Stars4All
Crowdfunding Guide

How to crowdfund your project

Stars4All Crowdfunding Guide
1.1 How to crowdfund your project

This Guide has been created by the European Crowdfunding Network (ECN) on the basis of the document "ECN CROWDFUNDING GUIDE 2016: Financing in the digital age. How to finance your project with crowdfunding" and was adapted to the current version for the Stars4All Project.

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European Crowdfunding Network

The European Crowdfunding Network AISBL (ECN) is the professional network promoting adequate transparency, (self) regulation and governance while offering a combined voice in policy discussion and public opinion building, incorporated as an international not-for-profit organization in Brussels, Belgium.

We support our members in carrying initiatives aimed at innovating, representing, promoting and protecting the European crowdfunding industry. We aim to increase the understanding of the key roles that crowdfunding can play in supporting entrepreneurship of all types and its role in funding the creation and protection jobs, the enrichment of European society, culture and economy, and the protection of our environment.

In that capacity we help developing professional standards, providing industry research, as well as, professional networking opportunities in order to facilitate interaction between our members and key industry participants. On behalf of our members, the ECN will maintain a dialogue with public institutions and stakeholders as well as the media at European, international and national levels.

STARS4ALL

Stars4All

Artificial light at night is associated with the sense of security, wealth and modernity. Hence, light pollution is widely spreading after the onset of darkness. As a consequence, the illumination of the nightscape increased in its intensity, time and space. There is a growing community, concerned about this increasing illumination of natural nightscapes, because of escalating negative effects on biodiversity, nightlife habitats, visibility of stars and astronomical phenomena as well as on human well being.

STARS4ALL is a European project raising awareness about the negative effects of artificial light on human wellbeing, biodiversity, visibility of stars, safety and energy waste. The project has developed a collective awareness platform to encourage citizens to care for and preserve the natural darkness of European nightscapes. For the first time, partners from the domains of information and communication technology, social science, economy, astronomy, and ecology have joined forces and expertise to create self-sustainable light pollution initiatives. These initiatives address many disciplines and domains as possible and offer a platform for citizen actions in order to increase the awareness of the manifold environmental problems of light pollution.

Further information is available at http://www.stars4all.eu

Horizon 2020
European Union funding
for research and innovation

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2 What is Crowdfunding?

Crowdfunding is a collective effort of many individuals who network and pool their resources to support efforts initiated by other people or organizations. This is usually done via or with the help of the Internet. Individual projects and businesses are financed with small contributions from a large number of individuals, allowing innovators, entrepreneurs and business owners to utilize their social networks to raise capital.[1]

Not only entrepreneurs and business, but researchers and individual citizens can now utilize the crowd to obtain ideas, collect money, and solicit input on the product, overall fostering an environment of collective decision-making and allowing businesses to connect with potential customers. The main advantage of crowdfunding is that the funders are also potential customers and ambassadors of the project or business they support and that they will help to promote it through their own networks.

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[1] A FRAMEWORK FOR EUROPEAN CROWDFUNDING, Kristof De Buysere, Oliver Gajda, Ronald Kleverlaan, Dan Marom, 2012

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3 Types of Crowdfunding

The first advantage of crowdfunding is that, being a quite flexible financing tool, it offers many different options both to project holders and backers/investors. Four main models can be identified in the market.

DONATION: For socially motivated or not-for-profit projects. Individuals donate small amounts while receiving no financial or other return. The donation is a philanthropic act for charity causes, and the funders are not expecting monetary compensation.

EQUITY: This model is for ambitious business plans. It works by the sale of a stake in a business to a number of individuals (investors) in return for capital. This type of crowdfunding allows contributors to become investors or co-owners in terms of:

- Holding a percentage of ownership.
- Demanding a return on their investment (ROI).

REWARD: This is the most widely used model. The funders receive a non-financial reward like products or services for their contribution. However, in the case of tangible products the reward-based model has turned out to be an excellent pre-sales tool since the product can be offered at a lower price compared to the real retail price. In reward-based crowdfunding, the perceived value of rewards should be higher than the economic one.

LENDING CROWDFUNDING: This model is similar to every typical lending scenario: individuals lend money to a company (peer-to-business lending) or to an individual (peer-to-peer lending) with the expectation that the money will be repaid with interest. The peer-to-business model is a relevant one for positive cash-flow companies that can credibly assure lenders of being able to pay back the loan. Like for the banking system, the interest rate of the loan is determined by the risk of the investment. Moreover, in this model the ownership is not diluted but the investor's contribution provides financial leverage.

4 The Crowdfunding process

An online crowdfunding platform usually serves as an intermediary between the project owner (entrepreneur or individual) and the funder. While this relationship varies from crowdfunding platform to crowdfunding platform and from one applied business model to the next, a simplified scheme would include the following:

Online platforms receive applications from project owners who intend to showcase their business idea or cause on the platform's website. Some platforms make a pre-selection of the ideas based on their own criteria, while others automatically publish every idea. Platforms that use pre-selection are checking the background of the project owner and do a quick review on the feasibility of the crowdfunding plan.

After an idea is accepted by the online platform, the project owner is tasked with creating a funding goal over a marked period of time and an online "pitch" (most of the times in the form of a video), where the project owner pitches his/her idea to potential funders.

Project owners often utilize social networks to access potential funders on a larger scale. Funders then fund the campaign directly through the online crowdfunding platform.

During the campaign the project owner will keep his funders/fans updated about the process with updates on the online platform. If the funding goal is reached within the allocated fundraising time frame, the project owner receives the money. If the funding goal is not reached, most of the platforms will reimburse the money to the funders.

