

**BAU International Berlin – University of Applied Sciences**

**Faculty of Business Administration**

**BACHELOR THESIS**

**Key Success Factors to Deliver a Crowdfunded Project**

**Charise Eva Luce Longworth**

**Prof. Dr. Petra Poljsak-Rosinski**

## **Abstract**

Online crowdfunding is a popular tool for obtaining funding for projects that range from the arts to technology and innovative manufacture. It is a welcome alternative for entrepreneurs who are not able or choose not to finance their business through standard financial intermediaries such as banks and investors. This practice consists of a large number of people giving a relatively small amount of money to projects, mainly using Internet-based platforms designed for this purpose. This thesis reports the main characteristics and strategies that are needed to take in order for a project to successfully deliver its project to backers. By analyzing five projects, key success factors were pinpointed when they are adapted from a business model to a crowdfunded project's needs, including marketing strategies, operations and financial plans and the challenges they faced in manufacturing as errors to avoid.

## Statutory Declaration

### EIDESSTATTLICHE ERKLÄRUNG

Ich erkläre an Eides statt, dass ich die vorliegende Arbeit selbstständig verfasst, andere als die angegebenen Quellen/Hilfsmittel nicht benutzt, und die den benutzten Quellen wörtlich und inhaltlich entnommenen Stellen als solche kenntlich gemacht habe.

Berlin, am 7. Juni 2018

---

Unterschrift

### STATUTORY DECLARATION

I declare that I have authored this thesis independently, that I have not used other than the declared sources / resources, and that I have explicitly marked all material which has been quoted either literally or by content from the used sources.

Berlin, June 7<sup>th</sup>, 2018

---

Signature

## Table of Contents

<u>Abstract .....</u>	<u>ii</u>
<u>Statutory Declaration .....</u>	<u>iii</u>
<u>Table of Contents .....</u>	<u>iv</u>
<u>Introduction .....</u>	<u>1</u>
<u>General Introduction.....</u>	<u>1</u>
<u>Main Problem Statement .....</u>	<u>1</u>
<u>Need and Justification for the Study .....</u>	<u>2</u>
<u>Research Aim.....</u>	<u>2</u>
Research Objectives .....	3
Research Questions .....	3
<u>Literature Review.....</u>	<u>3</u>
<u>Crowdfunding.....</u>	<u>3</u>
Introduction to Crowdfunding .....	3
Crowdfunding as a financial tool .....	4
Types of Crowdfunding.....	5
Donation-based .....	5
Lending-based.....	6
Equity-based: .....	6
Reward-based .....	6
Kickstarter as a Platform .....	7
Requirements .....	7
Basics .....	7
Rewards.....	8
Story.....	8
About you.....	9
Stages Overview .....	9
<u>Planning for New Businesses.....</u>	<u>10</u>
Introduction .....	10
Building a Business Model.....	10
Market Segments, Value Proposition and Marketing Strategy.....	11
Operations Plan, Risk and Strategic Options.....	11
Resources Needed and Financial Plan.....	12
Analyzing .....	13
Determining.....	13

Forecasting .....	13
Control.....	13
Risk Assessment .....	14
<u>Conceptual Framework.....</u>	<u>14</u>
<u>Conclusion.....</u>	<u>16</u>
<u>Research Approach.....</u>	<u>16</u>
<u>Research Strategy.....</u>	<u>16</u>
<u>Secondary Data Collection.....</u>	<u>17</u>
<u>Benefits and Disadvantages.....</u>	<u>17</u>
<u>Secondary Data Collection Approach.....</u>	<u>18</u>
<u>Data Collection and Analysis.....</u>	<u>18</u>
<u>Data Collection Procedure.....</u>	<u>18</u>
<u>Dataset and Sample Considerations.....</u>	<u>18</u>
<u>Selected Cases Characteristics.....</u>	<u>19</u>
Bragi.....	19
CST-01 Watch.....	20
Coolest Cooler.....	20
Rockwell Razors.....	21
Zano.....	21
<u>Data Analysis Technique.....</u>	<u>22</u>
<u>Data Analysis.....</u>	<u>22</u>
Increased Product Demand.....	23
Delivery Timeframe.....	24
Challenges Faced.....	24
Bragi.....	24
CST-01 Watch.....	25
Coolest Cooler.....	25
Rockwell Razors.....	25
Zano.....	26
<u>Limitations.....</u>	<u>27</u>
<u>Discussion and Conclusion.....</u>	<u>28</u>
<u>Discussion.....</u>	<u>28</u>
<u>Revisiting the Research Objectives and Questions.....</u>	<u>29</u>
<u>Conclusions and Practical Implications.....</u>	<u>30</u>
<u>Limitations and Suggestions for Future Suggestions.....</u>	<u>30</u>
<u>References.....</u>	<u>31</u>

## **Introduction**

### General Introduction

Since the late nineties online crowdfunding has been used as a tool to obtain funds to finance entrepreneurial, artistic and other types of ventures. This refers to projects collecting small amounts of money from a large number of people. Crowdfunding is currently considered as an alternative financing tool for entrepreneurs across the globe and has raised an estimated of US\$34 billion (Barnett, 2015) across all online platforms.

