research (1997) on the topic resulted in giving four different approaches on the subject:

➤ *Sustainable Development through a “Tourism Imperative”*

This approach is heavily oriented towards the development of tourism and primarily concerned with satisfying the needs and desires of tourists and tourism operators. It can be justified under three sets of specific circumstances:

- First, in areas where a strong and demonstrable link between poverty and environmental degradation exists

- Second, where tourism activity would represent a real improvement upon more overtly degrading economic activities (e.g., uncontrolled logging, forest clearance for agriculture, or minerals extraction), especially if these bring little benefit to local communities and tourism would create more well-being for more people.
- Third, where tourism development would prevent the utilization of an area or its resources for other, potentially more degrading, activities

According to Hunter, in all three cases, tourism could ‘provide the means for some degree of environmental (including local community) protection and environmental education, with tourism-related side-effects resulting in the reduced loss of natural resources in terms of quantity and/or quality.’

➤ *Sustainable Development through a “Product-Led” Tourism*

The main focus of the approach is the need to develop new, and maintain existing, tourism products in terms of marketing and the enablement of tourism operators in order tourism sector growth to be achieved. A wide range of environmental and social concerns may be seen as important within the destination area only in the case when these act directly and in an immediately apparent sense to sustain tourism products. Hunter states that this approach might be most easily justified ‘in relatively old and developed tourism enclaves or areas, especially if tourism has come to dominate the local economy.

➤ *Sustainable Development through a “Environment-Led” Tourism*

This approach focuses on decisions towards the tourism/environment system towards and raising concern for the status of the environment. It is applicable in areas where tourism is non-existent or relatively new with an aim to promote types of tourism which ‘specifically and overtly rely on the maintenance of a high quality natural environment and/or cultural experiences’. There is still a very strong product focus with this approach, but apart from product-led tourism it prioritizes environmental concerns over marketing opportunities.

➤ *Sustainable Development through a “Neotenus” Tourism*

This approach is focused on the belief that ‘there are circumstances in which tourism should be actively and continuously discouraged on ecological grounds’. According to Hunter, the word “neotenus ” ‘implies that tourism activities would be limited to the very early, juvenile, stages of tourism development’ Hunter links this approach with Butler’s (1980) tourist-area cycle of evolution and explains that the main aim of it is to ‘keep tourism development to exploration or involvement stages, perhaps dominated by a small number of individual adventure travelers, small groups of tourists, or those engaged in legitimate study’.

In addition, alongside with the observed changes in the recent years, the attempts to categorize, describe and evaluate sustainability, as well as the growing number of NGOs there is no doubt that the importance of NGOs is increasing worldwide as well and their voices within the civil society become stronger as they represent a variety of global issues, including those that are reflected in the sustainable concept.

What is a business model?

The notion of what exactly is a business model has not been dignified with a sound definition. There is an array of different available definitions, which makes the task even more complicated.

“While the term ‘business model’ has gained widespread use in the practice community, the academic literature on this topic is fragmented and confounded by inconsistent definitions and construct boundaries” (George & Bock, 2011)

The term “business model” has been mentioned for the first time in the year 1957 in an academic article, which investigated the construction of business games for training purposes (Bellman, Clark, Malcolm, Craft, & Riccardi, 1957). Eversince then it has been the target of extensive research. According to (Dasilva & Trkman, 2013) the term is often appearing to “encompass everything from, among others, strategy, economic model, and revenue model”.

One of the main reasons behind the emergence of the business model concepts in the beginning of the 20th century is the urge to describe and analyze new forms of businesses (Schaltegger et al, 2016). Since then, business model research has produced numerous approaches to conceptualizing business models. The early publications by Chesbrough and Rosenbloom (2002) and Magretta (2002) have related the business model with strategy and innovation.

George & Bock examine in detail the evolution of the term and based on the previous research have come up with six broad descriptions of how a business model is being interpreted – (1) as a organization design, (2) the resource-based view (RBV) of the firm, (3) narrative and sensemaking, (4) the nature of innovation, (5) the nature of opportunity, and (6) transactive structures.

1) Business model as organizational design

The managers and entrepreneurs are assessing the various business models in order to ensure the company survival and establish new organizations. The business model as design requires that managers implement a single business model to avoid operational inefficiencies (Markides & Charitou, 2004, cited in George & Bock, 2011). According to the authors a theory of business models has practical appeal if the organizational outcomes are primarily influenced by managerial knowledge, expertise, choice, and execution. Therefore they come to the conclusion that the business model is a component of organizational design without converging on its components.

2) Business model and the RBV

George & Bock define the business model through the resource-based view as an evolutionary framework, whose business model elements are discovered experientially and evolve without managerial agency, contrary to the business model as organizational design. The RBV commonly links business models to resource acquisition and allocation (Garnsey et al., 2008 cited in George & Bock, 2011).

3) Business Model as Organizational Narrative

According to George & Bock and Margetta (2002, p.87) the business model is seen as embodiment of firm execution, integrating all elements of operations and structure into the narrative as “stories that explain how enterprises work.” Furthermore, the narrative framework occurs within the company as well. Business models would evolve via internally driven structuration, influenced by the narrative dynamics that drive the development of the firm’s social order, rules, organizational structure, hierarchy, and meaning making (Downing, 2005, cited in George & Bock).

4) Business Model as Innovation Form

This perspective describes business models within an innovation context, defining it as a coherent framework that takes technological characteristics and potentials as inputs and converts them through customers and markets into economic outputs (George & Bock, 2011).

5) Business Model as Opportunity Facilitator

According to George & Bock the business model is a facilitative intermediary between the innovation and value creation in the opportunity-creation process. It is also seen as the transactive element and the business model as the mechanism for opportunity exploitation (Amit & Zott, 2001, cited in George & Bock, 2011)

6) Business Model as Transactive Structure

In this case the business model is proposed as a unifying mechanism. The firm's performance is related to the specific business characteristics, business models and strategy. This framework has been most commonly applied to e-business sectors, usually in the development of cluster solutions and typologies that deconstruct exchange characteristics (George & Bock, 2011).

Morris et. al also present their perspective based on their research and findings. The authors differentiate business models in three categories: economic, operational and strategic, where hierarchy is represented as more comprehensive and interconnected moving from economic to strategic levels:

- a) economic business model – the main idea in this model is pure profit generation and its sustenance. Alongside with these are relevant decision variables which include 'revenue sources, pricing methodologies, cost structures, margins, and expected volumes' (Morris, Schindehutte, & Allen, 2005).
- b) operational business model – this model represents an architectural configuration, where the focus is primarily on internal processes and design of infrastructure. Alongside with these there are different decision variables which include production or service delivery methods, administrative processes, resource flows, knowledge management, and logistical streams (Morris, Schindehutte, & Allen, 2005).
- c) strategic business model – the main concern in this model is competitiveness and sustainability. The model emphasizes the overall direction in the firm's market positioning, interactions across organizational boundaries, and growth opportunities. The decision

elements in this case include stakeholder identification, value creation, differentiation, vision, values, and networks and alliances (Morris, Schindehutte, & Allen, 2005).

Another perspective is presented by Osterwald & Pigneur who define the business model as one that describes how an organization creates, delivers and captures value based on a particular value proposition (Osterwald & Pigneur, 2009). This is based on the previous works by Teece who defines the business model emphasizing on its value creation function:

A business model describes the design or architecture of the value creation, delivery and capture mechanisms employed. The essence of a business model is that it crystallizes customer needs and ability to pay, defines the manner by which the business enterprise responds to and delivers value to customers, entices customers to pay for value, and converts those payments to profit through the proper design and operation of the various elements of the value chain (Teece, 2010).

What is a sustainable business model?

Similar to the lack of a sound definition on what is a business model, so there is no unambiguous definition and agreement about the concept of sustainability. As pointed earlier sustainability represents an intertwined three bottom line perspective that is aiming to create a balance between the people, the environment and the economical profit.

According to Osterwald & Pigneur, if business models are properly developed and executed and follow certain guidelines, they can be used to solve ecological, social and economic problems. Among these normative guidelines are:

- I. An explicit sustainability orientation, integrating ecological, social and economic concerns;
 - II. an extended notion of value creation and capture, questioning traditional definitions of value, success, and value recipients;
 - III. an explicit emphasis on the need to consider stakeholders and not just shareholders or customers;
 - IV. an extended perspective on the wider system in which they are embedded
- (Osterwald & Pigneur, 2009)

The classic approach used to define the sustainable business model is usually based on the Triple Bottom Line, taking in consideration economic, environmental and ethical factors, since it is crucial to balance the financial, environmental and social factors in order to find a way of achieving long term business success (Jabłoński, 2017).

Schaltegger et al explain the growing academic and practical interest in alternative business models with the ‘growing concerns with the modus operandi of our capitalist societies and economies’.

In addition, according to Lüdeke-Freund (2009) the Sustainable Business Model concept is based on two pillars: First, ‘the neoclassical economic paradigm’ is opposed to ‘sustainability concepts to formulate prescriptions for corporate sustainability’.

Jabłoński (2017) states that various terms are used in different interpretations of what is a sustainable business model such as: sustainability, business model sustainability, sustainability business model, sustainable business model, sustainable business, business case for sustainability. Jabłoński defines “Sustainable Business Model” in the context of building long-term value of a socially responsible company. In short, this is the result of the joint use of the corporate social responsibility and value based management concepts, which is fine-tuned with the company’s potential to ensure the needs of shareholders and other stakeholder groups.

Another approach to the issue of sustainability is based on links between different ethical motivations and corporate social responsibility (CSR) activities. According to Jabłoński the design of CSR and corporate sustainability ‘can be based on different ethical foundations and motivations’. The author argues that CSR is considered an area of management excellence and corporate sustainability as a management challenge to increase efficiency, quality and performance of the given processes or products, through efficiency gains, costs reductions and incremental process and product innovations. Using the Triple Bottom Line for example the author is arguing that sustainability activities and economic success are often different and therefore economic drivers have influence on social or environmental activities. Jabłoński depicts these drivers for sustainability as:

- Costs and cost reduction
- Sales and profit margin
- Risk and risk reduction

- Reputation and brand value
- Attractiveness as employer
- Innovative capabilities

Del Baldo & Baldarelli (2017) define Sustainable Business model as one where sustainability concepts are the driving force of the firm and its decision making. The authors state that it encompasses a wide range of change within the organization, as well as in its external network, than traditional business models.

According to Boons & Lüdeke-Freund (2013) there are necessary steps to be taken in order to create a sustainable business model. Enlisting these steps helps further define sustainable business models, as they are based on the essentials required to create one such model. These steps include:

- developing company culture toward sustainability;
- framing company values and translating them into principles or/and business practices; implementing sustainable strategy: a vision and mission linked to all activities of the organization;
- acquiring appropriate skills and knowledge across the value chain through external resources and internal training;
- (create green business cases): green business model must be financially sustainable;
- involve customer to better understand their needs and expectations

Alongside with this, the early work on business models for sustainability by Stubbs & Cocklin (2008) dealt with the structural and cultural roots of models that contribute to corporate sustainability, which was then further investigated by Schaltegger (2012, 2016) and resulted in the following definition:

A business model for sustainability helps describing, analyzing, managing, and communicating (i) a company's sustainable value proposition to its customers, and all other stakeholders, (ii) how it creates and delivers this value, (iii) and how it captures economic value while maintaining or regenerating natural, social, and economic capital beyond its organizational boundaries.

In addition, Schaltegger et al (2016) state that that no sustainable value can be created for customers without creating value to a broader range of stakeholders, therefore ‘a business that contributes to sustainable development needs to create value to the whole range of stakeholders and the natural environment, beyond customers and shareholders’.

In order to evaluate the sustainability criteria Fisher (2014) had developed an evaluation schema that reflects the positive and negative impacts on the environment, society and economics. The schema consists of 10 items (divided into three categories: environmental, social and economic impacts) which are evaluated on a scale from 1-5, where 1 represents the most unsustainable option and 5 - the most sustainable option. (Table 3).

Table 3 Fischer’s evaluation scheme, source: Fischer (2014)

Impact: high - low	1	2	3	4	5
Journey to/from destination: long distance – short distance	Intercontinental flight (distance >3000km), often with one or more stop-overs	Intermediate flight) distance 500 to 3000km), usually with a continent, without stop-overs, or a long haul trip using an uneconomical car	Long-haul car trip (distance 2000km or more)	Long-haul trip by train, or short –haul car trip	Short-haul trip by train and /or other local transport systems, or bicycle
Travel at the destination: highly – little energy consuming	Using fuel-guzzling vehicles (e.g. cross country vehicles, motorbikes, quads, motorboats, usually not with the aim of reaching another place but for having fun	Using vehicles like convertible, motorbikes or quads for the pleasure of driving, but also as a means of transport	Renting car (if arriving by air) similar to the one at home with the purpose of visiting natural, cultural or recreational attraction, or using own car at the destination	Renting a small, economical car (if arriving by air) with the purpose visiting natural, cultural or recreational attraction, or using own car for exploring the vicinity	Mainly walking, hiking and riding a bicycle, occasional use of buses and other local transport systems in order to reach interesting places
Accommodation: comfort high - low, owner's external – local	First class holiday resort with swimming pools, international restaurants and international food, bars, shopping center, sometimes with casino, often conceived as	High standard hotels or resorts, in urbanized tourism destinations with restaurants, discos and shopping centers, or large recreational vehicle	Private owned big hotels and /or restaurants, or small caravan	Private owned small hotels, guesthouse, or cottages	Tents, cabins, research stations

	isolated unit enormous quantities of energy and water producing a lot of waste				
Authenticity: not important - important	Same comfort, food, drinks, and music as at home, or higher comfort, more food and especially more beer/drinks than at home, local food, spices, music and culture is of no interest, and neither is the landscape, as long as there is sea, sun and sand	Similar comfort as home (or better), partial interest in folklore, whale-watching, a trip by cable car to the top of nearby mountain	Enjoying the local culture and tradition, local food, history and buildings, interest in how people live at the destination	Interest in local food, visits to museums or natural history and on the culture of the visited area, reading books about the destination and enjoying the landscape	Wilderness, or living with or in ways the locals do or did
Activities: artificial - nature based	Events and fun: visiting discos, dance parties, entertainment, fun parks, and other events with no relation to the destination's culture and tradition, driving high speed cars, motorbikes, quads or motorboats, not leaving the resort for the entire duration of the holiday, maybe with the exception of a few hour's safari	Doing sports that requires, e.g. physical strength (i.e. cross country cycling, cross-country skiing, or paragliding), spending the evenings with dinners and discos	Learning (a little) about the nature and/or culture of the destination by visiting natural and cultural highlights, but also swimming, sun-bathing and relaxing	Hiking, swimming, visiting museums, mountain climbing, and – among other things – sunbathing	Long distance hiking, staying overnight in the wilderness, watching or studying animals, taking pictures, learning about local nature and culture
Impact on ecosystems at the destination: high – low	Hotel resorts built on the best beaches (best for tourist), not respecting requirements of the	Existing settlement enlarged for tourists, energy-saving infrastructure, but nevertheless	Medium-sized hotels with moderate road access, need of children's paddling	Small roads only, causing little soil erosion, staying on hiking trails	Staying outside, sleeping in cabins, no littering, no collecting or rare and /or endangered

	nature (e.g. destroying important breeding places for sea turtles), high water consumption, often in dry areas, resorts and access roads intersecting or totally destroying natural ecosystems, production of large quantities of waste, airport and access roads close to the tourist center	destruction of the local environment close to the tourist center	pools, hiking on trails or roads, moderate soil erosion on mountain tops, where many people stay on unpaved ground		plants, no disturbance or feeding of wildlife
Protection activities (indirectly/directly) supported: no – yes	No support of protection measures in the region	Part of the visitor's money used for leaflets on the beauty of the region/the region's ecosystems	Indirect support of nature protection measures by bringing money to the region, or direct support due to entrance fees to national parks	Indirect support of nature measures by bringing money to the region, in addition to use of a part of the (visitor's money) for improving the ecological situation, or tourists have to pay fees (e.g. for visiting a national park), and nearly all of the money goes to the protected area's administration for improving protection	Indirect support of nature protection measures by bringing money to the region plus use of most of the (visitor's taxes) (and maybe additional government money) to establish a well-working public transport system for both locals and tourists to improve the ecological situation, or tourists have to pay fees (e.g. for visiting a national park), and nearly all the money goes to the protection area's administration for improving protection
Impact on socio-cultural	Touristic centers: highly attractive for	Tourist resort and hotels are large	Villages have been enlarged by	Villages still have their regional	Few tourists, therefore little

<p>structure: high – low</p>	<p>job seekers, complete change of the local communities’ structures due to foreign influence, local people change their behavior (e.g. farmers become waiters), traditions are commercialized and are no longer part of the daily life of the local people, local people are urbanized with respect to physical and social structures, prostitution</p>	<p>compared to the size of the local community, they are only partly integrated in the social structure of the community, a trend towards urbanization is clearly visible</p>	<p>tourism, more and larger hotels, guesthouses, and restaurants have been built, but most of the jobs are held by people from the region, local culture is not fundamentally changed</p>	<p>character, special places for events (disco, open-air cinema) are scarce or nonexistent, the region is neither overcrowded by foreign guests nor by job-seekers</p>	<p>impact on local culture, farmers remain farmers, local people retain old traditions</p>
<p>Money flow to : international companies – local</p>	<p>Most of the money goes to airlines and international travel agencies or hotel chains, only a small share goes to local people (e.g. tips, badly paid unqualified jobs)</p>	<p>Most of the money goes to airlines, national transport companies, national or international travel agencies, owners of large hotels with their head-quarters often at the economic center of the country</p>	<p>Most of the money goes to hotels, owners of park lots, privately-owned restaurants</p>	<p>Most of the money goes to the (local) owners of small hotels, guesthouses, cottages, restaurants and to local guides (e.g. museums)</p>	<p>Most of the money goes directly to privately owned local hotels, restaurants, cottages and food shops, to shops offering local handicrafts, and local guides</p>
<p>Education efforts: none - a lot</p>	<p>No educational facilities/activities offered, and none demanded</p>	<p>Folklore events, public evening presentations offered and demanded</p>	<p>Half - or one-day trips to touristic attractions offered, many tourist are interested, leaflets and booklets, information panels</p>	<p>Guided tours not only to the touristic main attractions, but also to more sophisticated destinations (e.g. churches, vineyards, breweries, honey-farms) offered and made use of</p>	<p>Museums and /or information centers, research stations, guided tours, information sheets, information boards and booklets available, everything intensively used by tourist</p>

All of the mentioned above points to the idea that a business model viewed through the perspective of sustainability is particularly interesting and researched by the academia because it highlights the

value creation logic of an organization and allows for new governance frameworks such as cooperatives, public private partnerships, or social businesses, which help transform into narrow for-profit and profit-maximizing models, but in the same time taking into consideration the wider social and environmental contexts.