In terms of post investment, some funders choose to remain involved in the decision-making and overall strategy of the business. Some funders receive voting rights in the business. In most cases the communication between the funders and project owners will continue through the online platform.

The crowdfunding platform will apply usually a fee structure on the total successful funds raised. In equity crowdfunding a registration fee plus a legal due diligence fee are common, sometimes also an equity participation. Fee structures vary significantly between business models and also countries.

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5 Finding the right platform

Don´t get lost when you are looking for the crowdfunding platform that may best serve your specific needs. First of all, you have to think about which type of crowdfunding fits your project better. Then you can select between different types of crowdfunding platforms by using criteria such as specialization, allocation of funding or costs:

Specialization: One difference between platforms is their specialization in terms of business sector

GENERALIST PLATFORMS

- No restriction, any type of project

- for both individual or company

SPECIALIZED PLATFORMS

- On specific busines sector (creativity, sustainability)

- geographical area

- on industries or individuals

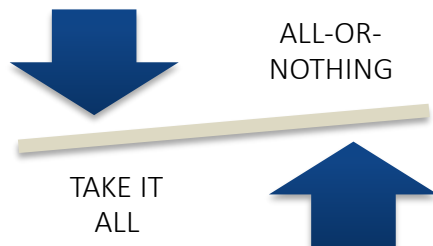### NICHE PLATFORMS

- Very specific sector

Allocation of funding: In general each platform decides in which way the funding is allocated, but normally there are two variations.

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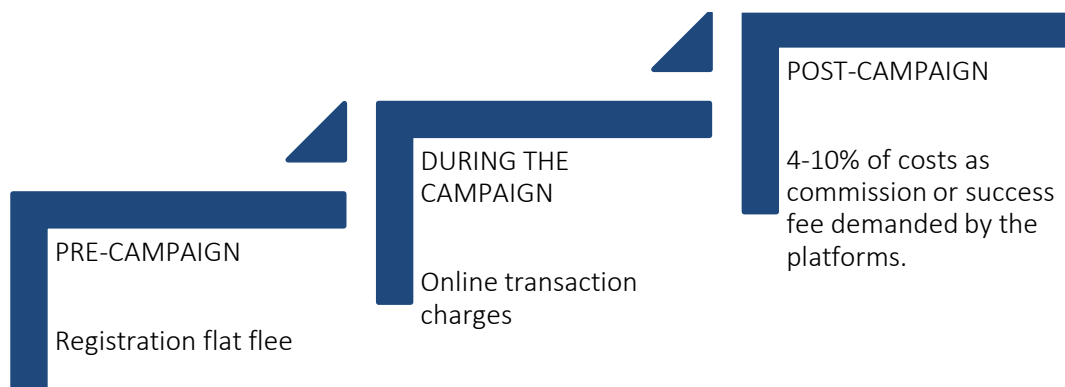
ALL-OR-
NOTHING

TAKE IT
ALL

All-or-nothing: Project will only be funded after reaching a pre-defined funding goal.

Take it all: Projects benefit from every euro raised.

Costs: There is a wide variety of underlying business models of platforms, e.g. preparation fees, success-based fees and transaction costs. Consider, that the overall costs correspond to approximately 4-10% of the raised funding. In general you should check the overall cost structure and compare platforms. Do not forget to include also yearly fees for payment of commission or interest to investors, if they are handled by platform, and the additional fees for campaign-support, post-campaign logistic, and handling of rewards.

POST-CAMPAIGN

4-10% of costs as commission or success fee demanded by the platforms.

DURING THE CAMPAIGN

Online transaction charges

PRE-CAMPAIGN

Registration flat flee

The Stars4All Crowdfunding Platform is a Donation- and Reward-based platform, focusing specifically on projects aimed at raising awareness and implementing initiatives to reduce light pollution. The allocation of funding is based on an All-or-nothing approach, meaning that you will receive the money raised during your campaign only if you reach your target goal. The Stars4All projects does not charge a fee for publishing a project or a success fee, but you can have a better overview of the overall costs in our Terms of Use.
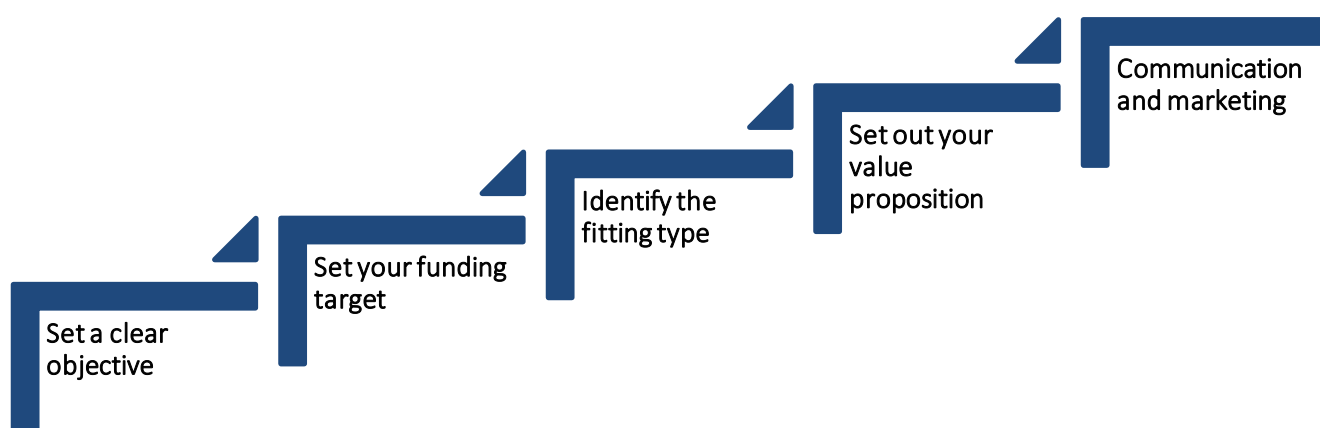
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After having outlined some of the basic elements that you need in order to better understand the functioning mechanisms and dynamics of crowdfunding, we will now give you some general tips and tricks that will help you set up a crowdfunding campaign in light pollution related initiatives, which fall within the scope of the Stars4All project.
Are you ready? Let's start!