### Main Problem Statement

Since its launch in 2009, Kickstarter has received US\$3.7b in pledges divided in over 140,000 successfully funded projects (Kickstarter, 2018b) making it one of the most popular online platforms for crowdfunding. Kickstarter published a fulfillment report of its platform directed by Professor Ethan Mollick, (2015). In this report 500,000 backers were surveyed about their experiences with project outcomes. It was found that on successfully funded reward-based projects 35% of these projects fail to deliver on time and 9% fail to deliver altogether. A seemingly small percentage of 9% in a platform as big as Kickstarter represents over US\$327 million of funds that were pledged from backers expecting some type of return or “reward” and received nothing in return. A big majority of these successfully funded projects that failed to deliver their rewards are also unable to refund their backers leaving big amounts of money unaccounted for.

### Need and Justification for the Study

For the reward-based projects that failed to deliver altogether, Kickstarted has declared that its main purpose as a platform is that “it’s not a store, and that amid creativity and innovation there is risk and failure” (Kickstarter, 2018d). However; as more and more projects are looking at crowdfunding as an alternative financing tool, measures should be taken into consideration to avoid failure, unsatisfied backers and wasted funds.

Across several success and failure stories in crowdfunded projects, it has been stated that their main challenge may be related to planning, or better said, the lack of it (Miller, 2018). When this is the case it can translate into delays or complete failure to the fulfillment of the project.

Although crowdfunding has been growing significantly and now represents a considerable amount of money, there’s hardly any literature to support how to properly plan or what is needed in order for crowdfunding projects to successfully deliver after reaching their funding goal.

### Research Aim

The purpose of this research is to analyze successfully funded projects that delivered or failed to deliver their rewards to backers and pinpoint how their outcomes relate to specific planning or implementation aspects and also to provide a general understanding of how to properly plan and implement for a crowdfunded project.

### Research Objectives

- Critically review the literature on crowdfunded projects and business planning for new businesses in general and how these can be used and adapted to deliver a successful crowdfunded project.
- Identify the key success factors and the main faults to be avoided in planning to successfully deliver a crowdfunded project.

### Research Questions

1. What needs to be included in the planning of a crowdfunded project?
  - 1.1. Which are the main business aspects that need to be adapted?
2. What practices and actions need to be implemented after a project is funded in order to be successful?
  - 2.1. How projects can adapt to a demand that is higher than expected?

## **Literature Review**

### Crowdfunding

#### Introduction to Crowdfunding

This term, as well as the use of it, has been growing significantly since the nineties. Originally, this practice was mostly used for fundraising for artistic and creative projects such as music albums or movies. Currently, thanks to the rapid growth of the Internet and to the availability of

several online crowdfunding platforms this practice now encompasses a broader range of activities, from small charities to large and innovative business projects (Cox & Nguyen, 2018).

As defined by the Oxford Dictionary (n.d.): crowdfunding is “the practice of funding a project or venture by raising many small amounts of money from a large number of people, typically via the Internet”. However, as Mollick (2014) discusses this is a very narrow definition. The practice of crowdfunding involves many different concepts starting from micro-financing, peer-to-peer lending and crowdsourcing. He states that:

Crowdfunding refers to the efforts by entrepreneurial individuals and groups – cultural, social and for-profit – to fund their ventures by drawing on relatively small contributions from a relatively large number of individuals using the internet, without the standard financial intermediaries (p. 2)

In his definition, Mollick mentions an important characteristic of crowdfunding: its lack of standard financial intermediaries. This is one of the main reasons why crowdfunding has been gaining popularity in the entrepreneurship atmosphere (Agrawal, Catalini & Goldfarb, 2014; Cox & Nguyen, 2018).

#### Crowdfunding as a financial tool

Many new firms face difficulties in acquiring funds during the initial stages, being through bank loans or external investing, because these entrepreneurial ventures can struggle to present sufficient value to convince institutions or financial investors. Credit institutions or banks usually require for the business itself or the business owner to have some of type of asset that can be

used as collateral, financial details of the business as well as all the individual's personal finances involved in the venture, information on the business' accounts receivable and payable and lastly a business plan (Berry, 2017; Burns, 2016). All of these requirements are meant to reduce the risk of the lender and securing the possibility of profit for the nascent business.

Founders of new projects and ventures that cannot comply with one or some of these requirements have started to look at crowdfunding as a source of finance. Entrepreneurs can use this financing tool to support their business development in an approach that is more appealing to the crowd instead of specialized investors or institutions. In some ways, using crowdfunding is a safer approach for funding given there is no need for collateral and it gives the founders the benefit of privacy (Belleflame, Lambert & Schwienbacher, 2014).