What is a NGO?

NGOs have been actively engaging in local, regional, national and international since their beginning. McArthur (2008) traces the origins of the NGO back to the the term governance in the 1990s when the World Bank began calling for ‘good governance’ as a prerequisite for sustainable economic development in a new era of public affairs. This on the other hand, as McArthur argues is ‘a shift from governance by government to governance with government, which was spurred by fundamental changes in patterns of socio political interaction that characterized the period after the end of the Cold War.’

Furthermore, the new governance arena and market forces that sustained and deepened their role in society, thus calling for a more participatory and cooperative approach to policymaking. As Swyngedouw (2005) states: “hierarchical accountability, that is to say, was replaced by broad horizontal accountability: A new era of ‘stakeholder governance’ was born.’

According to Kim (2004) ‘the beginning of NGOs is inherently related to capitalism and the nation-state since most commonly it is held that ‘market failure’ and then ‘government failure’ generated NGOs or more generally the third sector.’

Furthermore Kim defines NGOs as, ones with ‘set public goods as their primary aim and operate with voluntary resources even though they may also have paid staff’.

Harris et al (2001) explain the NGO sector as ‘an attempt to reduce the scale of government activity and to change its role from the direct provision of services to the planning, monitoring and regulating of services provided by other ‘sectors’ ‘.

More generally, the terms third sector or non-profit organizations are considered to refer to activity which is neither state sector nor business sector.

According to Martens (2002):

NGOs are formal (professionalized) independent societal organizations whose primary aim is to promote common goals at the national or the international level.

Understanding of NGOs or ‘nonprofit’ organizations or ‘third sector’ organizations has become important to understanding how societies actually function, cooperate and develop.

According to Bidet, the main difference that distinguishes NGOs from other non-state entities is that NGOs are not seeking profit. In fact, NGOs have money making programs and initiatives, but the money they make out of them is used for staff or other managerial costs (Bidet, 2002). The non-profit value is an effective tool that encourages governments to cooperate with them but also attracts the support of the general public. According to Kim (2004) ‘volunteerism is what NGOs are based on and it carries two meanings: one is willingness without being forced and the other is sacrifice without expecting direct material return’.

Another distinctive feature of NGOs that can be pointed out in order to define it better is that ‘NGOs are increasingly expected to act like market agencies with high standards of accountability and effectiveness’ and in the same time they share the same objective of welfare for the people (Kim, 2004).

Park (2002) argues that NGOs should ideally meet four practical criteria: 1) citizen participation by which NGOs are structured and differ from governmental organizations; 2) inclusiveness which makes NGOs open to anyone regardless of qualification, gender, religion etc.; 3) volunteerism by which NGOs operate and are differentiated from nonprofit hospitals or schools; and 4) public interests which distinguish NGOs from business organizations. (Park, 2002)

Kim (2004) provides a brief overview of the different functions of NGOs.

➤ NGOs as Social Service provider.

This function of the NGOs is related to the conservative government’s attempt in the 1970s and 1980s to ‘reduce the roles of government in direct service provision along with the privatization of public sector’. By funding NGOs the government is able to avoid the problems it faces with service provision and in stead is acting only as a supervisor directing, regulating and overlooking NGO’s performance. Moreover, in this way NGO activities are to some extent ‘seen as a guaranteed way of promoting democracy, civil society and active citizenship’ (Kim, 2004).

Activities involving the function of service providing are: promoting volunteerism, assessing people's needs, inventing new services or ways of provision, delivering services, evaluating results, funding small grass roots organizations, etc. These may contribute significantly to socio-economic development.

➤ **NGOs Monitoring, Criticizing, Advocating**

This function of the NGOs is found more with countries where the government abuses its power to press down the individual's freedom and rights. Closely related to post-communist countries where the political regimes 'legitimized' repression, censorship and authoritarianism and where NGOs play as a counter-weight to the private sector and government and are expected to play more monitoring, criticizing and advocating roles rather than acting as service providers.

NGOs encourage social change and can 'protect individual rights by monitoring, by criticizing government and market power, and by influencing social or market policies.' Thus these roles of NGOs are natively political and aim to expand public space and promote political awareness by demonstration, assembly, campaign, public hearing, petition, monitoring, statements, thus they have a direct bearing on social development (Kim, 2004).

According to Brown (2009) NGOs play several distinctive roles: they can 'provide a voice for groups affected by globalization - such as human rights, environmental rights, faith-based communities, animal rights, students, women's groups, and professional associations'.

As a result of the mentioned above it can be concluded that NGOs promote common goals because they work for the promotion of public goods, resulting in profit for the members and for the public as well.

-> **NGO as a business**

Pride, Hughes, & Kapoor (2009) define business as 'organized effort of individuals to produce and sell, for a profit, the goods and services that satisfy society's needs. To be successful, a business must perform three activities: it must be organized, it must satisfy needs and it must earn profit.'

For a business to be organized, it must combine four types of resources: material, human, financial and informational.

- Material resources include the raw materials used in manufacturing processes as well as buildings and machinery.
- Human resources are the people who finish their labour to the business in return of wages.
- The financial resource is the money required to pay employees, purchase materials and generally keep the business operating.
- Information is the resource that tells the managers how effectively the other three resources are being combined and used.

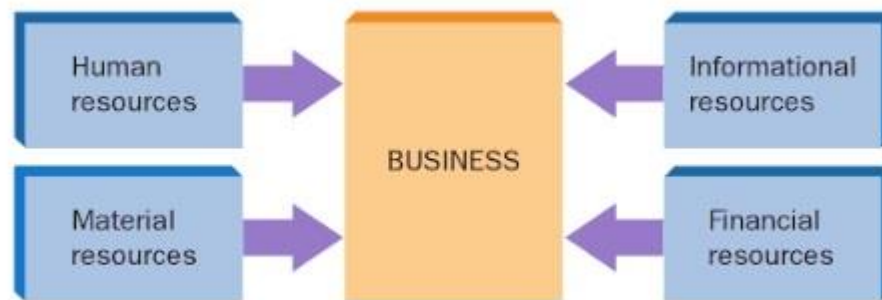


Figure 4: Pride, Hughes, & Kapoor, 2009

Satisfying needs. The ultimate objective of every firm must be to satisfy the needs of its customers

Business profit. A business receives money (sales revenue) from its customers in exchange for goods or services

On the other hand Martens (2002) defines NGOs as ‘societal actors’ due to their originating from the private sector. The members are individuals that usually do not include official members, but yet they can be professionalised because ‘they may have paid staff with specifically trained skills, but they are not profit-oriented’.

To help the reader out the following table with characteristics and comparison between NGOs and Private businesses has been developed:

Table 4: Comparison between NGOs and Private business, source Martens, adapted by the author

	NGOs	Private Business
Organized (combines four types of resources: material,	Material: they have a minimal organizational structure that	Combine all four resources

human, financial and informational)	<p>includes headquarters, permanent staff, and constitution</p> <p>Human: they may have paid staff with specifically trained skills</p> <p>Financial: they may receive financial funding from official institutions, but only to a limited extent. They are primarily sponsored by membership fees and private donations. Have a variety of money-raising programs.</p> <p>Informational: They have a good organizational structure headed by a Board of members that unanimously take decisions.</p>	
Needs satisfaction	They promote common goals which benefit their members and/or the public	They satisfy the needs of their clients.
Business profit	Not profit-oriented.	They are very profit-oriented
Support	Independent societal organizations, not under the control of governmental institutions.	Independent organizations.

In light of the mentioned above it becomes clear that NGOs and business have a lot in common, it possesses the same characteristics of a business: uses organizational structure, generates employment, satisfies the needs of its members or the public, it is organized, therefore the NGO model is closely intertwined with business models with a main difference being the profit orientation.

Can a NGO be a successful business model?

As mentioned before one of the main goals of NGOs is the pursuit of alternatives in terms of politics, governance, ecology and the society. With the advance of the ecological paradigm, it has become paramount to find a way to alleviate the impact on the environment, as well as to maintain a right balance between the social and economic aspects of businesses.

Aided by advances in information and communications technology, NGOs have helped to focus attention on the social and environmental externalities of business activity. (International Institute for Sustainable Development , 2013).

According to Ramadan & Borgonovi (2015) in the past, the work of NGOs has been based mainly on ethical-social motivation and technical professionalism, but nowadays these factors are not sufficient since ‘NGOs need to evaluate how the limited financial and non-financial resources can be efficiently and effectively utilized’. Therefore NGOs need to develop and implement effective systems of managing and measuring their performance. In fact, the concept of NGOs performance has been defined in different theoretical frameworks. Generally as Ramadan & Borgonovi point out , NGOs can assess their performance by creating a set of performance indicators and then gathering information related to these indicators. After a thorough research the authors propose a table with the most used performance indicators in NGOs and their definitions.

Table 5 Summary of the performance measures in NGOs literature, source: Ramadan & Borgonovi (2015)

Performance Measures	Description
Fundraising efficiency	The ability of an NGO to access to funding.
Financial transparency	Preparing reports and submitting them to the concerned stakeholders.
Programs/ Projects financial efficiency	The best use of the funds or financial resources to achieve the required or the planned outputs.(This measures the relationship between the financial inputs and the outputs)
Programs/ Projects non- financial efficiency	The best use of the non-financial resources to achieve the required or the planned outputs. (This measures the relationship between the non-financial inputs, such as time, staff, expertise and the outputs)
Outcomes performance (effectiveness)	To what extent have the outcomes of an NGO's program been achieved?
Impact performance	The long-term consequences of an NGO's program including positive or negative effects.
Partnership	The level of networking with partners, their relevance and satisfaction.
Quality	The quality of services provided by an NGO.

Another framework has been proposed by the AARP (American Association of Retired Persons) that consists of the following measures: resources and stewardship, people, social impact value, organization leadership and integration. The adapted matrix presented in Table 6 is matched with inputs, outputs, outcomes and social impact measures.

Table 6 AARP Matrix, Source: Ramadan & Borgonovi, 2015

Performance Measures	Sub-Measures
Resources and stewardship (inputs)	Amount of dollars generated. Percentage of fundraising costs. Level of operating reserves.
People (outcomes)	Employees' satisfaction. Gender diversity of employees.
Organizational leadership and integration (outputs)	Strategic plan. Number of volunteers.
Social Impact and Value (impact)	Number of beneficiaries served.

These indicators will be used latter in this paper in order to evaluate the performance of the 365 Association and evaluate its performance and success.

ii. Methodologies

The qualitative approach of exploratory case study is chosen due to the essence of an internship and in order to provide better understanding of the problem. The current exploratory study has used various research techniques, such as: direct observation, primary data gathering (document examination, the gathering and study of organizational documents such as administrative reports, agendas, letters, minutes, and news clippings), surveying. Furthermore, in terms of analytical techniques, within-case analysis of data is selected as analysis techniques.

The methodology used in this paper to collect and present data is consisting of two types of data:

1) Primary data

Primary data used: this report has prepared through extensive use of primary data. It is collected from group of people who are related with the 365 Association. There are various methods used in collecting primary data. These are:

- a. **Personal communication:** I have gathered data through personal communication with the members, executives, managers and clients of the bank branch.
- b. **Observation method:** I have worked extensively in the office observe the activities, done tours and observed the field work of guides and participated and observed marketing campaigns that contacted partners and potential clients.
- c. **Direct interviewing:** I have collected data from the Board of manager, members, and project managers.

2) Secondary data

Secondary data: Secondary sources are those which are published or processed materials. I have collected secondary data from the following sources:

- a. Some published research report, books, journals and articles
- b. Various types of official documents
- c. File study from online cloud shared space
- d. Personnel departments

In order to justify the exploratory approach the report will analyze and try to verify the various aspects of the research topic. For the sake of simplicity it will investigate four different aspects which are presented in four research questions, whose answers will present the outcomes of the research. These research questions are as following:

1. Is the 365 Association a NGO?
2. Does the 365 Association have a business model and what is it?
3. Is the business model behind the 365 Association a successful one?
4. Is the 365 Association fitting the sustainability criteria?

iii. Analysis discussion

Following up on the four research questions mentioned earlier in the methodological framework this part of the report will analyze and answer them.

Research question 1: Is the 365 Association a NGO?

According to the Central Register of Non-Profit Legal Entities for Public Benefit Activity under the Ministry of Justice in Bulgaria, the 365 Association has been registered in 2010 as a non-government organization for use in the public interest. As stated before in the statute of the association, the main goals of the organization are the promotion of Bulgaria as a tourist destination and a cultural center; the promotion of Bulgarian cities, through free walking tours, expositions and other activities; the improvement of the tourist product in Bulgaria; the facilitation of intercultural exchange and the enrichment of the activities of young people in Bulgaria, developing programs and initiatives. Therefore taking the previous description of NGOs by Kim (2004) in relation with the abovementioned, it is clear that the main role of the organization is as a Social Service provider, serving in the field of tourism in Bulgaria. Moreover in this way the association is promoting a better image, assessing people's needs in terms of a better tourist product in Bulgaria, inventing new services or ways of provision and delivering through free walking tours that have never been performed before, evaluating the results and later developing programs and initiatives aimed at the intercultural exchange and enrichment of the activities of young people. Above all these activities are also contributing significantly to the socio-economic development.

Research question 2: Does the 365 Association have a business model and what is it?

As has been previously outlined an NGO is an organization that follows a certain business patterns, which are not that different from the myriad of business models existing in the academia. As a NGO the 365 Association uses an organizational structure (see Figure 3 Organizational structure) and it also generates employment not only for the guides, but also for the project managers and board of directors as well as indirectly influencing and benefiting stakeholders such as the municipality, tourist information centres, restaurants, museums, the hospitality sector, other projects and partner organizations, etc. Furthermore, the main activities of the organization are aimed at satisfying the needs of its members and the public in the face of the thousands of tourists visiting Bulgaria and experiencing its tourist product and different social groups .

The main difference however is the profit orientation (See Pride, Hughes, & Kapoor 2009; Martens 2002). The 365 Association, as an NGO, does not make any profit, but yet again provides employment and has hired professional staff in order to accomplish its goals. Moreover it has various mechanisms for money raising, such as:

- Grants and funding from official institutions – under the Law for the Non-government non-profit organizations in Bulgaria ‘the State may support and encourage non-profit-making legal entities designated to perform public benefit activities through tax and other financial and economic relief as well as funding under the conditions and by the order specified in the relevant special laws and in compliance with the rules on State aid’

Furthermore, the State implements a policy to support the development of civic organizations and provides conditions for the promotion and financial support of citizens' initiatives (Council of Ministers of the Republic of Bulgaria, 2018).