6 Prepare a crowdfunding campaign

Set a clear objective

Set your funding target

Identify the fitting type

Set out your value proposition

Communication and marketing

Set a clear objective: To create a crowdfunding campaign you have to set a clear objective and make this goal shared by funders, staff and partners. The clearer, more concise and specific you are, the more there will be chances that the crowdfunding campaign will live up to the funding goals set. The key to running a successful campaign is to focus on the one objective prioritized and seek finance for that. You have also to consider that smart planning can and should involve asking experts for assistance, make your objective smart!

Set your funding target: To set your funding target you have to begin with your financial plan. To define the right amount you would like to raise with your campaign you have to specify all costs and outlays of the project and accoount for fees payable to the platform.

Identify the fitting type: It is important that your project's characteristics match with the crowdfunding type that you will choose. Each type of crowdfunding has its own funding limits, so after setting your financial needs you can move on to identify the types of crowdfunding that suite best your project. While donation-based campaigns are commonly limited to

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30.000 Euro, reward-based campaigns may generate much more, typically rather 50.000 Euro. Be aware also of the risk regarding crowdfunding campaigns set on all-or-nothing terms. Keeping in mind all these factors, you have to choose the suitable type of crowdfunding for your project or you can combine various types using the hybrid model.

Set out your value proposition: To set out your value proposition you have to find out what your target group's preferences are and create attractive rewards and perks to capture your funders attention. It is also important to prepare a pitch and a video in which your backers can read why you are running the campaign, for whom it is and when it will start. It is also a very effective way to present yourself, the organization and the project.

Communication and marketing: As with every new project you have to do research first by finding related news, topics and events for your campaign. You should also combine *online* events and marketing with *offline* communication tools. The more you involve your community and keep them informed, the better are your chances to gain support. Finally, focus on your inner circle and influencers first, but also try to reach out networks that are more external. In fact, recent research shows that the so called "third circle" may be even more important for the campaign success, as it demonstrates a wide audience contributing.

6.1 In a nutshell

Once the groundwork is done, the time has come to put your campaign online. You may set up your own campaign by registering on the Stars4All platform. Keep in mind:

The Stars4All platform has its own terms and conditions, so make sure you check them very carefully.	Only around 60% of campaigns are successful.
If you fail in reaching your target you don´t have to cancel the project.	Learn from the experience, draw conclusions and keep communicating with supporters.

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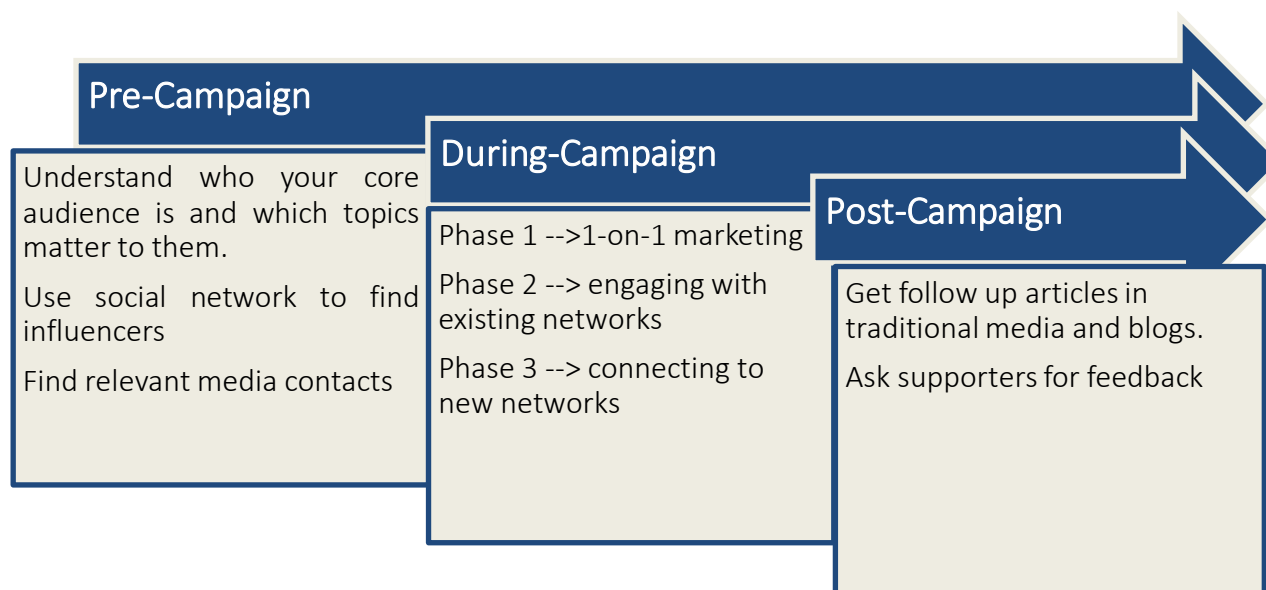
6.2 How to engage your network and go beyond?