### Types of Crowdfunding

As presented by García de León and Garibay Ayala (2016) crowdfunding can be split in four categories depending on the nature of the “exchange” that is offered to funders by founders:

#### *Donation-based*

With a self-explanatory title, this type of crowdfunding is used mostly by individuals and organizations of civil societies to fund social projects. Usually, the funders do not receive a tangible benefit in exchange of their donation, instead the founders offer detailed information, updates and results of the funded project.

### *Lending-based*

This model meets the requirements of individuals looking for loans through crowdfunding platforms at slightly higher than usual rates to be paid back in a specific timeframe. The risk on these loans is higher given that there are no standard intermediaries. The loaners offer key information regarding the business venture and what the funds will be used for. This model is almost identical to peer-to-peer lending.

### *Equity-based:*

In this type of crowdfunding the founders offer in exchange of funding shares of their company or a percentage of the profits yielded after a set timeframe. This specific practice can be compared to angel investment and venture capital, since the funders act like seed investors, the profits or shares that are yielded are relative to how much is pledged per individual in the campaign.

### *Reward-based*

This type of crowdfunding is widely used internationally given there are several online platforms with worldwide coverage and it is ideal for founders that are developing a product. This crowdfunding category is mostly used in the business-to-customer spectrum and is a similar version of what is known and still used by some companies as pre-ordering (Mollick, 2014, Belleflame et al., 2014). The founders of these type of campaigns will offer a lower-than-expected-market price for the product(s) they are creating in order to secure clients and receive funding to finalize their project.

### Kickstarter as a Platform

Kickstarter is an online crowdfunding platform that allows only for creative reward-based campaigns. The platform divides the campaigns in 15 categories (arts, comics, crafts, dance, design, fashion, film and video, food, games, journalism, music, photography, publishing, technology and theater). In 2015, Kickstarter pledged over US\$1,000 per minute and gained its position as the most-trafficked crowdfunding platform with over 30 million visits per month. It is a for-profit company that makes its earning by charging commission on successfully funded projects. The platform itself offers a brief “creator’s handbook” with some tips and recommendation for founders (Kickstarter, 2018c)

### Requirements

To start a project, you need to select which category your project is part of, enter a brief description, select the country (only 22 countries are eligible) the project is based on, confirm that you 1) are at least of 18 years of age, 2) can verify a bank account and a government-issued ID and 3) have a debit or credit card. After providing the platform with this information the website will take you to the project overview which includes the following:

### *Basics*

This section includes the image, title, description, category and location of the project and most importantly the funding duration and goal. The maximum duration that is allowed is 60 days, however Kickstarter recommends 30 days or less, the duration is not adjustable after the project launches. The funding goal is the minimum amount of money that the project needs to achieve in order to deliver. Kickstarter (2018a) states that:

Funding on Kickstarter is all-or-nothing. It's okay to raise more than your goal, but if your goal isn't met, no money will be collected. Your goal should reflect the minimum amount of funds you need to complete your project and send out rewards and include a buffer for payments processing fees.

If your project is successfully funded, the following fees will be collected from your funding total: Kickstarter's 5% fee, and payment processing fees (between 3% and 5%). If funding isn't successful, there are no fees.

### *Rewards*

Here is where the project specifies what will be given to the backers in exchange of their pledges. One project can have several rewards, and not all of them need to be tangible, usually for small pledges the projects offer a personalized thank you note by the founder or a mention on the project's website and for larger pledges the product itself or a bundle of the products. Each reward needs a pledge amount (price), a description of the item(s), an estimated delivery time, shipping details (no shipment involved for electronic and non-tangible items, ships only to certain countries and available to ship worldwide) and has the opportunity to limit availability.

### *Story*

This platform is based on story-telling marketing and this is the section where all the marketing tools should be placed. It is recommended by the platform to add a video and a prototype gallery to enhance the storytelling and properly share the project's value proposition.

### *About you*

This section is for the founder's personal profile, Kickstarter recommends using it as your "creative resume" including your biography, any websites or links to previous projects or social media accounts. Lastly, the platform allows you to place here the Google Analytics code for you to monitor your visitors, engagement rate, etc.

### Stages Overview

A crowdfunding project can be divided in three stages or phases: pre-campaign, campaign and post-campaign. In each of these phases there are several key actions to be considered in order to better the probabilities of success of a project. In theory, the pre-campaign stage entails most of the planning, ideally here is where the founders should do research, outreach and build a community of potential customers (marketing strategies) and most importantly create a business plan including details on a variable production as well as all the logistics that would be required, this will be discussed in detail in the following concept. In the campaign stage the founders should focus on implementing the marketing strategies that were developed during the pre-campaign stage in order to achieve wide coverage, maintain interest from the community and of course, reach the set funding goal. Lastly, in the post-campaign stage, the founders' key activity will be fulfillment, i.e. the delivery of promised rewards by the defined estimated delivery date during the pre-campaign stage, the activities within the stage focus mostly on production, data collection (backers' information) and logistics (Mollick, 2014; Belleflame et al., 2014; Cox & Nguyen, 2018; Kaartemo, 2017).