- Donations - both money donations left by the visitors at the tour or any form of private donations
- Money-raising programs – such as the 365 Social Awareness program where percentage of the donations of every Free Sofia tour go to a specially created fund, which is regularly donated or invested in initiatives aimed at helping the children and that support children from foster care homes.

In order to examine in detail the business model of the 365 Association deeper research is performed in this part of the paper on a particular type of a business model – the Freemium model. The origin of the model is traced back to 2006 when it was primarily coined by Fred Wilson.

Pujol (2010) defines this model as:

‘a term increasingly used in commerce to designate a business model using two products or services, or a combination of products and services. In such combination, one item is provided at no charge while a complementary item is sold at a positive price.’

According to Pujol (2010) the model can be implemented using three differentiation strategies: by quantity, feature or distribution.

- **Freemium by quantity differentiation:** ‘product samples have long been used in pre-sales situations, representing the zero price version of its commercial complement, the full product. Samples are a form of freemium with quantity limitation, in terms of volume’.
- **Freemium by feature differentiation:** ‘separates product functionality and levels of service between a free and commercial set of offerings. At the core, one finds either a product that is

limited in functionality (the free core) and another that includes advanced features (premium core)'

- **Freemium by distribution differentiation:** 'the split between free and commercial models occurs in the way the product or service is distributed. Depending how the end user obtains the product and what she does with it, it is free or it costs money.'

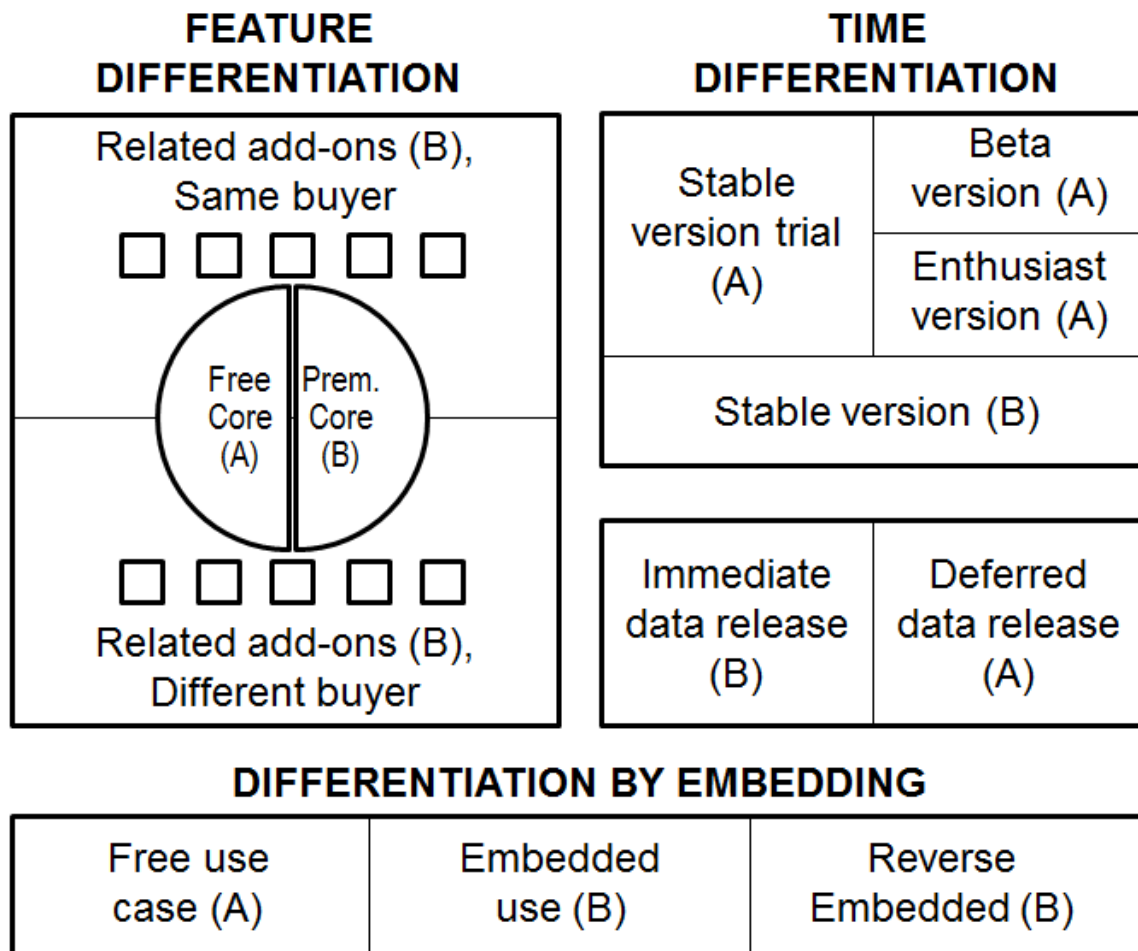


Figure 5 Freemium model differentiation, source: Pujol, 2010

Analyzing the segmentation offered by Pujol, it becomes clear that the model used by the 365 Association is the Freemium by feature differentiation. The organization has a set core of services, which are free The Free Sofia Tour and The Free Plovdiv Tour and additional advanced premium core that has a premium feature which is paid - The 365 Communist and Culture tours, private tours, the 365 Alternative tour, The 365 Kapana Arts & Crafts District Tour.

Research question 3: Is the business model behind the 365 Association a successful one?

As outlined earlier, in order to measure the performance of the 365 Association, two different models will be used, which have been developed in order to evaluate the performance and success of NGOs. The first model utilized and analyzed is Ramadan & Borgonovi’s set of performance indicators consisting of the following:

Table 7: NGO Performance indicators set, source: Ramadan & Borgonovi

Performance Measures	Description
Fundraising efficiency	The ability of an NGO to access to funding.
Financial transparency	Preparing reports and submitting them to the concerned stakeholders.
Programs/ Projects financial efficiency	The best use of the funds or financial resources to achieve the required or the planned outputs.(This measures the relationship between the financial inputs and the outputs)
Programs/ Projects non- financial efficiency	The best use of the non-financial resources to achieve the required or the planned outputs. (This measures the relationship between the non-financial inputs, such as time, staff, expertise and the outputs)
Outcomes performance (effectiveness)	To what extent have the outcomes of an NGO's program been achieved?
Impact performance	The long-term consequences of an NGO's program including positive or negative effects.
Partnership	The level of networking with partners, their relevance and satisfaction.
Quality	The quality of services provided by an NGO.

Fundraising efficiency - As any NGO in Bulgaria the 365 Association is eligible for public funding through various mechanisms supported primarily by the European Union in the face of the European Commission. According to the Commission, around 80% of funding sources for NGOs are managed by EU countries (European Commission, 2018). Each country provides detailed information on the funding and procedures for applying to the websites of the Managing Authorities. The rest of the sources of funding are managed by the Commission or other EU bodies.

According to GHK (2009) there are no administrative grants allocated to volunteering or supporting voluntary organisations in Bulgaria. The central state budget provides subsidies to a small number of non-profit legal entities including the Bulgarian Red Cross and the Bulgarian Olympic Committee. Overall the total number of NGOs receiving state support is 17% and the financial contribution is equal to 8%. The same study is presenting a detailed table of the sources of funding for Bulgarian non-profit organizations.

Table 8 Type and importance of the source of funding for non-profit organization in Bulgaria(2005)
Source: Study on the practices in the governance of NPOs in Bulgaria, Bulgarian Centre for Not-for-Profit Law (BCNL), 2005.

Type and importance of the source of funding for non-profit organisations in Bulgaria (2005)		
	Sources of funding	Allocation of funds according to the source
International donors	53%	40%
Economic activities	35%	17%
Membership fees	46%	11%
State budget subsidies	17%	8%
Corporate donors	23%	8%
Bulgarian non-profit organisations	19%	6%
Donations from physical persons	26%	6%
Charity activities	11%	3%
Local budget subsidies	7%	2%

In the country of Bulgaria NGOs can apply for funding and detailed information about this with everything required is available on the website of the European Commission in Bulgaria as well as the website www.ngobg.info which is the national informational portal for NGOs in the country. Therefore the NGO sector in Bulgaria has a great opportunity for fundraising, especially from foreign donors and the organizations' own activities.

Financial transparency – the 365 Association prepares a detailed budget report at the beginning of every year, which is presented to the concerned stakeholders, they have to vote and approve it, before it is implemented. Furthermore, the financial report is constantly available online on a cloud, which is accessible by all of the concerned stakeholders at any time. Moreover, every month on the monthly meeting of the association a detailed monthly report is prepared in order to compare and evaluate if the budget has been successfully prepared and planned using various indicators to evaluate this. In the beginning of the financial year, the budget has set indicators that have to be met throughout the year. Thus the monthly report is used to verify this and is a tool used to inform the concerned stakeholders about the current financial status.

Programs/ Projects financial efficiency – As outlined before the 365 Association has a wide portfolio of services, which all are aimed at achieving the goals of the organization. In line with this, these projects all require financial resources to be implemented and constantly improved.

The 365 Association has a detailed program and budget, which represents the strategic planning of the organization, sets the targets for every year, including financial resources, and human resources. All of the projects, existing and new ones are put within this program and every one of them have a detailed program (framework) and budget, which are aimed at:

- setting targets
- maintaining the project's objectives
- calculating the initial costs of new projects
- expected occupancy and frequency of visits
- plans for the project's launch
- forecasting expected results.

A various set of indicators is also set to measure the progress of every project. These indicators are based on: initial costs, expected costs and actual costs, planned targets and actual results. All of this information is also available to everyone all the time on a cloud shared space.

Upon the desire to implement new projects, this is first passed for voting and later on, if approved it is included in the program of the association as well as the budget and a project manager is set to manage the project. The main responsibility of the project manager is to oversee and control the elaboration of all of the documents mentioned above before an actual launch is executed. In this way the association ensures the viability of its projects as well as calculates and controls its finance resources.

Programs/ Projects non- financial efficiency -

The program of the 365 Association is setting the targets and course of the development of the organization. For the successful implementation of these targets or outputs, apart from the financial aspects, there are aspects such as expertise, human resources, equity and the time required for development and implementation.

The methodology that the association in the face of the project manager is using is based on the requirements for the development of a new project and the actual capacity and resources available. For every project there is a thorough evaluation based on the required human capital, financial capital as well as resource capital and the actual existence of these within the organization.

Furthermore, the evaluation is based on research and experience from the implementation of previous projects, which have been proven to fulfill their targets. If the association does not possess the required non-financial inputs, therefore it is calculating the costs and conditions for acquiring these from outside of the organization. Therefore this assures the best use of the non-financial resources to achieve the required or the planned outputs.

Outcomes performance (effectiveness) – The 365 Association creates an annual report on the program and budget of the previous year. In order to measure to what extent have the outcomes of the NGO's program been achieved and overview of the report for the year 2017 has been made. According to the document the main points set out as objectives for the year 2017 were the preservation of the shape of the core products (free tours), plus steps towards their optimization and improvement; continuation of the Social Agenda; dissemination of know-how, establishment of new partnerships with appropriate organizations, expansion (or direct emergence) of our activities in the sphere of culture and education; development of the private tours in order to generate additional revenues for the Association and additional income for the members of the team (Executive board, 2018).

What happened during 2017?

- The core of the organization the free tours continue to be the backbone of the organization.
- The private tours have developed to the level of multiplying so that the business activity is currently being developed by four projects for private tours.
- On the General Assembly during 2017 a conservative forecasted growth was set, which was then radically changed at a special meeting in April on which the budget was updated
- A new leader of the Social Agenda project was selected that is expected to form a team and revive the project.

What did not happen during 2017?

- The Social Agenda remained in hibernation in the past year - the only activity implemented out of everything planned was to help repair a room where older children who lived previously in Doganovo could train the smaller ones through financial aid;

- The ideas the association had about the dissemination of know-how of cultural and educational activities remained unimplemented in 2017.

365 Association activity: In 2017, the "Association 365/365 Association" brand was successfully imposed at the expense of the already imposed brands and the furthermore the knowledge that imposing the "Association 365/365 Association" brand is not very meaningful was gained.

After conducting consultations, contract with a reputable company was signed in order to optimize the online presence and the conclusion of all this was that the liquidation of the old sites would harm the organization, but not benefit it. The option to book and pay for products through the website were added.

While Free Sofia Tour and Free Plovdiv Tour continue to be the flagman of the organization, the Association brand has also begun to gain momentum and is becoming more and more popular. This was primarily due to external inadvertent help in the face of the fact that Tripadvisor united all of the association's tours under one umbrella that is now named 365 Association Sofia / Plovdiv Tours.

In 2017, two general meetings were scheduled - one election held on September 24th, and another one scheduled to report on the past year and the program and budget for next year. Extraordinary meetings, having the weight of the General Assembly, aimed at updating the annual budget were also held. A large joint team building was planned. It did not take place mainly due to the fact that with the increase in the workload and the employment of the team, it becomes more and more impossible for the organization to gather together its members outside Plovdiv and Sofia for a whole weekend.

As a mainstream event in Sofia in 2017, a planned event to welcome a guest number 150,000 was set. During the year, however, for a number of reasons, the association chose not to implement the plan.

Free Sofia Tour activity:

Department of Marketing:

1. **AirBnB** - With the increased growth of tourists in Sofia the provision of accommodation through the AirBnB platform was developed. In the beginning of 2017, several AirBnB management companies were set up. The team successfully managed to get in touch with them and establish a good partnership with 4 AirBnB management companies that distribute fliers in each of the apartments they manage. According to the data for 2017, AirBnB stands out as the # 1 place to accommodate the guests of the Free Sofia Tour. So far, it was Hostel Mostel. According to statistics from the last 3 months, AirBnB outpaces Hostel Mostel with 2 times more visitors.
2. **Tourist Information Centers (TICs) in Sofia** - After two years of absence from the Sofia TICs, after several personal meetings, the department team managed to resume permanently and sustain the presence in all TICs in Sofia. The number of people who understood about the free tour through TICs has grown and averages between 200-300% growths compared to the same months in 2016.
3. **Chases – Reform** - All the places that have not been visited so far by the department team, as well as new ones (over 60) have been investigated and included in the chases routes. Completely refurbished and optimized chase routes have been elaborated. A mandatory conversation with receptionists / representatives of the accommodation has been promoted as well as a blank of a “Chase form” was added to the chases. In 2017. More than 45 000 flyers have been distributed – the greatest number so far in the entire run-up of the project. The Free Sofia Tour flyer was updated several times.
4. **A new Free Sofia Tour flyer distribution channel was developed** – the presence in restaurants (restaurants and cafes). The most visited places by foreigners were investigated and 5 new routes, including 45 restaurants have been established and made partnership.
5. **Collecting and analyzing statistics for 2016** – this has not been done for 2 years and gives the opportunity to measure the results and see what the most successful partnerships are in 2017 and which we need to be emphasized.
6. Implementation of a new starting hour of the Free Sofia Tour – 10:00 has been successfully and seamlessly communicated across all channels.
7. **Revival of the Instagram profile of Free Sofia Tour** – An increase of more than 50 % of the follower's was registered only few months after the start of the profile working again. Introducing #freesofiatour - successfully, with more than 1000 posts until December 2017.

8. **Facebook:** A sustainable growth of the page likes. Significant increase in activity on the Facebook page compared to 2016. First attempts with internet advertising by boosting posts was successful.
9. **Blog** - 14 blog posts. The most successful is "From and to the Sofia Airport". Upgrading part of the old and most frequently visited blog posts with up to date information from 2017. Google's search needs to be optimized because the blog posts posted on the 365association.org site are undetectable on Google.
10. **TripAdvisor** - great concussion was experienced with renaming of pages, transfer of reviews and other content, out-of-date information present on TripAdvisor over a month. In the end, the pages of the individual projects were merged into one big "365 Association Sofia Tours". This did not harm the attendance of our tours, and after this crisis more reviews are expected. This change also resulted in an increase in pre-booking through Viator for the organization's paid products.
11. **Twitter** – An update of the profile. The association does not perform targeted actions on this social network because it is not its priority, but the profile there is linked to Facebook and the same contents are automatically reposted.
12. **Complete upgrading of profile photos** - the content across all social networking sites with formatting and size optimal for the social network has been performed, so that everything looks as professional as possible.
13. **Media appearances** - about 10 media appearances took place in various television and print publications.
14. **E-mail communication** with all hotels and hostels in case of important changes
15. Successfully commemorating the **7th birthday** of the association.

Department of administration:

The Free Sofia Tour reached its target for visitors and donations for 2017. By the end of November 2017, the project had welcomed over 50,000 guests (56,988 for the whole year after an extraordinary general meeting update).