The advantage of crowdfunding is that your campaign effort does not start from zero; first of all you have to review your personal and business networks to engage with them and get input. As your project will be probably dealing with light-pollution related initiatives, you might start mapping the relevant scientific communities that could have an interest in supporting your project both financially and as communication partners. Starting from this, you can then move on to create a community for your campaign, which involves heavy use of social media platforms and the establishment of dedicated accounts for the project.

To better deal with the workload, you may want to set up a strong campaign team. Many different skills are required when setting up, running and following up after a crowdfunding campaign, so a good tip is to include in the campaign team people with diverse backgrounds that can take care of different tasks and attract different audiences and potential supporters through communication activities.

In general, be aware that sharing visual content and asking questions are engaging ways to communicate your crowdfunding project on social media and to attract audience. However, you have to keep your tone appropriate for your networks and post only relevant but diverse content. Also, try to avoid spamming your audience: although maintaining a good flow of communication is a major factor for a successful crowdfunding campaign, your followers might get tired of receiving too many reminders!

Pre-Campaign

Understand who your core audience is and which topics matter to them.

Use social network to find influencers

Find relevant media contacts

During-Campaign

Phase 1 -->1-on-1 marketing

Phase 2 --> engaging with existing networks

Phase 3 --> connecting to new networks

Post-Campaign

Get follow up articles in traditional media and blogs.

Ask supporters for feedback

Pre-campaign:

Before the campaign you lay the foundations for ensuring success. It is very important to be creative with rewards, campaign's text and video. Contact at least 50 people in your network and ask them how much they are willing to fund and based on pledged money adjust the campaign's goal, if needed. Finally, you can ask people who pledged to donate at day 1 of campaign.

During:

Phase 1: 1-on-1 marketing, you have to follow up with people who pledged before and connect directly with people you know personally and try to reach 30% of the amount that you need.
Phase 2: Engage with existing networks and make your project known. In this phase you have to promote the campaign by publishing updates on social media, and following up with people who have not pledged, yet.
Phase 3: Connect to new networks. This is all about expanding your supporter base.

Post-campaign:

The campaign is finished but not your activities. You should try to get follow up articles in traditional media and blogs and ask supporters for feedback that will provide you with first-hand market intelligence. The second priority is to actively manage the expectations of your community, so keep supporters informed on everything that could be relevant, build loyalty and distribute rewards.

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6.3 Choosing the right incentives

Substantial effort needs to be raised for the development of an attractive incentive structure. It depends on the type of crowdfunding you have chosen, and the profile of your project. To create compelling incentives for your backers you have to think about what your target group would like or ask them. It is also important to know their motivation for financing your project. To get a general idea you can also look at similar campaigns. In general, no matter what crowdfunding type, you have always to keep costs as low as possible, create perks that appear valuable and scale up by introducing thresholds. In the case of reward crowdfunding think about categories, don´t forget small and big rewards. Namely, in the two models offered on the Stars4All Crowdfunding Platform:

Donation:
driven by
philantropic
values

Reward:
perceived
value of
perks
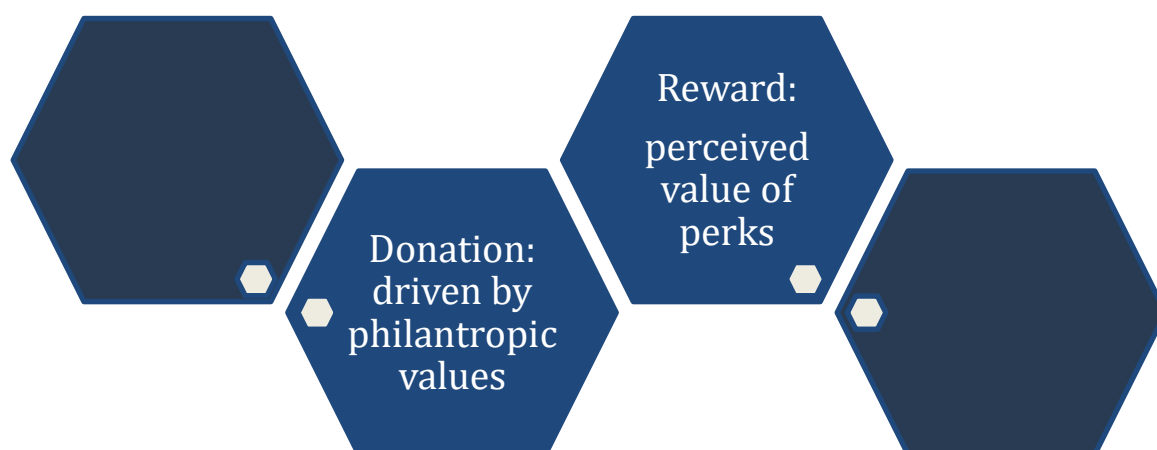
Donation: In the case of donation-based crowdfunding, funders are primarily driven by philanthropic values or emotions and they want to see promised benefits for the charity they are financing. As the funders get no financial return they will appreciate your thank you and perhaps giving back something small with no economic value could be a good idea.

Rewards: No matter what the subject of your campaign is, the perks you develop and offer should be exclusive, as this increases perceived value. You have also to consider that rareness

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of perks may increase the attractiveness of your campaign. You might also ask third parties for rewards that you can use in your campaign. A special form of rewards-based crowdfunding is a pre-sales campaign. Here you use crowdfunding as a marketing tool or to finance your production, and your funders become the first customers.