## Planning for New Businesses

### Introduction

Planning for business is a concept that entails several actions within. As a general definition Robbins and Coulter (2012) state that “planning involves defining the organization’s goals, establishing strategies for achieving those goals, and developing plans to integrate and coordinate work activities” (p. 232). Emulating this definition and applying it to the crowdfunding stages this should be considered in the pre-campaign stage of a crowdfunding project. In other words, the pre-campaign or planning stage can be organized in three steps: 1) Defining the project’s goals, what does it aim to achieve, 2) Create strategies to achieve those goals and 3) Develop plans to put those strategies in motion. One of the most recommended approaches to develop plans is the building of a business model (Boudreau, 2017; Burns, 2016; Cosenz & Noto, 2018).

### Building a Business Model

The founder or founders of a project begin their venture with an idea. In the first stages, presumably, all founders’ goals should be quite similar: 1) make their idea a reality 2) make their idea profitable. Once the idea is generated, the creator(s) of the project should focus on the development of a business model in order to effectively plan to achieve their goals.

Burns (2016) states that:

A business model is the plan for how a business competes, uses its resources, structures its relationships, communicates with customers, creates value and generates profit [...]

Similar to the ‘Business Model Canvas’, The New Venture Creating Framework mirrors

an approach for small businesses. The business model within this framework comprises the following elements: Market segments and value proposition, marketing strategy, operations plan, risk and strategic options, resources available and resources needed and a financial plan. (p. 147)

### Market Segments, Value Proposition and Marketing Strategy

After defining the business idea or the product that founders want to bring to the market it is needed to identify who could be interested in the product, this different groups of clienteles are called market segments (Cosenz & Noto, 2018). These can be categorized by geographic region, age, gender, interest, etc. The value proposition is created by presenting the benefit your business idea or product will offer to their consumers. Lastly, the marketing strategy is how you will reach your desired clientele (market segment) and communicate them your value proposition. (Burns, 2016)

### Operations Plan, Risk and Strategic Options

An operations plan entails the key activities that a business needs to implement in order to deliver its value proposition. These key activities differ amongst industries and specific businesses. These can range from legal requirements, taxation, payroll, manufacturing, operating, logistics issues, etc. (Burns, 2016).

Burns (2016) explains:

When the business entails selling an innovative product, you will need to at least have a working prototype before trying to get finance, and you certainly need to have a refined prototype and be able to deliver the product in the required volumes before you go to

market. However, you do not necessarily need to manufacture or even assemble the final product, [...] pre-launch activities have implications for future operations. (p. 245 – 246)

When planning to create a new business all possible circumstances need to be considered and accounted for, which is why risk and strategic options are one of the key elements of a business model. Starting with identifying the critical success factors that underpin the operations of the business and the different ways of taking action under changing circumstances, these are called strategic options and can be planned after assessing possible risks in the venture (Burns, 2018: Cosenz & Noto, 2018). Lastly, you must consider all resources that are needed to launch your business, this includes human, intellectual, physical and financial.

#### Resources Needed and Financial Plan

Once the key activities that are considered in the operational plan have been identified, the next step is developing a financial plan that include costs for the resources that are needed in order to achieve the identified activities throughout the company and forecast how the business will generate profit and how it will be used. Identifying resources, accounting for costs and forecasting profit can be the formula for correctly pricing your product and a key decision maker for operational activities and the creation of strategic options (Agrawal et al., 2014; Boudreau, 2017; Burns, 2016).

A financial plan includes all the quantified, developed and calculated information of each key activity corresponding to all areas in the company. This plan should include short, medium and long-term perspectives and its main goal is to establish the company and forecast possible results. This information allows the project founder(s) to assess if the project is capable of

meeting expectations, especially those related to envisioned liquidity and profitability. The successful development of this plan can facilitate the decision-making process to establish and manage the company as well as calculating growth at a sustainable and constant rate (Titman, Keown & Martin, 2018). A simplified approach to the building process of this plan is presented in five stages:

#### *Analyzing*

Analyze the current reality of the company and the direction it wants to take to reach a specific goal. That is, developing the financial statements and projecting them. In this step, it is essential that the expected future profits are defined, as well as the financial ratios, including leverage, liquidity and profitability.

#### *Determining*

Determine the necessary funds based on the capital that the company will need in a specific timeframe (usually five years). The key activities need to be contemplated in this stage and this is where most of the information is calculated, quantified and developed.

#### *Forecasting*

Forecast the availability of capital during different periods of time in the company, acknowledging and analyzing all possible outcomes, and detailing possible sources of financing for the project.

#### *Control*

Develop a control system to properly allocate resources that are needed as well as verifying over time if these are being used correctly. The successful implementation of a control system can also help minimize waste during different stages of the project.