Department of human resources:

1. Training of new guides - successful implementation of all of the three stages of the training of new guides to join the association.

2. Actively maintaining the initiative Mythbusters organized on a monthly basis in order to increase the knowledge of the guides about the history and culture of the city.
3. Tripadvisor reviews – successful analysis of all of the old Tripadvisor reviews
4. Quality control – successful implementation of Quality Control of old guides
5. First aid course – successful implementation of a First aid course for all of the guides
6. Teambuilding – successful teambuilding activities for the entire team

Free Plovdiv Tour Activity:

2017 is the most successful in the history of Free Plovdiv Tour so far. This is clear from the financial results and increased attendance, but equally important is that the Free Plovdiv Tour brand is becoming more and more popular at the local level and is becoming a symbol of quality and reliability.

Team: Traditionally, the winter months of the year began with some difficulties in the working process. Initially, a significant number of candidates appeared, most of which seemed appropriate, but unfortunately almost all of them dropped out, leaving only one whose training, however, lasted longer than planned, and joined the team only in the middle of January. Apart from the winter months, however, some difficulties and shortages of human resources were felt during the summer season as well. Free Plovdiv Tour posted significant growth in attendance and the service offered enjoyed a great demand. Currently, six guides are actively involved in the work, including three more at a time, but this is enough at this stage, however the departure of any of the active members would lead to a concussion in the team.

Development and improvement of the project.

In 2017 Free Plovdiv Tour retained its current model of work by continuing to provide one tour during the day in the months from October to April and respectively two tours per day during the summer season. The observed trend is extremely favorable, but it should be noted that the project is still in transition, it is difficult to predict when more guides will be needed, and there are no adequate rules to regulate work in cases of higher attendance. From the 2017 statistics the trend of Free Plovdiv Tour tended to grow steadily. The average increase in attendance to date is 69% (the

strongest in April with 189% and the lowest in November by 22%), while in the donations it is 82% (the strongest in April with 219% and the weakest in October by 18%). It is a joy to say that even though the end of the year is after almost a month, Free Plovdiv Tour has already achieved the bigger updated targets for 2017 - it has already been visited by 10,436 guests at a target of 9935 and it has collected 52,456 leva donations with a target of BGN 50,420.

In addition to the goals set for achieving growth in the project's revenue and income for the year 2017, Free Plovdiv Tour has also set the task of improving the quality of the service. Six quality control campaigns were scheduled to take place, two of them before the start of the summer season and one after its end. Separate checks were also carried out on some of the guides due to poor feedback or doubts about compliance with the work discipline and other duties.

An important part of the association's work in Plovdiv is the development of the Kapana Tour. The project started as early as 2016, with almost no development ever since. The team in Plovdiv has taken a number of actions for its promotion and revival, but no results have been achieved. After the intervention of colleagues from Sofia and the active actions of the Managing Board, the project continued to exist, being restructured and rebranded, and now bears a new name - Kapana Arts and Crafts District Tour. Now the tour is paid, but it is far more interactive and places more emphasis on the Kapana neighborhood as a center for crafts and arts. The renovated project was launched successfully on 02.12.2017

Partnerships and promotion

Key to the development of the Free Plovdiv Tour in 2017 was also the considerable efforts that have been made to expand the partner network and promote the project.

Especially important for the presentation of Free Plovdiv Tour are Google, Facebook and Trip Advisor. In 2017 the Facebook page has gained great popularity, reaching 5,224 likes to date, and approximately 3723 as a comparison from a year back.

Free Plovdiv continues to rank first in its Trip Advisor category with a total of 469 reviews (297 were approximately a year ago), of which 393 are excellent, 58 are very good, 14 are average, 2 are weak and 2 are one point. On the other hand, however, the Free Plovdiv Tour team in 2017 was not active enough in blogging and providing additional useful information to tourists in the city via the internet.

Another important part of the promotion of the project is maintaining active contact with the city's accommodation, local organizations and the media. First of all, it should be mentioned that the promotional materials of Free Plovdiv Tour can be found in all popular hotels and hostels in the city, with a total of 67 accommodation places. In 2017 the tendency to work more actively with local organizations, in particular OP "Tourism" and Plovdiv 2019 Foundation, as well as with the local media, continued.

In 2017 The Free Plovdiv Tour released an improved To Do List. Work on it was going slow and difficult, but eventually the draw came out before the start of the strong season. Towards the end of 2017 its third edition will be released, with a better design is indicative of the association's image before the local business. In relation with the changes around the Trap Tour, our flyer has been upgraded and updated.

Social Awareness Program (SAP)

In 2017, the activity of the social program was limited to financial support for a shelter, which is now part of the children. The financial support amounts to about BGN 1,000. It includes repairing a room where older children will teach smaller ones (change of joinery, plastering, switching of electrical network, painting, etc.). Lead interviews were conducted that did not lead to the election of one. A leader with ideas and new goals on which to focus the social activities of the Association was elected at the end of the year. He participates in the preparation of the Budget and Program together with the Management Board will start from 01.2018.

Alternative tour

By the time this report was created, a total of 19 sessions were conducted. 78 starter packs were sold at the partner Gifted, as well as another 20 at the promotional price of BGN 6 at the Soho festival.

365 Commercial Activities

The trade activity of the Association is popular not only in the three existing LTDs but also in another one - Alternative Tour LTD. The training of the alternate and automatic telephone system provided in the program did not happen.

Private Tours

A total of 3 trainings for guides in Sofia were conducted. At the end of October, 298 tours (32 more than projected for the whole year) generated revenue of 53,886 leva (with a planned total of 49,951 leva for the whole year).

365 Culture Tour

As foreseen in the program, the project continues to be held four times a week. Since a couple of months the tour can also be purchased from the 365 site. By the end of November, however, we only have 3 "tickets" purchased from our site. By the end of November, the Cultural Tour has already fulfilled its goals for the year. 2240 tourists have visited it with a planned number of 1715, and this has earned more than 46,000 leva with a planned target of 36,046 leva.

365 Communist Tour

The Communist tour has established itself as the strongest new-generation project within the 365 Commercial activities. Until the end of November it was visited by about 3300 guests (with a planned target of 1986 for the whole year). In this way it generated revenues in the amount of over BGN 61 000, with a target of BGN 36 720 (Executive board, 2018).

In conclusion of this section, the summary of the annual report on the activity of the 365 Association proves that the organization has successfully met and even exceeded its targets. Moreover it has all of its points covered, which proves its effectiveness in fulfilling the outcomes set. The organization is in a flourishing state even though various problems have occurred that haven't been foreseen in the program, but this on the other hand gives the opportunity to gain experience in problem solving and overcoming challenges, as well as a lot of room for improvement for the next program.

Impact performance

In order to describe the impact performance of the 365 Association, this part of the report is going to analyze and present the consequences of the organization's program in a table.

Table 9 Long-term positive and negative consequences of the 365 Association's program, source: author

Positive effects	Negative effects
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<p>The successful maintenance of the existing projects of the Association is directly related with all of the goals of the organization, which on one hand is proving the successful achieving of goals and on the other hand the result is an improved image of Bulgaria, Bulgaria is becoming a more popular tourist destination, the cultural and historic sights are also becoming more popular, youths are more engaged and there is successful intercultural exchange.</p>	<p>The realization of intercultural exchange can lead to homogenization of the cultural and historic heritage and a changes in the status quo of the locals</p>
<p>Another positive effect is the employment generated and the creation of a positive work environment</p>	<p>The improvement of the tourist product in Bulgaria can affect and hinder the economy of the country making it vulnerable to tourism and an eventual drop in tourist activity the state can fall in turmoil due to a potential absence of other developed industries to drive the economy.</p>
<p>The brand image of Bulgaria is improved</p>	<p>The increase of the engagement of the youth can create prerequisites for age segmentation – the youth are employed and the elderly are ignored due to their age.</p>
<p>The associations program and its implementation allows better planning and improved organizational strategy</p>	<p>The implementation of the program of the association and eventual result in the popularization of the cultural and historic attractions can lead to their deterioration due to increased tourist visits and carrying capacity and infrastructural problems.</p>
<p>The development of new projects and the successful implementation of all of the projects of the association is enriching the</p>	<p>The implementation of the program of the association and the possible improvement of the image of Bulgaria can also have a</p>

tourist product offer in Bulgaria	negative effect in terms of creating a misleading, false image. Not all organizations in Bulgaria have the same offer, thus visitors can create wrong assumptions and false expectations due to the huge difference between the services offered by the association and tourist products offered by other organizations.
Another positive effect is also the improving and increasing of the skills and knowledge if people in Bulgaria	
The organization is giving a role model example for other organizations	
The implementation of the work is giving experience and facilitating the implementation of new projects	
The 365 Association is becoming a leader in the field of tourism in Bulgaria	

Partnership

The 365 Association possesses a vast network of partners in the field of hospitality (accommodation places, restaurants and bars), local authorities (municipality, Tourist Information Centers) and local businesses (shops, other tours, travel agencies, travel companies). For the purpose of measuring the satisfaction of the partners a short questionnaire has been elaborated (see appendix 2). The questionnaire is based on the work of Lawes, Rider, & Barratt (2010) and adapted to fit the needs of this current research. The estimate number of partners is 157 and the aim of the survey was to obtain a minimum result of 16 (10%) answers to have a representative sample. A total of 33 (21% out of the total number) answers were collected, which can be used as a basis for analysis.

The first question is about how much do partners know about the 365 Association.

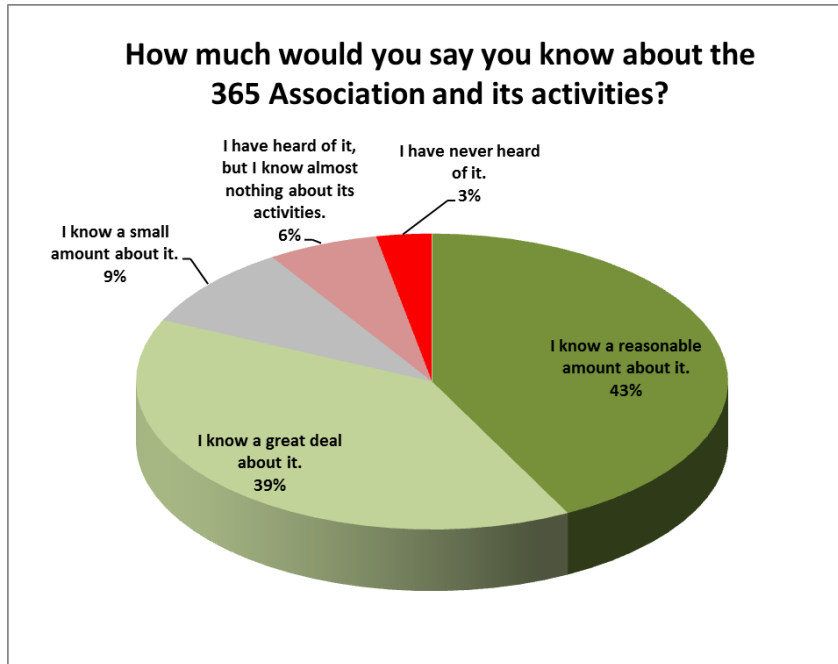


Figure 6 Knowledge about the 365 Association, source: author

Majority of the partners either know a great deal about it or know a reasonable amount about it – a combined total of 82 %. Almost one tenth (9%) know small amount about it or have little knowledge about it (6%). Surprisingly there are some partners who have never heard of the organization. This means that the organization can put more effort to popularize itself with its partners.

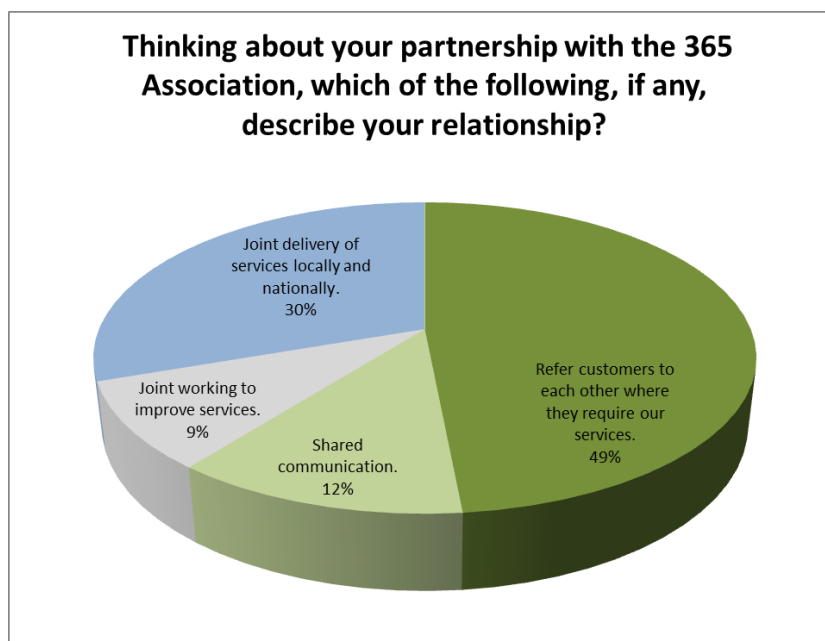


Figure 7 Partner relationships with the 365 Association, source: author

In terms of how partners see their collaboration with the 365 Association half of them refer customers to each other. One third of them deliver joint services nationally and internationally. Almost one tenth works jointly to improve their services and the remaining 12% share communication with the association.

In terms of how satisfied are partners their customers to know about the association almost one fifth (18%) don't have an opinion, but the rest agree or strongly agree, which demonstrates the level of support that the association receives.



Figure 8 Customer knowledge about the 365 Association, source: author

Almost everyone is proud to be a partner of the 365 Association, only 12 % don't consider it as very important. This also demonstrates a high level of appreciation of the partnership of the organization, which on the other hand implies a great level of satisfaction among the partners.

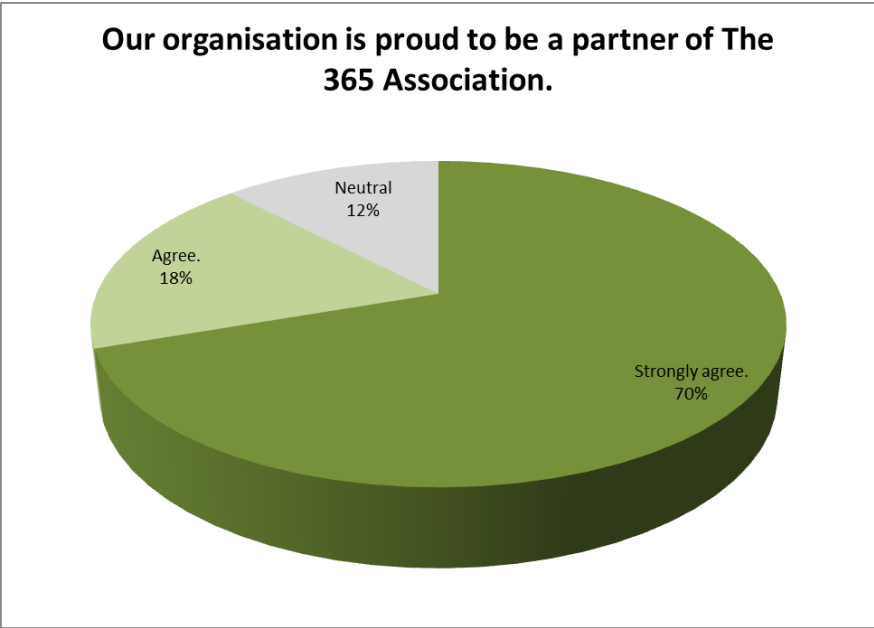


Figure 9 Partnership evaluation of the 365 Association, source: author

In terms of how well the 365 Association understands the needs of its partners, one third doesn't have an opinion about this. Almost half agree that the association understands their role in the partnership and 18% strongly agree. Yet again a minority of 3 per cent totally disagree.

