

Abstract

Since the beginning of the 1990s, non-governmental organizations have undergone a significant evolution, adapting their methods of operation to rapidly changing socio-economic realities. This was forced upon them by new market challenges, which prompted them to intensive development and adaptation. The specificity of their activities, based on the implementation of the mission and activities that are not for profit, currently requires an increasingly higher level of professionalization, which is associated with the need to implement management methods typical of the business sector. This work is devoted to the creation of a methodology for designing business models for non-governmental organizations, with a view to supporting and organizing their activities. The conducted analysis of the literature shows that both the concept of creating business models and their application in Polish non-governmental organizations is an area that has not been researched very well so far.

The scientific problem of the dissertation was indicated by the lack of methodological proposals for designing business models of non-governmental organizations, and its main objective was to develop a universal methodology for designing business models of non-governmental organizations. Achieving such a formulated objective required defining specific objectives of a theoretical, methodological, empirical and utilitarian nature.

The theoretical objectives were achieved through the analysis of literature on the evolution of the functioning of non-governmental organizations after 1989 and selected business models that can be used by them. The author also showed the possibilities and limitations that may be associated with the use of business models in NGOs activities.

The methodological objectives consisted in identifying the necessary elements of the business model of a non-governmental organization and design tools that have an application character in their creation. In addition, research tools were developed, a scenario of an in-depth individual interview, which was adapted after conducting a pilot study.

The empirical objective was reduced to developing an original methodology for designing business models for non-governmental organizations, and the utilitarian objective was achieved in the form of conclusions from the application of the universal methodology for designing business models for non-governmental organizations, also presented to managers from the researched organizations.

In relation to the adopted topic and research assumptions, the structure of the dissertation includes an introduction, six chapters that are successively related to each other, and a conclusion.

The first chapter includes a review of literature on non-governmental organizations, discussing their definitions, functions, classifications and development, especially in Poland after 1989, emphasizing their role in building civil society.

The second chapter analyses the importance of strategies and business models in non-governmental organizations, showing how strategic planning and business model concepts support their activities, combining economic goals with social mission.

The third chapter presents theoretical and methodological design problems, a theoretical model of the methodological concept of designing business models and stages of the methodological concept of designing business models in a non-governmental organization. It also lists business model design tools adapted to the specifics of non-governmental organizations.

The description of the empirical research methodology is included in the fourth chapter. It includes stages of the research methodology and methods used at each stage, such as a case study and in-depth interview.

The fifth chapter presents the research results on the example of four organizations: The Great Orchestra of Christmas Charity, The Polish Red Cross, The Professor Zbigniew Religa Foundation for the Development of Cardiac Surgery and The Federation of Polish Food Banks. Their representatives, primarily management staff, were interviewed, and then their responses were analysed and summarized in the context of the subject of designing and functioning of business models of non-governmental organizations.

Chapter six contains a proposal for a methodology for designing business models for NGOs, as well as conclusions and recommendations, considering its practical application and indicating directions for further research.

The entire study ends with a completion, which is a summary of the analysed matter and the most important conclusions.

Keywords: non-governmental organizations, business model, design, strategy, design-thinking