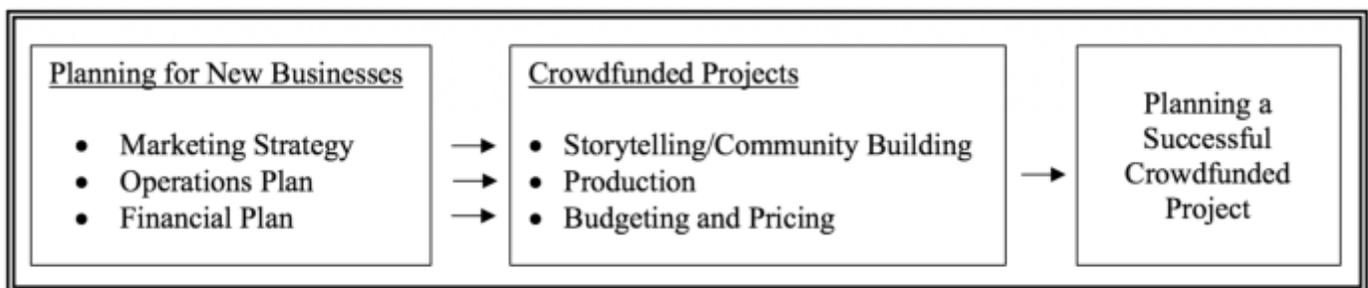
### *Risk Assessment*

All business ventures are subject to multiple external factors that may deviate the initial financial direction. Strategic options should be considered in this stage in order to have alternative solutions available, in case unexpected situations arise that differ from proposed assumptions.

When building a business model all stages need to be taken into consideration, there is no one specific order to build one since as more aspects are considered and evaluated, modifications may need to be made to the previously developed aspects of the models. Building a business model is a cycle and all factors entailing it should be re-visited at the end of each stage (Burns, 2014; Titman et al., 2018).

### Conceptual Framework

After an overview of crowd funded projects and a general understanding of what planning for a new business entails, we can create key connections between both terms and adapt them.



At the marketing stage it is recommended, when using a crowdfunding platform, (Belleflame et al., 2014; Kraus, Richter, Brem, Cheng & Chang, 2016; Kickstarter, 2018a; Mollick, 2014; 2018) to use a storytelling approach by presenting your product, as well as yourself by using

videos including how the idea was born, how it was developed and why you want to bring it to the market. Afterwards, to reach your possible clients what is suggested is to build a community around your idea targeting your identified client segments; this can be done through social media platforms such as Facebook, Twitter, Instagram, etc. These platforms offer tools to simply outreach to your desired market segments using the previously identified criteria. Experts suggest to start building a community before the campaign is launched, giving your project enough time to reach the expected exposure (Allison, David, Webb & Short, 2017).

The operations plan, or the production/manufacturing stage of a crowdfunded project should take in consideration what Burns (2016, p. 245) clearly states: when a project entails selling an innovative product, at least a working prototype is needed when looking for finance and the project should be ready to deliver the product in the required amounts before going to market. When discussing of crowdfunded projects, the line that Burns locates between looking for finance and going to market disappear as when using a crowdfunding platform entails both. All projects should have a working prototype and be prepared to produce at least the planned number of products before launching a campaign. It is also important to consider a flexible production plan that could also accommodate larger demands, this can be done by creating partnerships with key suppliers or considering outsourcing as a strategic option. Burns (2014) also mention that pre-launch activities have implications for future operations, in a crowdfunded project, the implications will be surface as quickly as the campaign ends and the estimated delivery date arrives.

Lastly, it is important to consider all resources that will be needed in order to bring the product to the project backers and account for all costs. This has to include, all production, logistics and marketing costs. This can be done as explained in the resources and financial plan section just adapting each phase to the specific requirements and goals of each project. It is also key to highlight that in this step is where the campaign funding goal must be set as well as the pricing of the product. It and can be speculated that if the plan is developed correctly prior to the launching of the campaign the project can better its probabilities at succeeding.

### Conclusion

After the development of the conceptual framework and critically reviewing the information on both, crowdfunding and planning for new businesses concepts. We can start to answer the first research question of this paper by allocating the main business aspects that are part of the planning of a crowdfunded project. It is indisputable that any crowdfunded project should be considered as a business as well and all aspects should be considered. These aspects are highlighted, adapted and developed finally in the conceptual framework section and will also guide the research approach and data selection of this paper.

## **Research Approach**

### Research Strategy

Following an inductive research (Sekaran & Bougie, 2016), the generation of new conclusions emerging from existing data is the approach that will be taken, hence it will be focused on

archival research of secondary data. As well this will be a qualitative study and not quantitative, meaning that the focus will be only on five projects and their specifics rather than an overall study looking for statistics and trends across the whole platform.