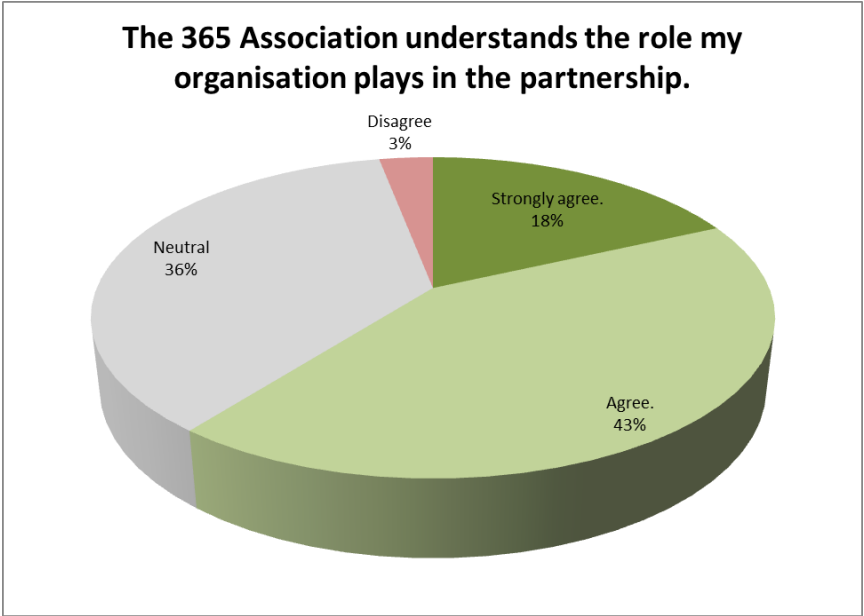


Figure 10 365 Associations understanding of partnership, source: author

A very important question about the organization supporting its partners' provision majority does not have an opinion. This might be due to the fact that the partners do not understand in what way is

the organization helping them or their services or they don't see any point in the partnership with the association. Still, one third are positive and again a minority disagree.

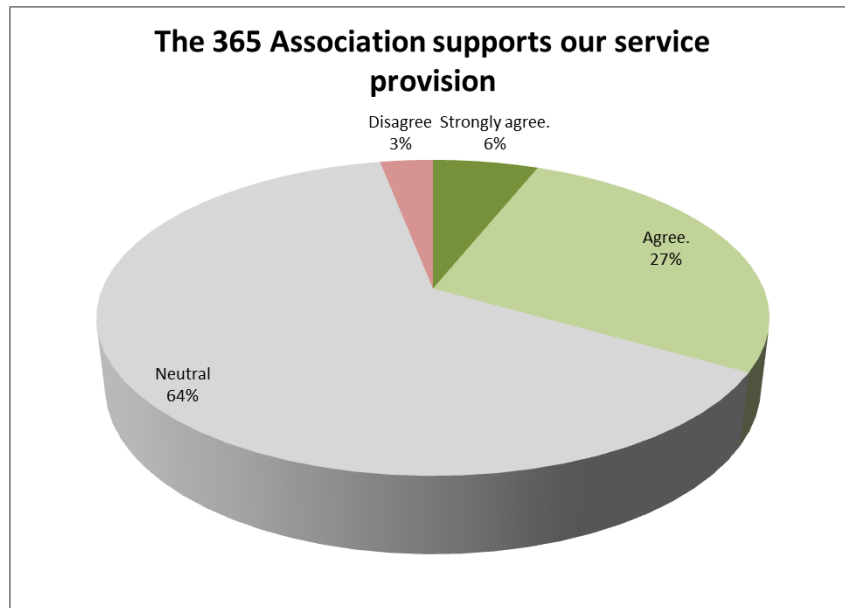


Figure 11 Partner service provision support, source: author

Asked the question how aware are the clients of the partners about the organization it's important to notice that there is a combined of 12 % that claim that their customers do not know about the organization. This may be due to the fact that the customers do not associate it with the name of the organization, but with The Free Sofia or Free Plovdiv tour. The majority of the rest deny their customers not knowing about the organization.

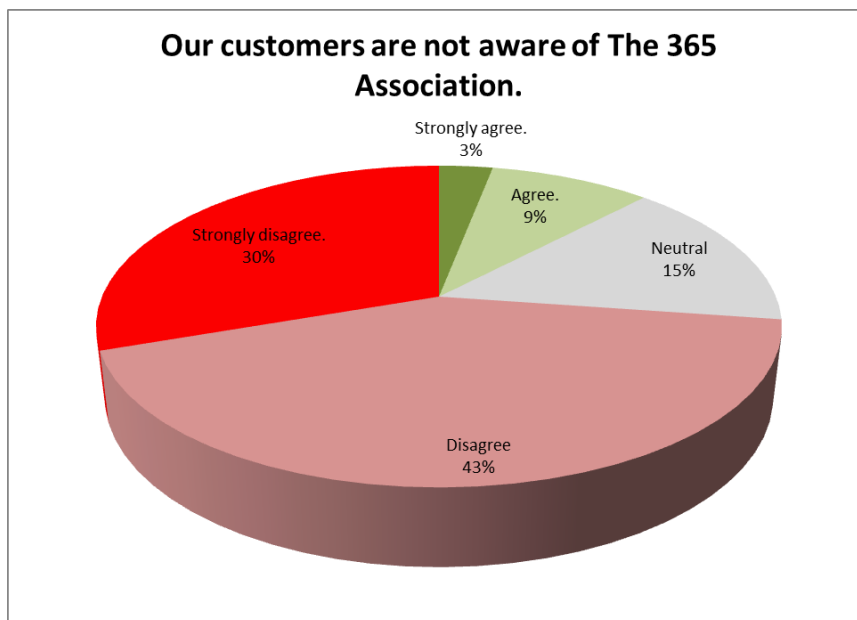


Figure 12 Customer awareness level, source: author

The question how well does the association work with your organization is predominantly been answered as well or very well. Only a certain percentage (9%) doesn't know about.

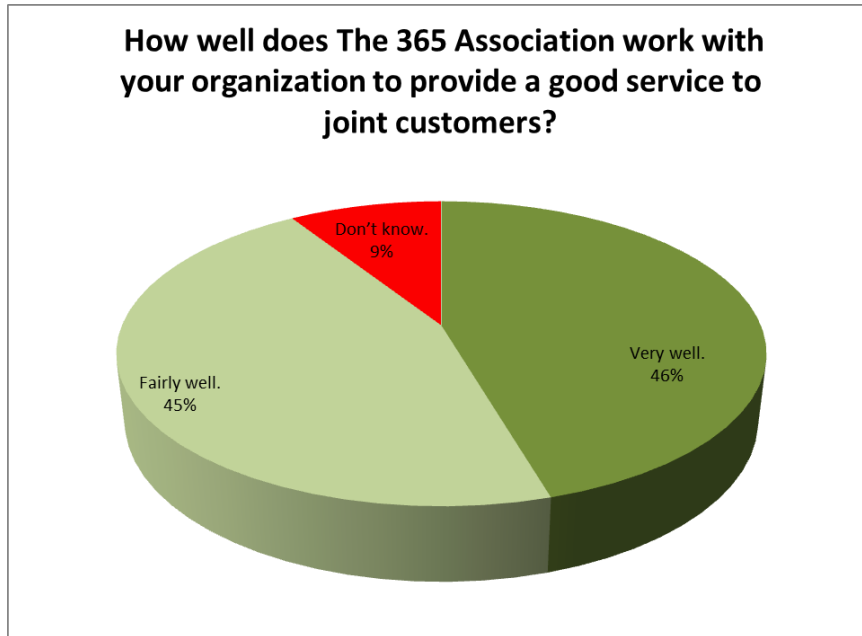


Figure 13 Collaborative work evaluation, source: author

More than half of the partners think that the association is committed as their partner. One third doesn't know and 12% said that they don't agree.

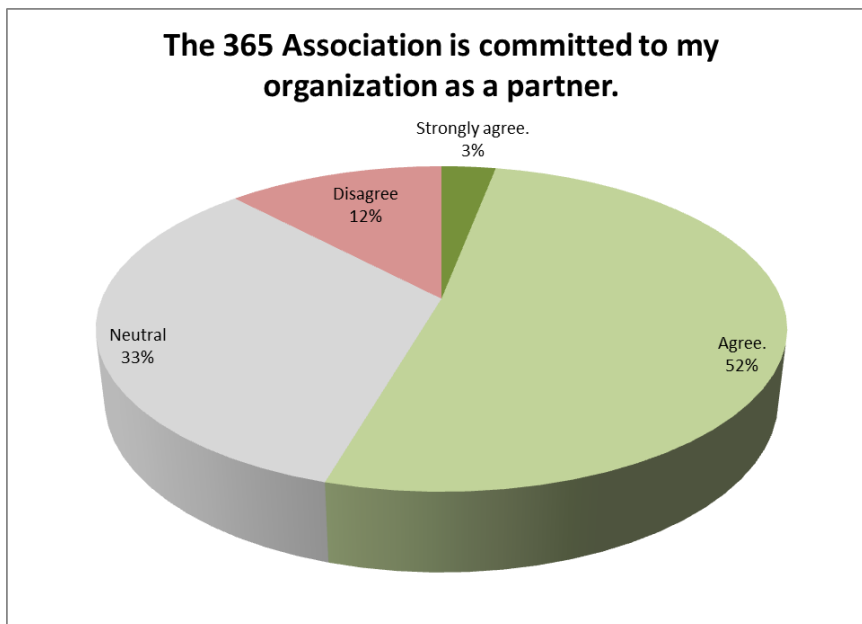


Figure 14 Level of commitment awareness of the 365 Association's partners, source: author

In terms of how the partners see the association as a proactive partner, about half of them do not have an opinion, 6% do not agree and the rest agree that they see it as one.

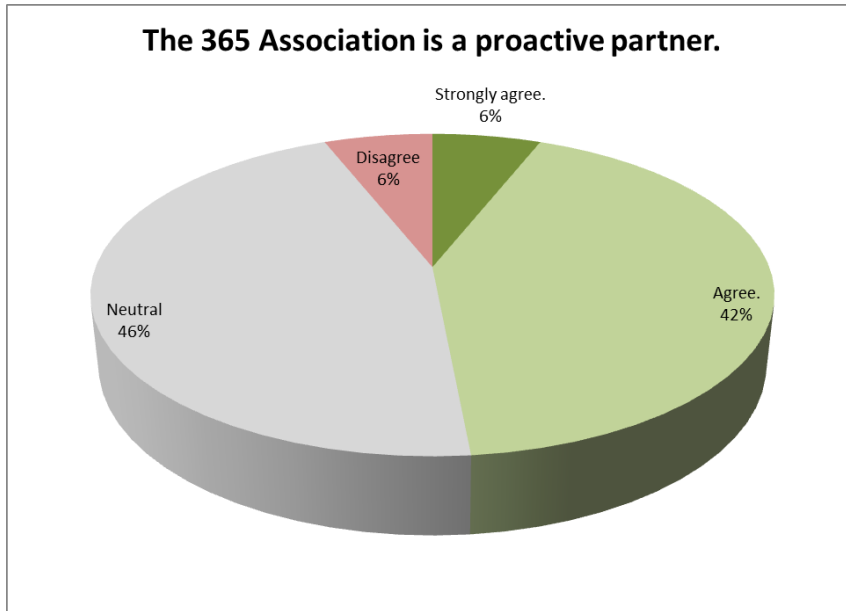


Figure 15 Evaluation of proactive partnership, source: author

The last question is about how satisfied are the partners with the association’s partnership. More than half are very satisfied. More than a third are satisfied and the rest don’t know

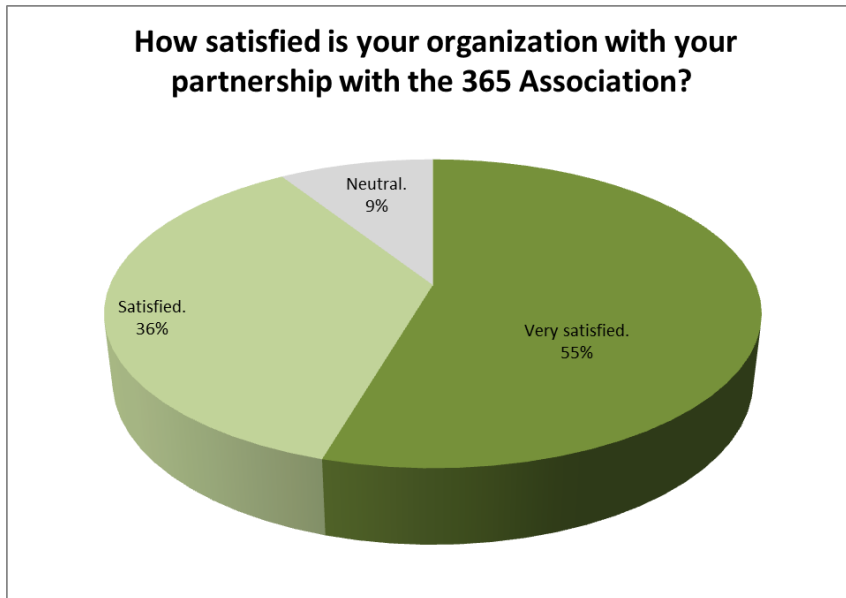


Figure 16 Partnership satisfaction, source: author

The abovementioned results clearly demonstrate the high level of satisfaction the partners have with the 365 Association. In terms of their relevance it can be noted that there are some results indicating that the name of the 365 Association is not related with it, but its products, therefore more effort could be put to popularize it among the partners.

Quality

One of the goals of the 365 Association is to provide a better tourist service and improved tourist offer, therefore among one of the main values and priorities of the organization is quality. It is the aspect that assures that visitors on any of the tours run by the association would be satisfied with the service offered and most importantly would recommend it. It represents one of the competitive edges of the association over other organizations. Quality is underlying and bound within the organization in terms of creating quality services, monitoring the quality and maintaining the quality.

- In order to create quality services the organization sets quality measures in the development of every new service (tour). These services need to be informative, educational, fun and interactive, helpful, easy to grasp, time-effective and well-presented. The entire guides pass through an extensive four-month training process that consists of three stages and covers all of these aspects.
- In order to monitor quality the department allocated with the human resources within the association is regularly checking the performance of the guides through Quality Control checks. Furthermore, the department team is monitoring the TripAdvisor platform for the performance of the guides and how their performance has been evaluated by visitors of the tours. The 365 Association Tours has been ranked as #1 out of all of the tours offered in the city of Sofia with an average of 5 out of 5 stars. There are a total of 3844 reviews out of which 89% (3489) are excellent (5 stars), 8% (316) are good, 1% (28) is average, 1% (5) is poor and 1% (6) is terrible. After using the in-built common word finder of TripAdvisor, among the most commonly mentioned words about the tours in all of the reviews are: great tour, free tour, great introduction, informative tour, highly recommend this tour, an excellent guide.

The 365 Association Tours has been ranked as #2 out of all of the tours offered in the city of Plovdiv with an average of 5 out of 5 stars. There are a total of 562 reviews out of which 85% (476) are excellent, 11% (67) are good, 2% (15) is average, 1% (2) is poor and 1% (2) is terrible. After using the in-built common word finder of TripAdvisor, among the most commonly mentioned words about the tours in all of the reviews are: great tour, free tour, great introduction, informative tour, highly recommend this tour.

- In order to maintain the quality of the service offered the association in the face of the project managers is engaged with the constant training of the guides through the organization of a vast number of trainings, workshops, visits in museums and sharing of experience and know-how.

The second model utilized and analyzed is the AARP matrix that consists of performance measures and sub-measures. In order to evaluate the performance of the 365 Association the different sub-measures will be examined below:

Resources and stewardship (inputs) performance measure:

These indicators are calculated on the basis of the available year balance of the 365 Association for the past five completed fiscal years:

- Amount of dollars generated.

The amount of money (Bulgarian Lev) generated is presented in Figure 17

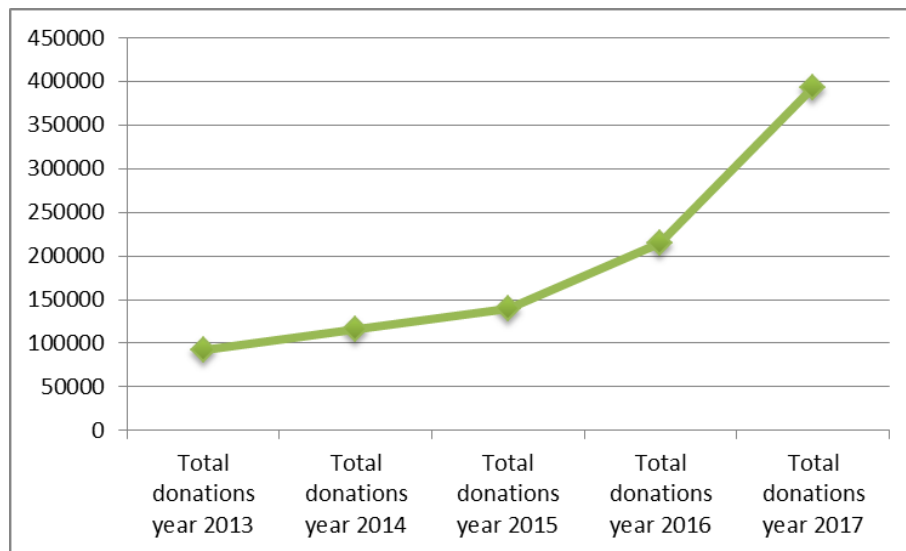


Figure 17 Total amount of money generated by the 365 Association, source: author

The table is clearly demonstrating the increased number of donations over the past years. With the growing number of visitors, so the level of money generated through donations is increasing.