6.4 A convincing crowdfunding video

For a successful crowdfunding campaign a very powerful tool to use is a video pitch. Just consider that 50% of projects that include video get funded compared to only 30% of those that do not. To create it you have to ensure that your video story is appealing, interesting and convincing, as well as consistent with your value proposition. Even if you are not a professional video maker you could create a nice video. You only need a camera, a video editing software tool, and our suggestions.

Tell a good story: Everybody gets caught by a good and well-told story, so it is important that your video includes a good opening, middle and end sequences and thereby a subject and an action. In particularly, people want to know who you are, what you are doing, and why you are doing that, how you came to using crowdfunding and why you need their support. You have to make a good case to get people's support.

Give it a face: For your campaign's success it is important to make the video emotional and touching. You have to introduce yourself to the potential backers, you have to show your face and try to look trustworthy, (you would not give money to someone of which you don't see the face or that does not look trustworthy to you). Indeed, academic studies have shown that a positive personal impression increases the possibility for people to invest in your project. Briefly, stay yourself and be authentic.

Keep it short: People´s attention span is quite short, so you should limit your video pitch at less than 3 minutes of length, even if this seems too short for you it is quite enough. You have to leave out everything non-essential.

Say thank you: It might be taken for granted but saying thank you is always appreciated by people that have spent their time on watching your video, even by those that do not pledge any money.

Make it fun: Always keep in mind that the video must not be boring. Once you have your first version, ask for feedback to your friends to see whether they find it boring and how it can be improved.

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Technical Tips

Use a stool: To have a better quality shooting, you should use a tripod or a stool, that will provide stable images and you will make a professional impression.

Background sound: You could use a fitting audio track as background sound, that will enhance impression. Check for websites that offer royalty-free sound files and then select your suitable audio track.
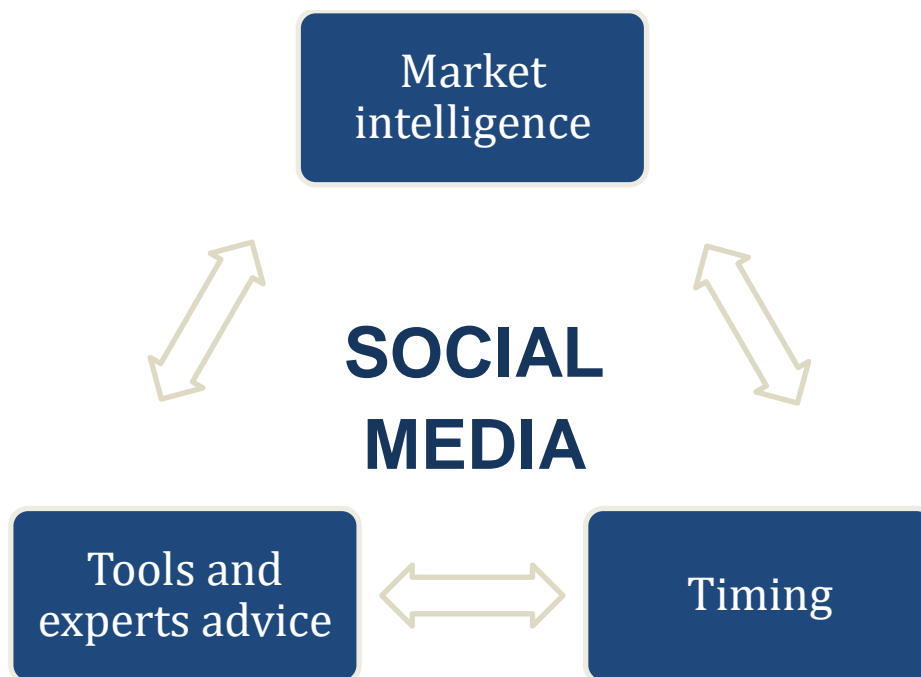
Editing: If you don´t have any experience in video editing it will be better for you use only straight cuts, that is no corny transitions between clips. You can also check websites offering low-cost editing softwares.

6.5 The power of social media

A fundamental change has occurred in the way we do things, and it is the starting point for entirely new opportunities regarding fundraising, business models, marketing, distribution, and so on. Using social media for your campaign can be very useful not only for brand awareness and marketing but also it can enable you to address a large audience. However, it is important to highlight that not all your funding will come from social media. In brief, you have to involve your audience during and after the campaign, and win new target groups by confidence building and communication.

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            │     Market      │
            │  intelligence   │
            └─────────────────┘

                 SOCIAL
                 MEDIA

┌──────────────┐         ┌──────────────┐
│  Tools and   │ ←─────→ │    Timing    │
│experts advice│         │              │
└──────────────┘         └──────────────┘
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Market intelligence: Communicating via social media on a continuous basis with your supporters will provide insights, feedback and information. Thus, you can improve your project and collect new ideas for further development.

Tools and experts advice: To create a successful social media campaign for your project , first of all, you should identify the social media tools, understand exactly what is your core audience and in which way they use social media. In general, you have to encourage your community to share your message, and if there are some areas of knowledge that you are not familiar with you should seek expert advice.

Timing: Concerning the timing, you have to involve the audience during and after the campaign and share your vision before the campaign starts. During and after the campaign, don't be afraid to repeat yourself! You might also choose specific people who act as ambassadors. You can report on the progress and share success and milestones by using social media tools. It is also important for your campaign to succeed in building long-term reputations through positive associations.