### Secondary Data Collection

This research aims to study existing cases of past successfully funded crowdfunded projects and analyze the factors that helped them to successfully deliver the promised rewards or the main faults that prevented them to do so. The research questions will be used to help narrow the scope of the study so it is easier to find key factors for the projects and their consequences.

### Benefits and Disadvantages

Since Crowdfunding has been growing in popularity and is now considered as an alternative tool for financing (Agrawal et al., 2014) this topic has been trending amongst professionals and there is a lot of current information available regarding the generalities of the projects and the know-how for them, this can be accounted as one of the main benefits for following this type of research.

On the other hand, its main disadvantage is that since this research will be focusing on secondary data, mainly on blogs, business magazines and news, the information may not be absolutely accurate and could be biased by the writer. As well, since not all of these projects turned into a company, further details into their planning and story may not be available. Regardless of these points the research aims to be completely objective and considerate of the aforementioned benefits and disadvantages.

### Secondary Data Collection Approach

This research will be focusing on five different projects, all of them used Kickstarter as their crowdfunding platform and all of them reached (and surpassed) their crowdfunding goal. What will be analyzed are the steps that were taken before and after that affected the implementation of plans to successfully deliver (or not deliver) the finished product to the project's backers.

Given the nature of these projects the main sources of data that will be used are business magazines, online magazines and news as well as blogs conducted either by someone that was part of the project or an expert in the subject.

## **Data Collection and Analysis**

### Data Collection Procedure

Following a convenience sampling procedure (Sekaran & Bougie, 2016) the data collected was chosen given the availability of information and according to some basic characteristics. The five different projects that were selected all comply with the following criteria: 1) used Kickstarter as their crowdfunding platform, 2) met or surpassed their funding goal, 3) the project had been discussed in other platforms.

### Dataset and Sample Considerations

For the business practices and planning aspects to be comparable throughout case studies, I decided to narrow the scope to projects that were looking to bring an innovative product to the market, which could need further considerations into production, operation and logistics so their

actions can be comparable. As well, as mentioned on the introduction, this research will be focusing only on reward-based crowdfunding projects so the “delivery” (fulfillment) of projects can be comparable. Lastly, this research will only take in consideration projects that were successfully funded so the outcomes can be studied, given that when a project does not meet their funding goal, it does not receive any money that could have pledged under their goal giving a full stop to the projects.

### Selected Cases Characteristics

As mentioned on the literature review, Kickstarter is an online crowdfunding platform that allows only for creative reward-based campaigns. This means all projects followed a reward-based campaign offering a product in exchange of the funding pledged by backers. Five projects were selected, two completed fulfillment successfully, one is still in the means of doing so (after almost four years of its crowdfunding campaign launch date) and two have filed for bankruptcy. The cases were selected because of a) their success in their campaign and after, still a running company or b) the project was highly discussed due to controversial outcomes. A brief introduction of the five selected projects follows:

#### Bragi

Bragi is a German company headquartered in Munich, it was founded in 2013 by Nickolaj Hvjid. It designs, develops and sells wireless smart earphones. In 2014, after completing a feasibility study the company decided to start a crowdfunding campaign to obtain additional financing to start manufacturing The Dash, its product. Their funding goal was met in less than 48 hours. By the time their campaign ended they have received pledges accounting for a total of 15,329 orders of the product. The exposure during their crowdfunding campaign also helped attract investment

from other sources and by 2015 Bragi reached an additional US\$22 million. It has since introduced a second product and still successfully operating (Bragi, 2018; Kickstarter, 2018e; Martins, 2018; O’Kane, 2016).

#### CST-01 Watch

Central Standard Timing was founded in 2012 by Dave Vondle in Chicago, U.S.A. Its main product CST-01, aimed to be the world’s thinnest watch bringing to the market a 0.80mm flexible wristwatch with an E-Ink display housed in a single piece of stainless steel. After facing several manufacturing challenges, a year after its expected delivery date, the company released its final apology letter to the project’s backers and declared bankruptcy in May 2015 (Kastrenakes, 2015; Kickstarter, 2018f; Lazzaro, 2015; Roston, 2016).

#### Coollest Cooler

The Coolest Cooler, a cooler with a built-in blender, Bluetooth speakers, USB charger and LED light amongst other features, was first launched by Ryan Grepper in November 2013 but did not meet its crowdfunding goal failing to secure any funding. A second campaign was launched on July 2014, which was a huge success, surpassing its fundraising goal by over 250%. After facing some manufacturing problems, the project made its first shipment in July 2015 to only 300 of the backers. The company then made a statement that they have failed in calculating the price of the cooler and asked for extra payment from the backers to get their cooler expedited. At the same time, Grepper started using amazon to sell the product to new customers, disregarding the long waiting list it had already. As of May 2018, around 40,000 coolers have been delivered to the project’s backers and there is still 20,000 missing. In the last update posted in their Kickstarter campaign page the now promised due date is June 25th, 2018, same ‘guaranteed ship date’ stated

on their website (Coolest Cooler, 2018; Jeffries, 2014; Kickstarter, 2018h; Koebler, 2016; Smith, 2016).