- Percentage of fundraising costs.

The amount of percentage of fundraising costs for the past five years is presented in Figure 18. It reveals that the percentage is usually between 75 % and 81%. The average percentage is 78% showing a high level of fundraising costs.

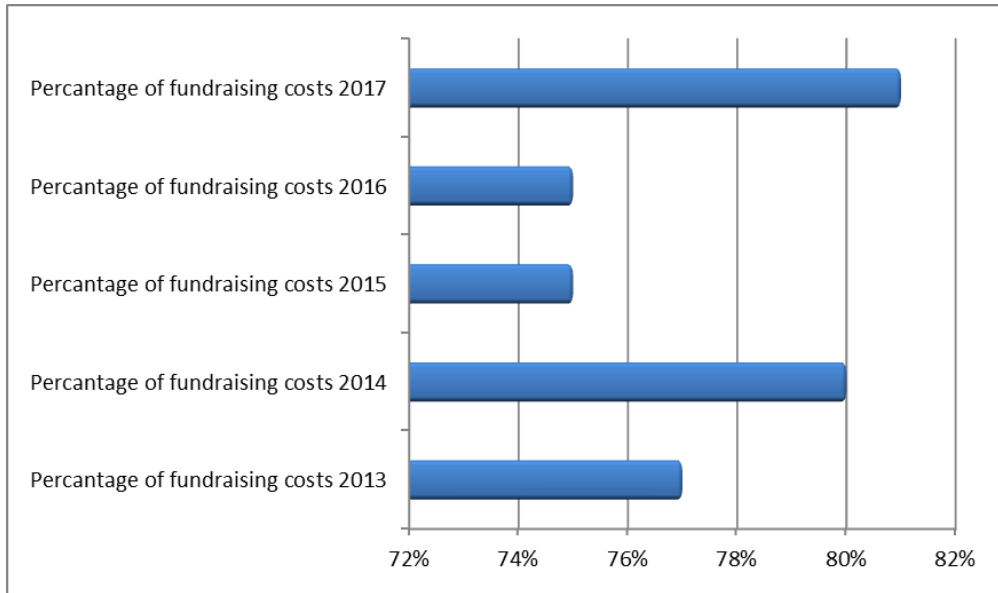


Figure 18 Percentage of fundraising costs of the 365 Association, source: author

- Level of operating reserves

The level of operating reserves for the past five years is described in **Figure 19**.

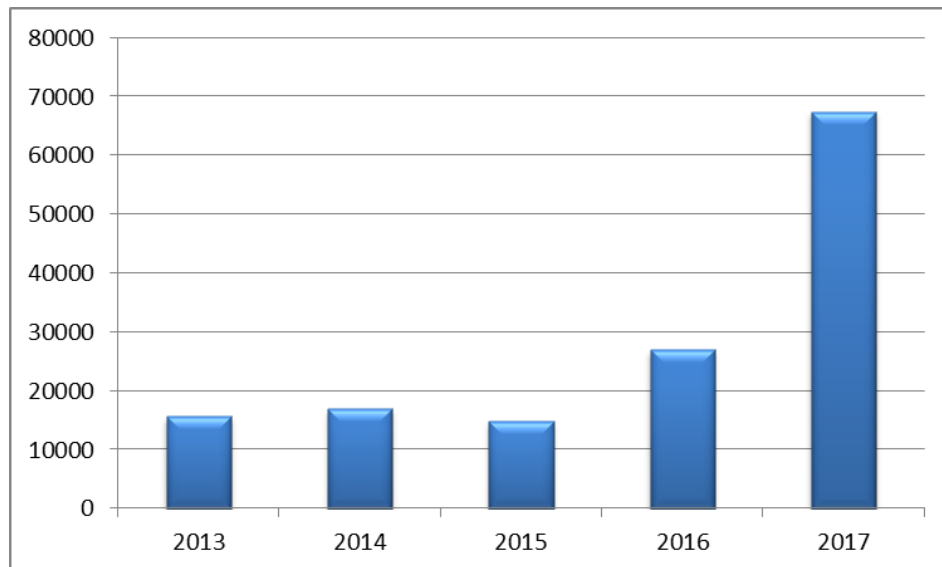


Figure 19 Operating reserves of the 365 Association, source: author

Figure 19 shows that over the years the association the operating reserve of the association is increasing, although that during 2015 there is a fluctuation, a little decrease, due to the increased amount of operating

cost. Due to the increased amount of resources generated the level of operating reserves is positive and it has reached its peak in 2017 with almost 70 000 BGN.

People (outcomes)

- Employees' satisfaction.

The employee’s satisfaction has been measured with the help of a questionnaire (see appendix 1). The questionnaire is based on the work Spector (1985) and Best Companies Group, which was later adapted to fit the needs of this current research. The questionnaire was sent to all of the people in the organization (60) with an aim to obtain a minimum of 10% (6) as a sample. A total of 28 valid responses were collected or 45% of the total and their results are presented below:

The first question is about the time spent in the organization. Out of all the responses more than a third have been part of it for more than 5 years, one fourth between 2 and 3 years, 14 % have been part of it between 3 and 5 years, 11% have been part of it for 1 or 2 years, 7% between 6 months and 1 year and the remaining percentage have been engaged with it for less than 6 months. This demonstrates that the majority of the respondents are deeply committed to the organization.

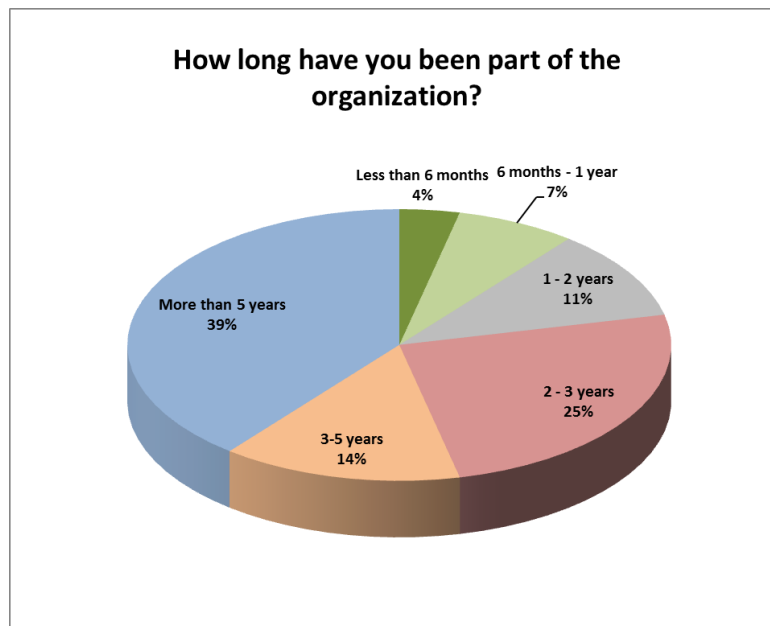


Figure 20 Members participation in the 365 Association, source: author

The second questions are about satisfaction with the training and development. The question about satisfaction with the initial training is widely regarded as satisfactory (71%) , one forth are satisfied and there is a little percentage of unsatisfied members (4%).

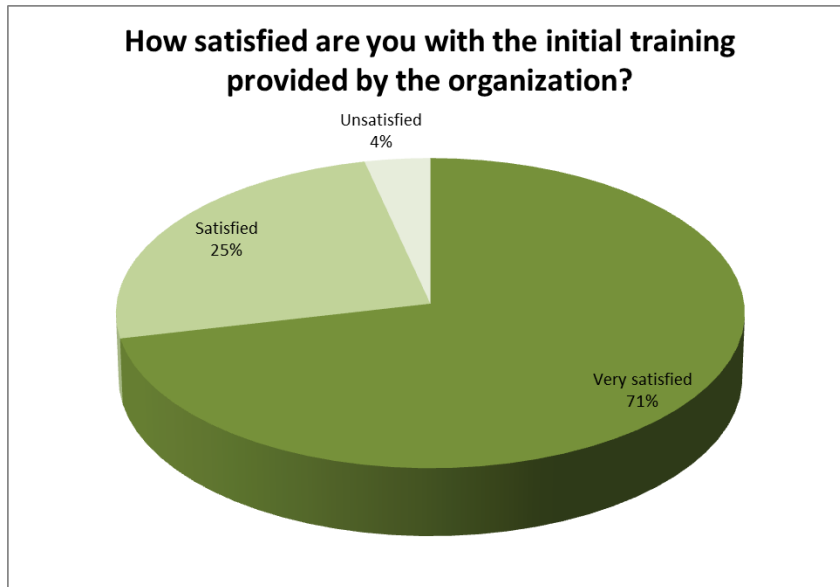


Figure 21 Initial training satisfaction, source: author

In terms of the ongoing training again more than half are satisfied, more than a third are very satisfied and a little percentage of 7 are unsatisfied.



Figure 22 Ongoing training satisfaction, source: author

The same goes for the satisfaction with the technology, equipment and resources used for performing the job. More than half (57%) are very satisfied, more than a third are satisfied and a little percentage of 4 is unsatisfied.

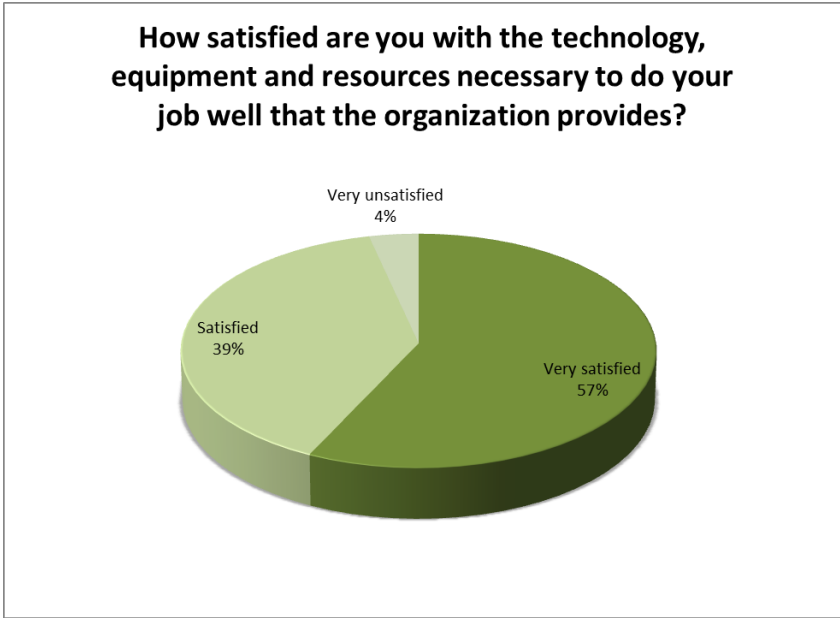


Figure 23 Satisfaction with the technology, equipment and resources within the organization, source: author

In terms of the satisfaction with the communication within the organization, more than a third are very satisfied, about half of the members are satisfied and the remaining (14%) are unsatisfied.

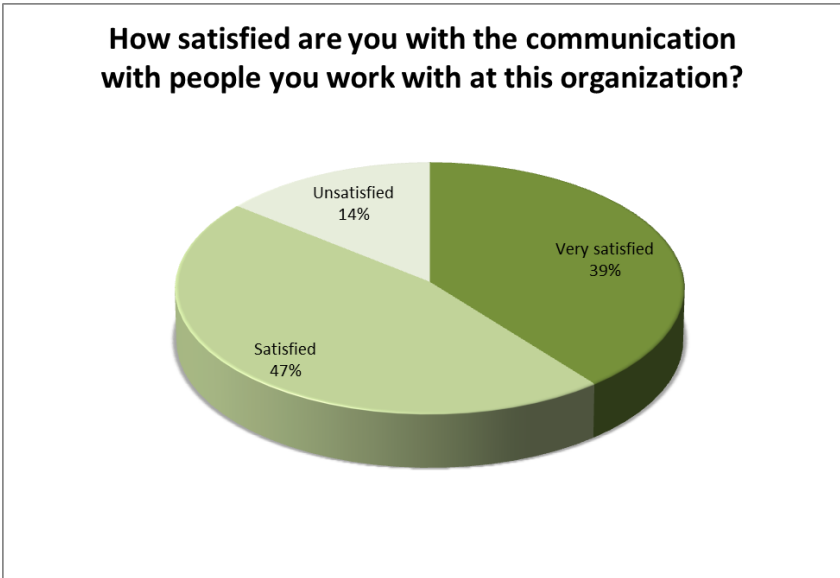


Figure 24 Satisfaction with the communication with the people, source: author

The next question reflects expressing own opinion. Almost half of the members are very satisfied (47%), more than a third are satisfied (36%) and 18% are unsatisfied.

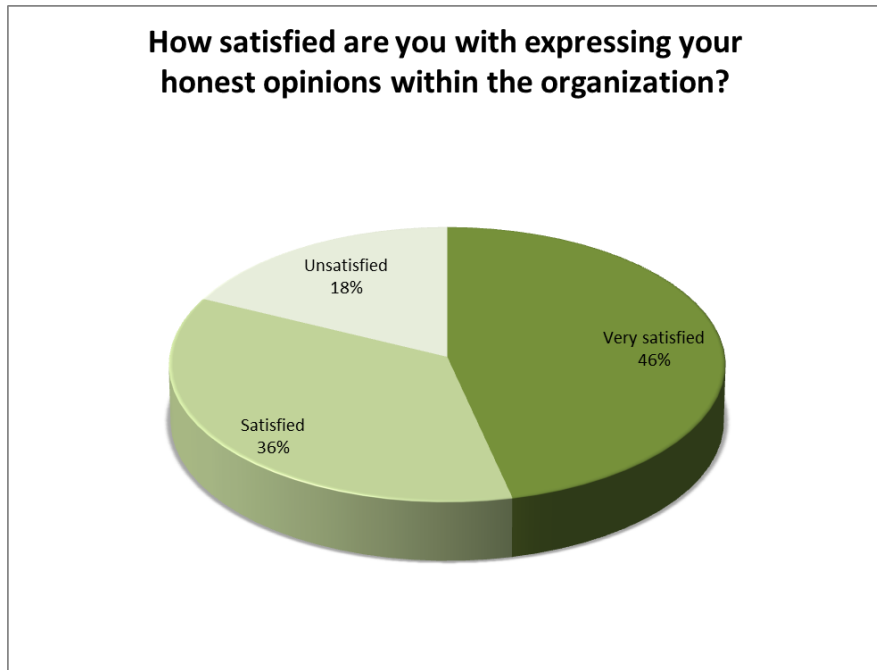


Figure 25 Opinion expression satisfaction, source: author

The next question is about satisfaction with the organization’s corporate culture and communication

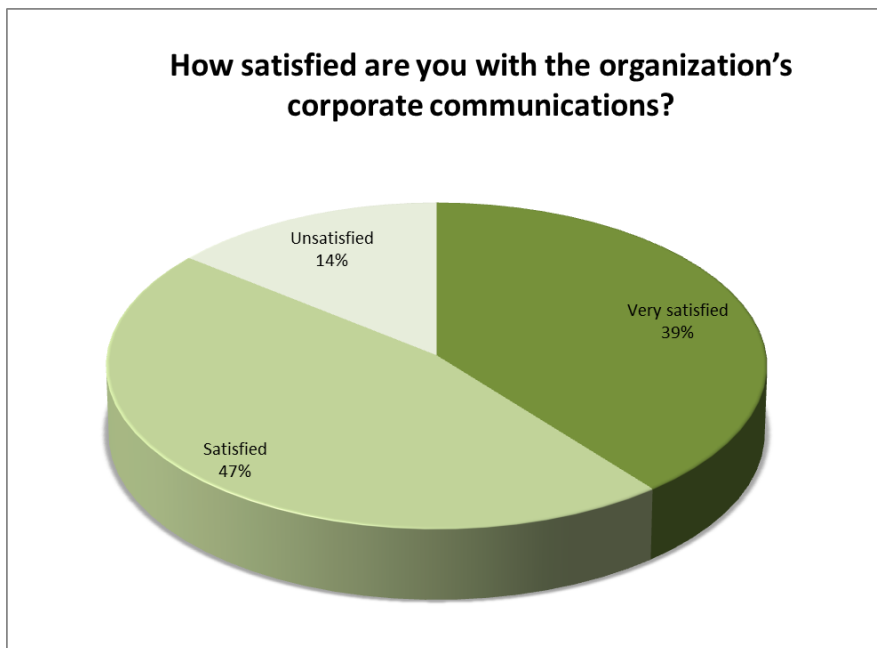


Figure 26 Corporate communication satisfaction, source: author

The members of the organization are predominantly satisfied (47%) or very satisfied (39%) and a percentage of 14 are unsatisfied.