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7 During the campaign

Goal: Clarity of campaign's goal is a very important element for the campaign's success. The goal has to be well-articulated, realistic, achievable and shareable by your campaign team and funders. Remember also that it is very important to keep everyone involved, motivated, and committed to the campaign and its goals.

Commitment: To create a successful campaign it is very important to well-inform team members and to keep their motivation high. Their commitment and endurance will be required for through ups and downs that can be expected to come up. Keep in mind that the campaign will be very time-consuming.

Communication and Coordination: Communication with your audience needs professional communication channels. You have to ensure that every one of your team knows how and when to communicate and is aware of deadlines. Keep in mind that neglected communication has devastating effects on your campaign's success, so in order to achieve it, it is recommended to prepare your communication and PR texts before the start of the campaign. Whether you offer rewards, perks or interest payments, these are promises to your funders that have to be delivered on. Delivering the right quantity, on time and with quality, is a very important thing as failure sheds a bad light and can have also legal consequences. In general, think first and then deliver to satisfaction of your funders. The coordination has a fundamental importance for your campaign's success. You have to set up a timeline and mark the important points over the course of the project. Keep in mind that you have to think through everything that could be relevant, it can be helpful draw up lists of what is to be done, when it has to be done and involving whom. Some points will have to be completed before you can move on to the next one while other things need to be accomplished in parallel. Remember that it is up to you to oversee processes and ensure precision and timeliness.

Preparedness: Another attribute that will help you reaching your campaign's success is your preparedness. You have to know what to do in any possible scenario. If your campaign is on track and you can manage the whole process as planned, you are doing a good job and if it is possible you can stretch the goal. To jump-start you have to use all resources to keep up and you could pre-prepared lists about people that could jump in and help you. If the campaign goes below your expectation, you have to find out quickly what to change and improve.

Audience and partners: Remember, communication always needs coordination. In order to communicate with your audience in a clear way, you need to build your target group segments and contact them already before your campaign starts. You can start by dividing it in three groups, your personal network, your wider circle and new contacts and start designing your communication efforts accordingly. In general, you have always to inform, involve and motivate stakeholders and community. To some extent, you will likely depend on partners for production or delivery. You have to make sure that they are aware of timelines, and make them understand what exactly you expect from them. If necessary, you could enter into a contract specifying the details.

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8 After campaign communication

When your campaign is over, enjoy having achieved your goal. But keep in mind that from the perspective of your supporters you still have to deliver on your promises. If you have clearly communicated the benefits for your contributors, do all these benefits show up? If so, you have to inform your audience, giving updates and keep communicating. Generally, depending on the characteristics of your specific project, it will be in your interest to keep your community and make it lively. You have to keep interest up on your project and inform supporters on your next steps. You should be aware that motivations for people participating in crowdfunding fall into different categories:

Social return: These funders are driven by philanthropic values and they do not expect any material or financial return. They want to see the project delivering the benefits you had promised; substantially, the value derives from benefits for others.

Material return: In the case of pre-sales or reward crowdfunding the funders are motivated primarily by the product or service you offer. The funder pays the fundraiser in advance and provides working capital in exchange for the goods or services, whose value may be perceived as higher than the economic one. Make sure your funders are satisfied and that they know how to get your offer going forward

9 Checklist

Keep the following points in perspective:

TASK	DONE?
1. identify current networks, create a community	
2. articulate a clear goal of the project	
3. draw up a consistent and confidence-building message	
4. create an emotional story	
5. research and identify partners for production, delivery, etc.	
6. research and identify communication channels, in particular social media and events that take place during your event for personal contact	
7. research and identify fitting platforms	
8. research and compare current and similar campaigns	
9. research in depth your target groups	
10. develop a convincing incentive structure	
11. set a timeline and mark everything relevant	
12. plan and set the video shooting	
13. define your communication strategy and team	
14. walk through various scenarios that can happen throughout the campaign	
15. test your projects story and incentives within your network before you go live	
16. plan information flow pre-, during and post-campaign	
17. ensure all promises are delivered on.	

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10 Cities at Night: Insights

The Cities at Night initiative has launched a crowdfunding campaign back in 2015, which unfortunately turned out to be unsuccessful as the target goal was not reached. We will present the main elements of the 2015 campaign and analyse them, in order to provide a practical example of what has been described in the abovementioned sections. We will then compare it with the Cities at Night 2017 campaign, as to illustrate the changes and modifications that have been made to address critical aspects.

Identify current networks, create a community

As it deals with quite niche topics, the Cities at Night campaign enjoys the advantage of starting off on the right foot: scientists, universities, and individuals that have an interest in the topic of light pollution and how to limit/prevent its consequences can be easily identified through social media groups and universities networks, and therefore offer a good starting point for raising awareness about your project.

In this sense, the Cities at Night 2015 campaign had already achieved a good outcome, collecting donations from 206 contributors from all over the world.

possible future
camapigns

2017

2015
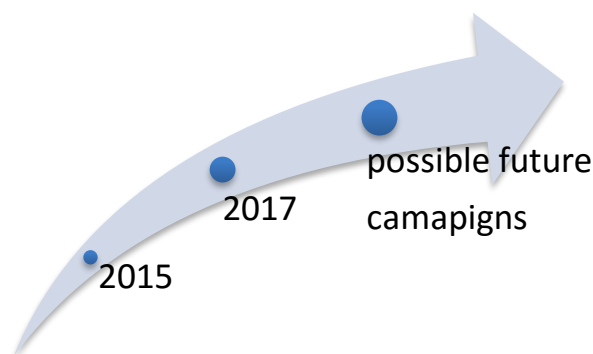
The objective for the 2017 Cities at Night crowdfunding campaign is to build on the existing contacts that had already contributed to the first campaign, and expand the community of backers through a new communication strategy and incentive structure.