### Rockwell Razors

Rockwell Razors funded in Toronto, Canada in 2014 launched its first crowdfunded campaign in September of the same year offering an alternative to cartridge razors. Implementing a sleek design for a safety razor, the campaign successfully funded their project and delivered. Since then it has launched two more campaigns to fund the manufacturing of new models and now, also offers personal-care products in their website (Everard, 2017; Everard & Rockwell Razors, 2016; Kickstarter, 2018g; Rockwell Razors, 2018).

### Zano

Torquing Group was established in 2011, uniting their robotics and technology branches. In October 2014 its crowdfunding campaign was launched for Zano, a Nano drone for aerial photography and HD video capturing. With an estimated delivery date on June 2015 the project faced several difficulties in manufacturing causing delays in fulfillment; however, the backers were kept continuously updated. In September, 600 drones were delivered to backers.

Unfortunately, these failed to function as promised, the drone would barely fly. In October 15<sup>th</sup> an update was posted In the Kickstarter campaign page offering a detailed explanation for the delays as well as their processes and a shipping timeline starting on November and giving an expected date to complete fulfillment by February 2016. Just one month after the shipment dates were updated, on November 18<sup>th</sup> the project released an official statement and was declared insolvent (Cellan-Jones, 2016; Harris, 2016; Kickstarter, 2018i; Mills, 2015; Reisinger, 2015).

## Data Analysis Technique

Following a content analysis method, the selected data will be analyzed by interpreting and coding textual material found in the sources available (Sekaran & Bougie, 2016). Relevant quotes will be discussed, interpreted and compared in order to find further main faults and key success factors within the presented projects.

## Data Analysis

<b>Project</b>	<b>Planned Production</b>	<b>Total Orders</b>	<b>Delivery Timeframe</b>	<b>Delivery Date</b>
Bragi	1,000	15,329	8 months (February-October 2014)	March 2015 (6 months delay)
CST-01 Watch	1,000	7,245	2 months (January-March 2013)	Filed for bankruptcy May 2015
Coolest Cooler	300	61,120	7 months (July 2014-February 2015)	300 delivered by July 2015*
Rockwell Razors	1,000	3,423	2 months (Sept. 2014 – Nov. 2014)	January 2015 (2 months delay)
Zano	750	12,380	7 months (November 2014 – June 2015)	Filed for bankruptcy November 2015

\*As of May 2018, 20,000 are yet to be delivered. (Table 1)

The characteristics that are shown in the table are defined as following:

Planned Production: To easily compare the data across the projects, the focus is on the number of products instead of the amount of money that was raised by them, thus the number of

products is shown. The number shown here is the number of products the project was expecting to receive as orders when reaching their funding goal.

Total Orders: This number shows the actual amount of orders that will need to be fulfilled by the project after it surpassed its funding goal and the number of people that were affected in the unsuccessful cases.

Delivery Timeframe: The dates that are shown here focus on the amount of time the project had after their campaign ended until the expected delivery date.

Delivery Date: This date shows when the project completed fulfillment if it did so or when it made its official bankruptcy statement.

The planned production vs. total orders number will show how much their production demand increased due to the campaign. The larger the differences in these numbers are the higher is the change in the project's original production plan. Secondly, the delivery timeframe refers to the amount of time each project had to produce the products, this is assuming that the project had a working prototype before the launching of the crowdfunding campaign and had only need to focus on the manufacture/production of the product during this timeframe. Lastly the delivery date, or statement of bankruptcy date is shown to easily identify the successful projects and those who failed to deliver altogether as well as to pinpoint delays in the successful projects.

### Increased Product Demand

Looking to identify and rank the importance of this aspect the projects are ranked from the biggest increase to the lowest increase: Coolest Cooler (200x), Zano (16x), Bragi (15x), CST01

Watch (7x) and Rockwell Razors (3x). We can begin assuming that the increased product demand is one of the possible factors in delaying (and not completing fulfillment as yet or at all).

### Delivery Timeframe

Along with the demand, the timeframe that projects planned for are ranked from longest to shortest: Bragi (8 months), Zano (7 months), Coolest (7 months), CST01 Watch (2 months) and Rockwell Razors (2 months).

### Challenges Faced

The challenges faced by each project were identified using content analysis on the different articles that were selected per case and are summarized as follows:

#### *Bragi*

The project's crowdfunding campaign was a huge success, making them surpass their original goal and putting pressure in their production now having to produce fifteen times more than expected. Because of this, a bottleneck effect occurred in production; however, that was not the only problem. Some consumers found issues with the product itself and not all expected features were working properly. Hvjid, accounts their 'minor' delay only to the bottleneck and assures that the feasibility report that was conducted for their product alongside the community that was build were the key factors for the success in the project. (Bragi, 2018; Kickstarter, 2018e; Martins, 2018; O'Kane, 2016)

### *CST-01 Watch*

After successfully surpassing its fundraising goal, CST-01 kept the backers informed and recognized that they were facing several production issues, since the e-ink that they expected to could not be unified with the bracelet as it was planned for. After two years of continuous updates and detailed information regarding manufacturing details, CST released a final apology letter along with their bankruptcy filament leaving all project backers without a refund or reward. (Kastrenakes, 2015; Kickstarter, 2018f; Lazzaro, 2015; Roston, 2016).