In terms of the satisfaction with the leadership of the association, around one third are very satisfied (29%), more than half are satisfied (57%) and the remaining members are either unsatisfied or very unsatisfied. This shows that the association must put more effort into its leadership.

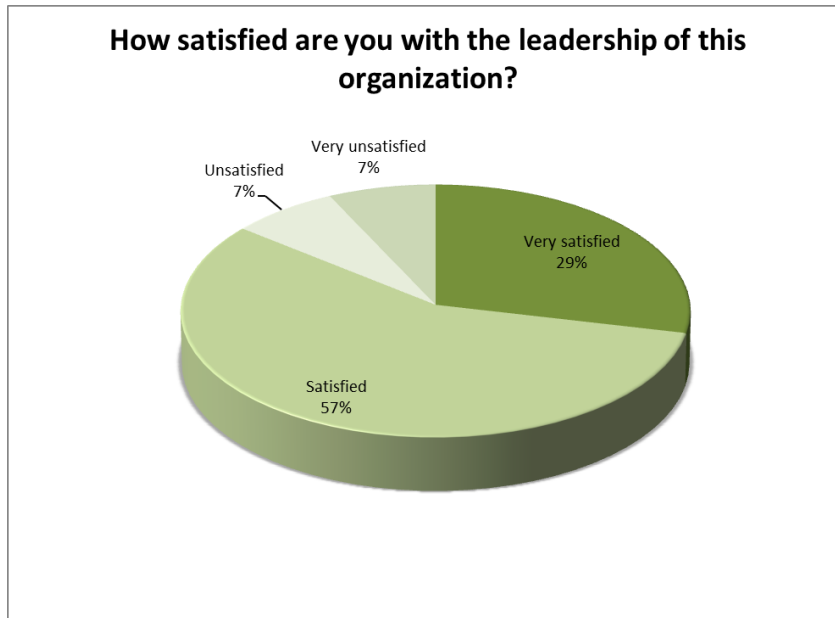


Figure 27 Leadership satisfaction, source: author

Asked how satisfied are the members of the organization with the planning of objectives, more than half are satisfied, around one third (29%) are very satisfied, 14% are unsatisfied and 4% are very unsatisfied. Alongside with leadership, planning can be improved further as well.

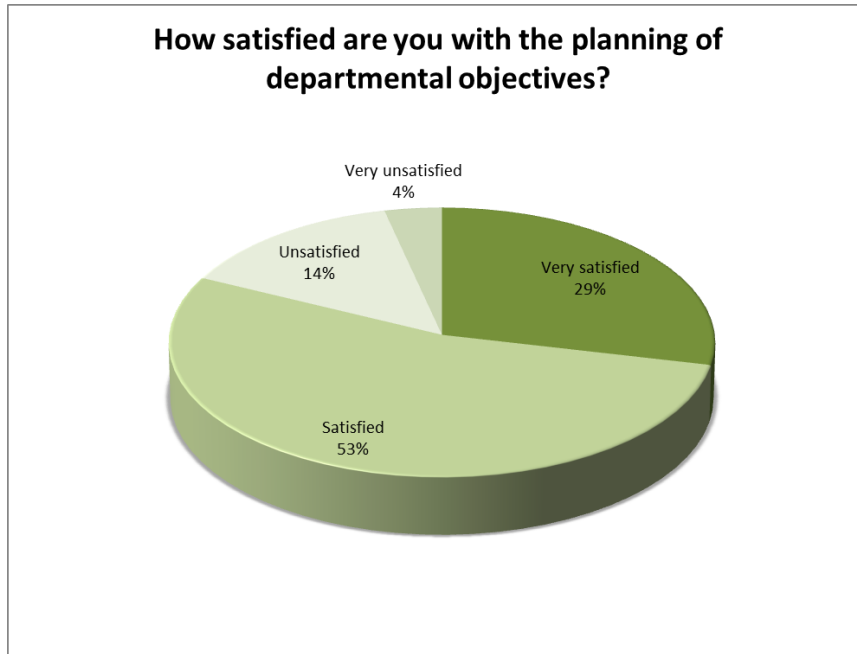


Figure 28 Planning of objectives satisfaction, source: author

Similar to the previous two answers, more than half are satisfied with the implementation of the organization’s strategy, one third are very satisfied and the remaining each share 7% being unsatisfied or very unsatisfied. This is the third aspect that could use improvement.

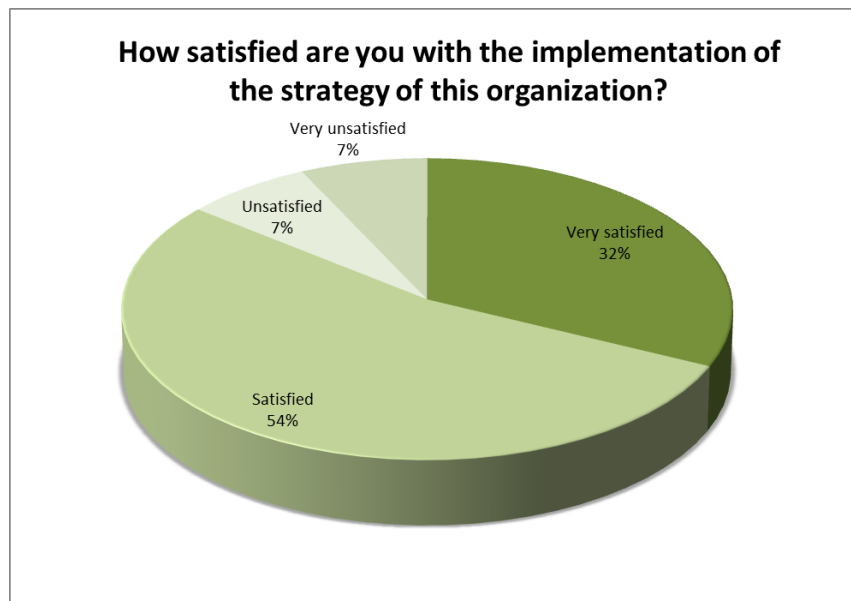


Figure 29 Implementation of strategy satisfaction, source: author

The next questions are about personal satisfaction with the remuneration and benefits in the organization

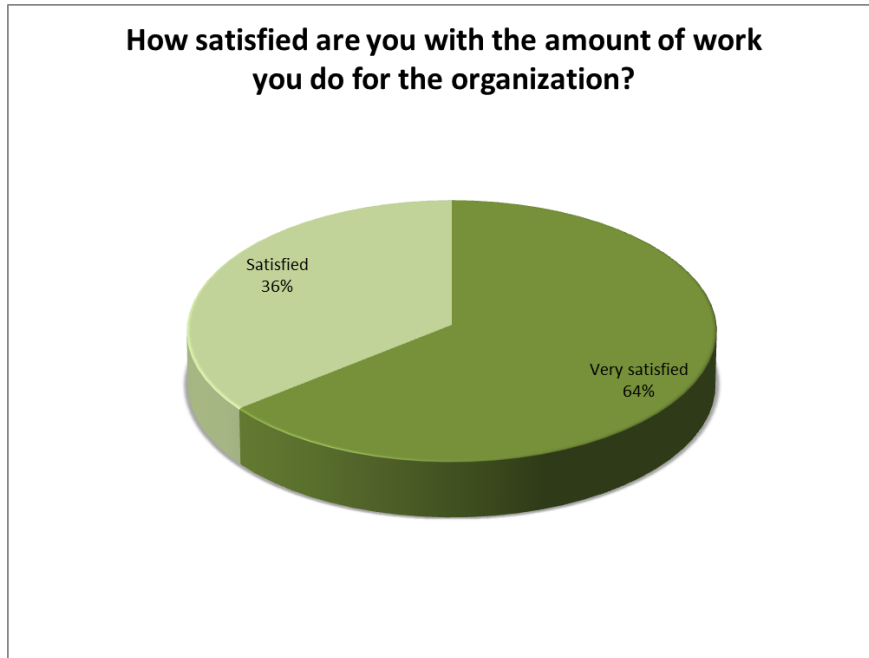


Figure 30 Amount of work satisfaction, source: author

Two thirds are very satisfied and the remaining one third is satisfied.

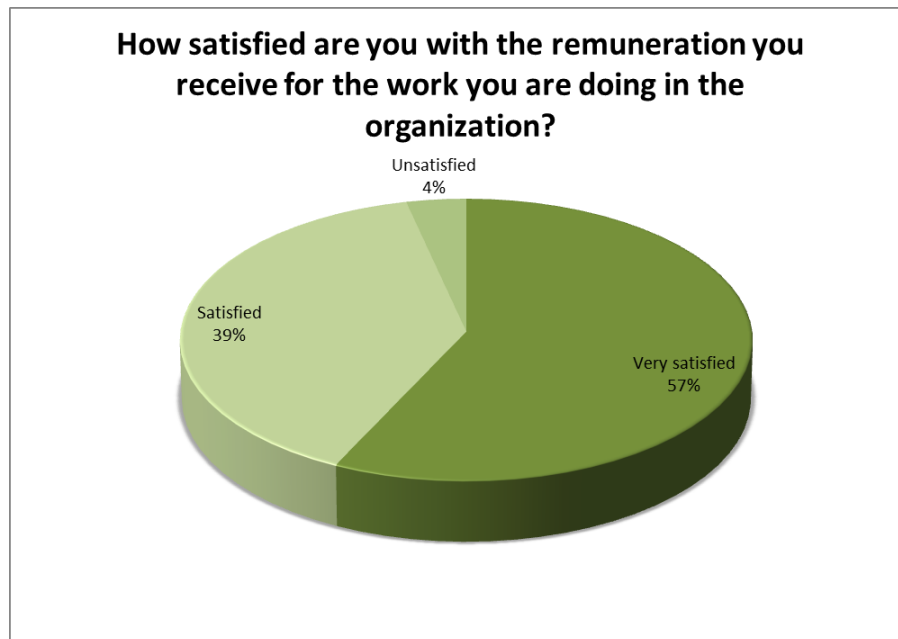


Figure 31 Remuneration satisfaction, source: author

In terms of the remuneration it is a similar result – more than half are very satisfied, more than a third (39%) are satisfied and a little percentage of 4 are unsatisfied.

Regarding the benefits within the organization, one third are very satisfied, almost half (46%) are satisfied, 11 % are unsatisfied and another 11 % are very unsatisfied. This clearly indicates that more can be done for the people in the association.

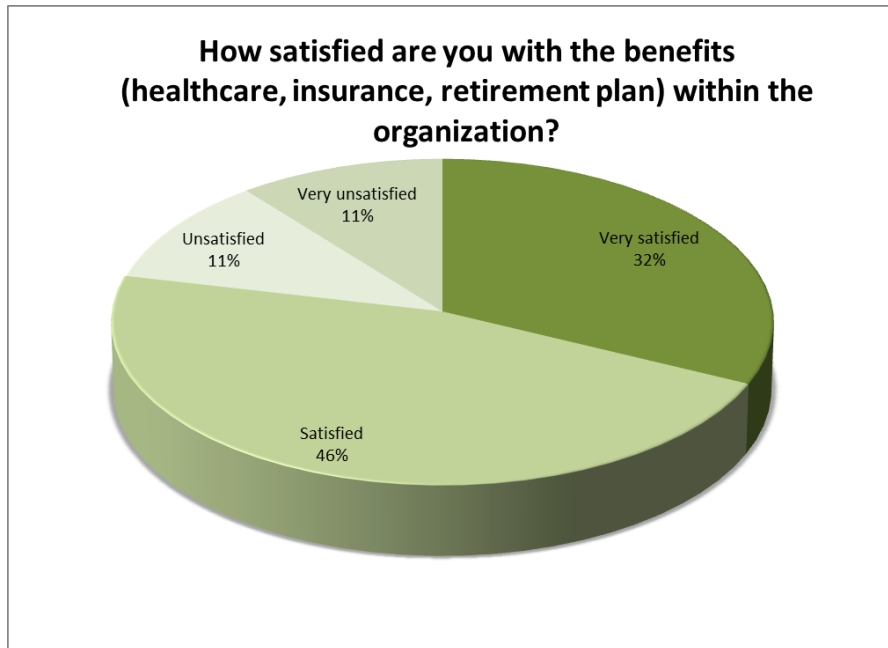


Figure 32 Benefits satisfaction, source: author

The next questions are about satisfaction with the general experience in the organization. Majority is very satisfied with working for the organization and the rest are satisfied, demonstrating a high level of general satisfaction.

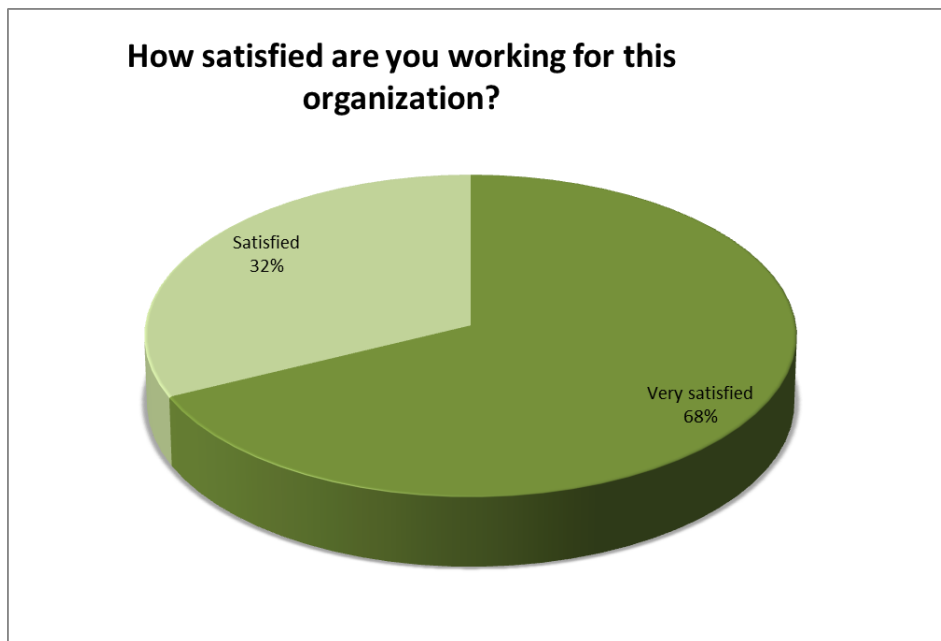


Figure 33 Working satisfaction, source: author

In terms of the satisfaction with the work environment, almost half are very satisfied, more than a third are satisfied and 14% are unsatisfied.

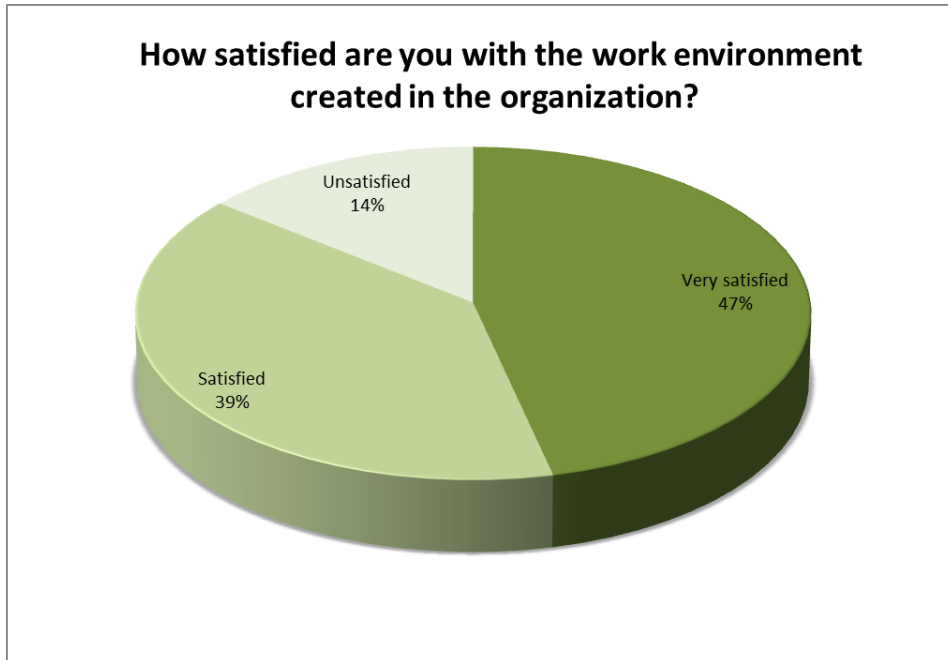


Figure 34 Work environment satisfaction, source: author

Last but not least is the satisfaction with career development. 61% of the interviewed are very satisfied with their career development in the 365 Association, one third are satisfied and 3% are unsatisfied.