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Articulate a clear goal of the Project

The brief description of the objective set out in the Cities at night 2015 crowdfunding campaign read out:

Since the target amount that had been fixed was 50.000 EUR, such a broad objective was certainly conceivable. The main issue with the above-presented definition is that it would have been only achievable after the second step of the campaign, with a target amount fixed at 100.000 EUR, was successfully completed. In addition to this, the definition of the goal might have been slightly misleading, as the collected amount would have been used for the development of two apps, through which individuals could have contributed to the completion of the map by categorising and rearranging pictures taken by astronauts.

Although it maintained the 2015 overall goal as described above, the 2017 campaign focused on better defining the project goal by highlighting previous results and expected developments that will be achieved in case the campaign is successful. The figure below shows the dedicated section on the Stars4All crowdfunding platform, where the project's goal is better explained:

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Clearly explain your target budget

One of the main reasons for people to contribute to a crowdfunding campaign of all kinds is the fact that they can have a better overview of why you need the money and how exactly it will be spent, so you must address these two points if you want to achieve a successful result.

First step. 50,000€

- If we reach our first goal we will develop our own platform to host the map so anybody can access it. Right now we have a beta map on Google Maps Engine but that service will disappear in January 2016. We will program an alternative of our own that will offer: • A place to store the geographic data in a web-based environment. • Powerful visuals for inspecting and analyzing the pictures. - We will improve the design of the app so they are nicer and easier to use.

Second step. 100,000€

If we reach our second goal we will be able to do much more!

- Develop a tool so the new pictures will be added to the map automatically. Right it is a manual process. This will enable the volunteers to check their contributions online in a short amount of time.

- Improve the apps so they will feel like a game. You will win points by classifying pictures, and your achievements will earn you badges. You will win badges by classifying 100, 200, 300 or 1000 images, but you will also get a different badge if you are the first person to find a city or if you find pictures from 5 different states in the USA. We will also create a ranking of the greatest contributors and you will be able to share your achievements through Facebook and Twitter.

- We will calibrate the images using astronomy techniques to make them useful for science researchers. To do so, we will buy the same equipment the astronauts are using (cameras and photographic lens). Every camera is different and this must be taken into consideration to correct the final image and get proper data for scientists.

As shown in the above figure, the 2015 Cities at Night campaign has lacked a bit of attention for detail, in this respect, as the high budget would have required a thorough description.

The 2017 Cities at Night campaign introduced two innovations regarding the budget and its description.

- **Total budget required:** the first difference refers to the approach towards the requested amount. As the Stars4All crowdfunding platforms offers an all-or-nothing payment structure, the Team decided to break down the budget into smaller

amounts and develop the project in different phases, reducing the overall budget required for the first phase to 12.000 EUR.

- **Description of activities:** the second difference lays in the more detailed description of the activities that will be carried out with the collected funds. This includes the specification of sub-sections of the budgets allocated to each activity, as to enhance transparency and boost contributors' trust in the good management of the project.
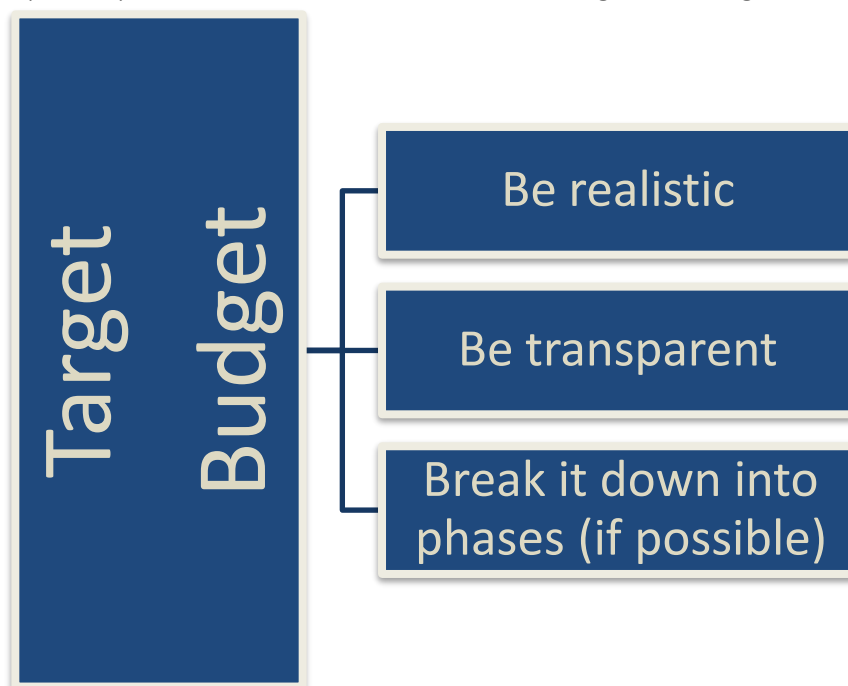
Create an emotional story

Projects that deal with awareness raising about topics that have widespread repercussions must be able to leverage on empathy as to create interest in the initial community, as to enhance the project's chances of being communicated to a wider audience.

In the 2017 Cities at Night campaign, the Team has decided to link the development of the story with the rewards that they offer, by assigning to each reward a different role that the contributor can virtually assume in the Team. This small trick will help contributors identify with the project and really have them feel part of the initiative, while marking the difference between different levels of contributions. The figure below illustrates the comparison between the 2015 and the 2017 rewards. Which one would you pick?

reconociendo tu contribución al proyecto.

ESTIMATED DELIVERY
Nov 2015

19 backers

Pledge €5 or more

- Premium access to our catalog of images. Find a city by name and check its pictures.

(Includes the 2€ Reward)

* Acceso premium a las imágenes a través de nuestro catálogo. Busca una ciudad por el nombre y accede a sus fotos.

2015 Campaign

For € 10 or more
0 backer

The intern

BE SOCIAL

Accept the challenge and joing Cities at Night team. As an intern you will be engaged but still social so we will thank you for your contribution on Twitter, Facebook and Instagram

For € 15 or more
0 backer

Trainee engineer

EXCLUSIVE DIGITAL PICTURES

As a trainee engineer you will appreciate the amazing night views trought the cupula of the Int Station. We will send you the best 16 images of the main cities around the world including Ne Madrid... in high resolution for you to print and use as wallpapers.

2017 Campaign

Develop a convincing incentive structure

Many small mistakes can be identified in the incentive structure of the 2015 Cities at Night crowdfunding campaign. As analysed below, the first can be found in the lack of engaging rewards from the description and the community building perspective.

A second mistake that needs to be pointed out is the number of contributions' options that were made available in the 2015 campaign. As previously outlined, it is very important to offer a good range of options to contributors, in order to allow as many people as possible to financially support the project, including small and higher rewards. However, the options offered by the 2015 Cities at Night campaign have been maybe too many, with small differences among them.

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2015 campaign 16 slots

2 EUR
5 EUR
7 EUR
10 EUR
15 EUR
17 EUR
20 EUR
22 EUR
25 EUR
30 EUR
40 EUR
50 EUR
200 EUR
1000 EUR
1000+ EUR
5000 EUR

2017 campaign 9 slots

10 EUR - The Intern
15 EUR - Trainee Engineer
20 EUR - Trajectory Matematician
25 EUR - Rocket Scientist
30 EUR - Aerospace Engineer
50 EUR - Science Officer
100 EUR - Astronaut
200 EUR - Mission Coordinator
500 EUR - Shuttle Commander

The setting of a minimum contribution of 10 EUR and the reduction in the number of available contribution options, combined with a lower final target amount, will make the project more likely to be successful in the crowdfunding campaign. At the same time, less options allow potential backers to perceive a real difference in their selected contribution, as well as in the reward that they will receive.

Define your communication strategy and team

When speaking with the Cities at Night Team, the development of a communication strategy for the 2015 campaign was not a task that had been taken into account. The campaign was carried out through social media and some appearances on local press, but communication channels of all kinds could have certainly been better exploited. We will analyse each of the main elements that are included in a communication strategy below.

➢ Develop a detailed communication plan – The Cities at Night 2017 Team has developed a communication plan that will guide them through the pre-, during-, and post-campaign phases. It clearly includes the main messages that they want to express and through which social media/communication channels. It also include a range of off-line activities, such as a press conference with local (and possibly national) newspaper and specialised magazines, organisation or participation in related events where the
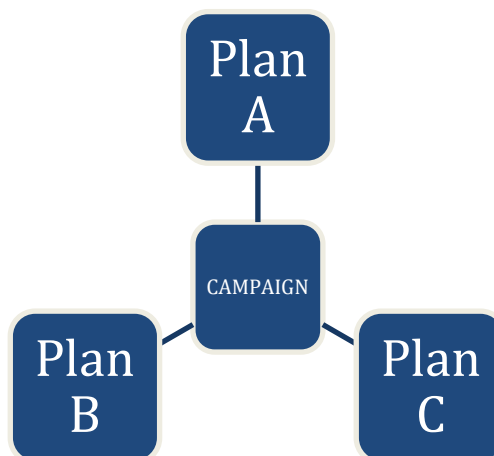
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project can be presented, and bilateral meetings with potential backers such as enterprises and companies. Finally, the plan explicitly identifies a reference person for the deployment of each of its tasks. In doing this, the Team has also been able to set a timeline and mark everything relevant for their Project.

Plan ▷ Execute ▷ Follow-up

➢ **Plan script and video shooting** – The 2015 campaign included a video where the project was briefly explained. While the timing, the quality of images, and the language were remarkable (the overall duration was 2.16 minutes, the language was correctly tuned as to catch the attention and explain the issue/project to a broad, non-expert audience, and the editing was made by professionals), there was a minor, but potentially very relevant mistake. No one from the Cities at Night Team showed their face in the video, so potential contributors saw generic images with a voice-over explanation performed by a professional speaker.
In the 2017 campaign, the script of the previous video will be maintained, but some of the components of the Team will be presenting the issue and the project itself in the video that will be published on the Stars4All project's page.

➢ **Walk through various scenarios that can happen throughout the campaign** – As demonstrated by the Cities at Night 2015 campaign, crowdfunding can be an unpredictable fundraising channel, especially because it leverages on crowd and communication, and poor planning or little flexibility might lead to the failure of the campaign. Having learnt the lesson, the Cities at Night Team decided that the best way to maximise the 2017 campaign's chances of success is to be ready to review and modify the initial strategy, by developing alternative "emergency" plans.

Plan A — CAMPAIGN — Plan B — Plan C

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STARS4ALL

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EUROPEAN
CROWDFUNDING
NETWORK

Stars4All Crowdfunding Guide
How to crowdfund your project