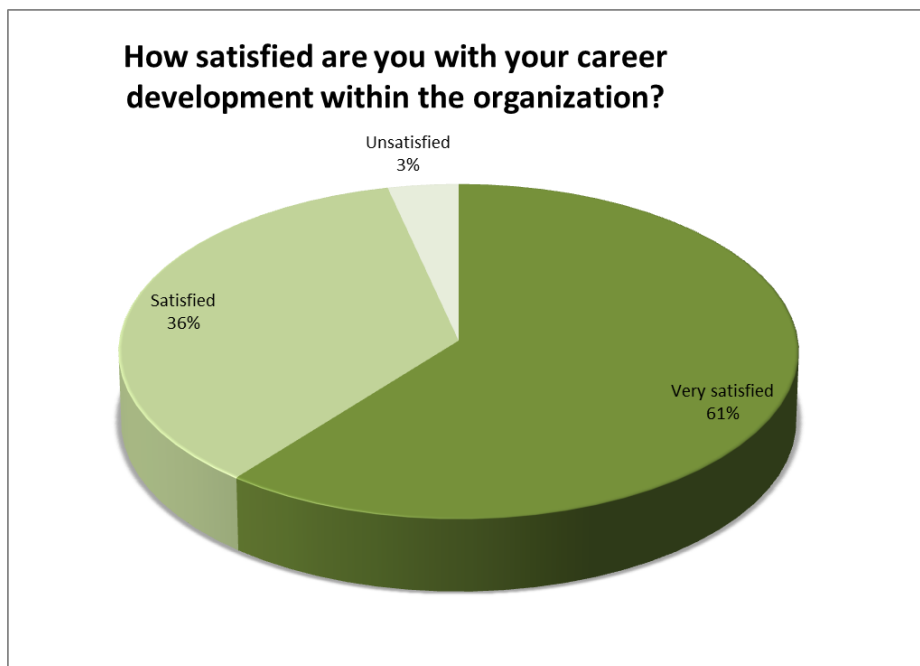


Figure 35 Career development satisfaction, source: author

It is clear that members of the association are predominantly happy with their participation within the 365 Association. There is also room for slight improvements in terms of planning, leadership and the implementation of the strategy of the organization. Overall it can be concluded that members of the association are satisfied.

- Gender diversity of employees.

In terms of the gender diversity of the members of the 365 Association out of the total of 60 people, 28 are women and 32 are men showing that the organization is pretty gender balanced with a little more in favor of the strong sex.

Organizational leadership and integration (outputs)

- Strategic plan.

The 365 Association has a strategic plan that is the organization's program elaborated every year by the Executive board. The program consists of short-term and long-term strategic goals, specific targets and indicators that are fulfilled throughout the implementation of the program. Every year after the elaboration of the program it must be voted for and approved by the members of the association before it can be implemented.

- Number of volunteers.

The total number of associates of the 365 Association is 60 people. Out of them 30 are registered members of the non-government organization and the rest are collaborators, guides and affiliated with the different projects (365 Association, 2018)

Social Impact and Value (impact)

- Number of beneficiaries served.

Since its establishment in 2010 the 365 Association has been providing its services to the visitors of Sofia, Plovdiv and Varna. For the 8 years of its existence it has served a total of 172,664 visitors of Sofia, 29,562 visitors of Plovdiv and 4,842 visitors of Varna, the orphans in the foster homes of Doganovo and Barzitsa (around 20 kids so far and growing) and The combined total is 207,068 beneficiaries served for now and growing (365 Association, 2018).

In relation of the mentioned above it can be concluded that the 365 Association is effectively fulfilling its goals, its serving its beneficiaries and their number is growing by the day, it is financially stable and has a stable growth rate; it has also engaged and employing around 60 people, who are very satisfied with their participation in it, therefore the organization can be considered as successful in its endeavors.

Is the 365 Association fitting the sustainability criteria?

In order to evaluate if the 365 Association is fitting the sustainability criteria, Fischer's evaluation scheme would be implemented. Table X in the first part of the report demonstrates the scheme and also shows the results of the 365 Association, the have been marked with brown. Although some of the aspects are poorly represented, for example:

- The 365 association scored the lowest in the impact on socio-cultural structure, due to the fact that the services offered by the organization are done in the two biggest cities in Bulgaria (Sofia and Plovdiv), which are attracting not only a lot of tourists, but also a myriad of people looking for a job. Therefore some people abandon their profession and change it into another one which is now being sought. Furthermore, businesses start to seek employees that can work with foreigners and speak their language, which is also changing in a way the behavior of locals.
- Another low score is the impact on the ecosystem at the destination and accommodation. This is due to the fact that the 365 Association started operating in an urban destination that has already been existing for centuries and its infrastructure, commodities and amenities cannot be changed overnight, thus the organization is not responsible for the development of the destination in the past, but can play an important role in its future.
- Last, but not least is the low score in the journey to or from the destination. The association's visitors predominantly use intermediate flights only because of the cheap flights and low-cost companies who offer them. As a matter of fact, this is not the only way to reach the destination, but it's the cheapest. For example, during the summer season quite a lot of people prefer to travel using train and bus, sometimes car and even bicycle to get to Bulgaria (author's personal observation). Therefore, if the other means of transport become more cost-effective, then the score here would be higher.

On the other hand, there are also some aspects that are very well represented, namely:

- Travel at the destination. All of the services offered by the 365 Association are walking tours which is the most sustainable means of transport that people have been using ever since the dawn of time.
- Another great score is in protection activities. Diversifying the tourist offer in the country makes tourists spend more, which on the other hand generates more money for the local economy. Furthermore, visitors pay taxes, which are used alongside with government financing to develop the transport system. Currently a third line of the metro is being constructed in Sofia, which is also the cleanest, fastest and cheapest means of transportation available.
- Another one is the money flow. All of the money the visitors are spending goes directly to local businesses (hotels, hostels, restaurants, shops, bars) and in terms of the organization – directly to the tour guides.
- Another very positive aspect is the education effort. The 365 Association is offering services that not only introduce visitors to the place, but also share with them knowledge about the history, religion, culture, geography and customs and traditions of Bulgaria, which is educating the visitors.
- Last, but not least is authenticity. The services offered by the association are meant to satisfy the interest in the local landmarks, culture, traditions, history, museums, food and the natural surroundings.

An average score the 365 Association received in:

- Activities: the services of the organization are not exhausting, requiring physical preparation. They are relaxing walks through a city for a couple of hours with a main idea to learn more about the place, its history, culture or landmarks and sights.

After analyzing the criteria the average result obtained is 3.4 out of 5, which is a good result to categorize the 365 Association as one fitting the sustainability criteria. Furthermore, considering the three pillars of sustainability – social, economic and environmental – the organization is doing pretty well.

In terms of the social aspect, the association is putting a lot of effort to provide good services to visitors, but as well as to provide for the locals as well, by generating employment, establishing a network of partners that also benefit. In addition, the main essence is that throughout the tours the history, culture, traditions and knowledge is preserved and even spread throughout which is one of the biggest benefits for the cultural and heritage preservation. On the other hand visitors are also satisfied to receive a quality service at little or no price, which increases their overall impression about Bulgaria and their visitor satisfaction as well as their feeling of authenticity since they are not treated like tourists, which are charged premium prices, but like any other local.

In terms of the economic aspect, the association is a non-government organization not making any profit out of the activities it does, but investing all of the funds it raises in development of new services for a common benefit, generating employment, as well as offering excellent services to the visitors of Bulgaria. It is also stimulating the tourists to spend more time, indulge in the local culture, try the local cuisine and experience the local life, which is also stimulating the local businesses and economy.

In terms of the environmental aspect, the services offered by the 365 Association are having little or no impact on the environment with the exception of the means of transport to get to the destination and everyday use of paper, plastic, electricity, etc. The tours are walking, which is not damaging to the environment and they are done in an urban center, which is not endangered, a wild park or a protected area. The association is also engaged with environmentally friendly activities like the planting of trees, the cleaning of areas and spaces and their preservation, separate garbage collection in the office.

viii. Conclusion and recommendations

To sum up, as outlined in the previous parts the 365 Association is a NGO, it is having a successful business model and it's fitting the sustainability criteria. However, it is not a perfect one, since there are some aspects that could be improved and this is the main goal of this section.

Regarding the essence of a non-government organization there is little that can be mentioned here. It can be concluded that the 365 Association is a thriving non-government organization, it is putting a lot of effort to fulfill its goals and it should continue to do so. No other recommendations can be given on this topic.

Regarding its business model, the freemium one has proven to be quite successful, because it is able to satisfy the needs of the visitors of Sofia and Plovdiv and also to sustain and drive the organization, therefore no recommendations can be given on this topic either.

Regarding sustainability and its three pillars there may be present room for improvement in some:

In terms of the social aspect more effort could be put. The questionnaire revealed that a great part of the partners do not know about what the association is dealing with, therefore extrapolating this it is possible that there are a lot of people and visitors that have no idea of the association as well. The website has a great deal of this information, but it needs updating. Therefore, one of the recommendations is to update the information on the website, integrate it better with the social networks, update the information about the members and the guides, as well as the information about the association, the people behind, history, background and the links. A partner section can be added and a reward/certificate of excellence to be well visible. Furthermore, in order to solidify the social aspect, another recommendation would be to consider a certification for social responsibility under ISO: 26001. This requires substantial amount of resources like financial, time and expertise and should only be considered if these resources are present, because this is not a one-time investment, it requires regular maintenance, updates and audits. On the other hand, this is one of the correct ways to demonstrate that the association is socially responsible, ethical and transparent and that it contributes to the health and welfare of society. It is also going to increase the awareness of people of the organization, what it is doing and how.

In terms of the environmental aspect a recommendation goes for the reduction of the carbon footprint by using fewer resources (paper, plastic, electricity) and to stimulate the usage of renewable sources.

- For example, an investment could be made in better, more efficient equipment for the office (led bulbs, more efficient computers, energy-efficient heating).
- Another example is to use less paper and plastic at the tours. For instance to use the two sides of every sign in form, instead of only one side or even it can be replaced by a digital one.
- Instead of using plastic cups and utensils at the Culture tour, ones from recycled material could be used. It is little effort, but it can play a huge role when economy of scale is implemented.
- More effort could be put to increase the recycling policy within the organization and instead of using plastic bottles and cups all of the guides could be provided with reusable glass bottles.
- More effort can be put to reduce the use of paper leaflets by investing more in digital advertising and other marketing channels or the use of recycled materials for the leaflets.
- The services of the 365 Association are very environmentally friendly, but certain processes within the organization could be improved if the organization is certified under another standard – the ISO: 14001 environmental management. It is also related to financial resources, time resources and expertise, but this is the price to make the organization itself more environmentally active and conscious.

In terms of the economic aspect the Association is doing pretty well, so the recommendation is to continue this good work and to strive for further development, not only by enriching the tourist offer, but also by advocating and educating society. It could use its expertise and know-how to promote good examples and programs that help the people engaged in the field of tourism to be better, more skillful and knowledgeable.

In conclusion, this paper proved that a non-government organization can be a successful business model in the field of sustainable tourism. As a matter of fact it can be a sustainable model in other fields of business as well, given the fact that NGOs are by default socially responsible covering one of the criteria for sustainability. Depending on what they are engaged with they can be

environmentally responsible by default as well (if the NGO is an environmental one and its activities and goals are oriented towards this). In terms of economic sustainability NGOs do not profit, but still generate employment, drive economic growth and development and benefit the society. All of the mentioned above concludes that NGOs represent a sustainable model of development that can play quite an important role in the future development of the world.

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Appendices

Appendix 1 Survey Questionnaire Member satisfaction

Survey Questionnaire - 365 Association

The aim of this survey is to measure the satisfaction level of partners of the 365 Association with their work and activities with the organization. The survey is conducted by Vasil Georgiev as part of the fulfillment of a Final research project aimed at investigating the 'Non government organizations as a successful business model in the field of sustainable tourism,

the case of the 365 Association' as a final requirement of the Master in Sustainable tourism program affiliated with the Polytechnic University of Leiria, Portugal. Participation in this survey is completely voluntary and anonymous. The results will be used only for the purposes of the research project. Please take your time to answer the questions truthfully and respectfully. Thank you!

1. How much would you say you know about the 365 Association and its activities? Please choose one of the options below .

- I know a reasonable amount about it.
- I know a great deal about it.
- I know a small amount about it.
- I have heard of it, but I know almost nothing about its activities.
- I have never heard of it.

2. Thinking about your partnership with the 365 Association, which of the following, if any, describe your relationship? Please choose one of the options below .

- Refer customers to each other where they require our services.
- Shared communication.
- Joint working to improve services.
- Benchmarking and measuring performance.
- Joint delivery of services locally and nationally.

3. To what extent do you agree or disagree with each of the following statements?

	Strongly agree.	Agree.	Neutral.	Disagree.	Strongly disagree.
Our organisation is happy for our customers to know that we have a partnership with	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The 365 Association. Our organisation is proud to be a partner of The 365 Association.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The 365 Association understands the role my organisation plays in the partnership.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The 365 Association supports our service provision well.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our customers are not aware of The 365 Association.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. How well does The 365 Association work with your organization to provide a good service to joint customers? Please choose one of the options below .

- Very well.
- Fairly well.
- Not very well.
- Not at all well.
- Don't know.

5. To what extent do you agree or disagree with each of the following statements? Please choose one of the options below.

	Strongly agree.	Agree.	Neutral.	Disagree.	Strongly disagree.
The 365 Association understand my requirements.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The 365 Association utilize their specialist knowledge effectively.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The 365 Association is committed to my organization as a partner.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The 365 Association is a proactive partner.					

6. How satisfied is your organization with your partnership with the 365 Association?

<input type="radio"/> Very satisfied.					
<input type="radio"/> Satisfied.					
<input type="radio"/> Neutral.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/> Dissatisfied.					
<input type="radio"/> Very dissatisfied.					

Appendix 2 Survey Questionnaire Member satisfaction

Survey Questionnaire - 365 Association

The aim of this survey is to measure the satisfaction level of members of the 365 Association with their work and activities within the organization. The survey is conducted by Vasil Georgiev as part of the fulfillment of a Final research project aimed at investigating the 'Non- government organizations as a successful business model in the field of sustainable tourism, the case of the 365 Association' as a final requirement of the Master in Sustainable tourism program affiliated with the Polytechnic University of Leiria, Portugal. Participation in this survey is completely voluntary and anonymous. The results will be used only for the purposes of the research project. Please take your time to answer the questions truthfully and respectfully. Thank you!

1. How long have you been part of the organization?

- Less than 6 months
- 6 months - 1 year
- 1 - 2 years
- 2 - 3 years
- 3-5 years
- More than 5 years

2. To what extent are you satisfied with the training and development within the organization?

Please choose one option.

	Very satisfied	Satisfied	Unsatisfied	Very unsatisfied
How satisfied are you with the initial training provided by the organization?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How satisfied are you with the ongoing training that the organization provides?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How satisfied are you with the technology, equipment and resources necessary to do your job well that the organization provides?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. To what extent are you satisfied with the organization's corporate culture and communications?
Please choose one option.

	Very satisfied	Satisfied	Unsatisfied	Very unsatisfied
How satisfied are you with the communication with people you work with at this organization?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How satisfied are you with expressing your honest opinions within the organization?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How satisfied are you with the organization's corporate communications?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. To what extent are you satisfied with the organization's leadership and planning? Please choose one option.

	Very satisfied	Satisfied	Unsatisfied	Very unsatisfied
How satisfied are you with the leadership of this organization?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How satisfied are you with the planning of departmental objectives?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How satisfied are you with the implementation of the strategy of this organization?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. To what extent are you satisfied with the remuneration and benefits in the organization? Please choose one option.

	Very satisfied	Satisfied	Unsatisfied	Very unsatisfied
How satisfied are you with the amount of work you do for the organization?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How satisfied are you with the remuneration you receive for the work you are doing in the organization?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How satisfied are you with the benefits (healthcare, insurance, retirement plan) within the organization?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. How satisfied are you with your experience so far with the organization? Please choose one option.

	Very satisfied	Satisfied	Unsatisfied	Very unsatisfied
How satisfied are you working for this organization?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How satisfied are you with the work environment created in the organization?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How satisfied are you with your career development within the organization?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