### *Cooler Cooler*

This crowdfunded project failed the first time it launched its campaign, the project founder attributes this to the timing of it. The second time around, the coolest cooler, surpassed their funding goal and received orders two hundred times the expected amount. Since the ending of the campaign the project stated problems with the manufacturing of the product and incorrect pricing of it. The project founders have been delivering at a slow but consistent rate to backers, however, as of May, 2018 over 20,000 coolers are yet to be delivered. The project took some interesting actions in order to reach fulfillment such as selling the product at 'market price' directly through amazon and asking backer for an extra US\$97 in order to expedite their shipment. This has been a broadly discussed project amongst professionals and consumers, however very little unbiased information regarding the product manufacturing has been released. Surprisingly, the company is still receiving orders for the cooler and now has a 'guaranteed delivery date' for June 35<sup>th</sup>, 2018. (Coolest Cooler, 2018; Jeffries, 2014; Kickstarter, 2018h; Koebler, 2016; Smith, 2016).

### *Rockwell Razors*

Being an innovative but not technological product, Rockwell Razors faced less challenges in manufacturing, regardless, Everard, stresses how he, as a founder, struggled to find appropriate

partnerships for supplier, assembling and logistics in order to deliver the actual amount of orders placed after surpassing his funding goal. Him and his co-founder had no experience in manufacturing and decided to partner with a manufacturing factory and leave logistics to 3PL facility, after a small delay the products were shipped, however the project received innumerable complaints regarding the quality of the product. The founders admit that fully trusting a manufacturing factory that has never even been visited was their biggest mistake, just a after receiving all product returns, the project founders managed quality control in person ensuring that the product was manufactured as planned to deliver the quality that was promised. After the second batch of their now quality-controlled product was shipped, backer sentiment started to grow happier. Since then they have grown their project into a successful company that offers 1 different razor models and personal-care products (Everard, 2017: Everard & Rockwell Razors, 2016; Kickstarter, 2018g; Rockwell Razors, 2018).

### *Zano*

A major failure overall, this project surpassed its goal and had over twelve thousand standing orders to be delivered within seven months. BBC's Cellan-Jones visited the manufacturing factory six months after the campaign had ended. The prototype that they had at that time was still not functioning, could only fly for a few minutes, not responsive to commands and delivering very poor-quality video. Reedman, the project's founder, assured that the problems would be resolved later with software upgrades and that its main priority was to start delivering the device. Only 600 drones were delivered and none of these were fully functional experiencing the same issues that Cellan-Jones had described. After losing one of the project founders and have released final shipment dates for fulfillment, in November 2015, the company filed for bankruptcy and published a very broad and un-explanatory breakdown of its expenditure. In their

apology letter it was stated that their prototype had not been fully functional before the launch of the campaign which caused unexpected expenditure in product development. Over twelve-thousand backers were left empty-handed. (Cellan-Jones, 2016; Harris, 2016; Kickstarter, 2018i; Mills, 2015; Reisinger, 2015)

### Limitations

Even if convenience sampling is considered to be perhaps the best way of acquiring information quickly and efficiently when following a qualitative study (Sekaran & Bougie, 2016) possible limitations need to be considered. When following this sampling approach and content analysis technique information may always be biased, this includes possible viewpoints that may not be fully objective from the authors of the sources as well as from the researcher, giving the research inaccurate results and a possibility of overlooking information that may have not been alluded to. When following a qualitative research study it is also important to avoid making generalizations, acknowledging the size of the dataset and recognizing that results are limited to only the information that was selected, analyzed and discussed. During the analysis of the data possible viewpoints were considered and interpreted in the collected information in order to present the most objective frame of reference in this study.

## Discussion and Conclusion

### Discussion

This research aims to identify key success practices that led projects to deliver successfully and the main faults and causes behind projects that were not able to. After selecting and analyzing the data of the selected projects, criteria was selected and is showed in Table 1, these are considered as possible factors for delays or not delivering. In the data analysis three main factors were analyzed: Increased product demand, delivery timeframe and main challenges.

It was assumed there would be a relation between the selected criteria and the success of the project, but it did not apply in all cases. The top two projects in increased demand production: the Coolest Cooler and Zano were both (partly) unsuccessful in delivering to the projects backers. Findings were counterintuitive given that the reason behind the delays that these products faced were not entirely related to the increased amount of demand or the timeframe that was given, but it connects directly to manufacturing problems and issues with product development.

Third on the ranking is Bragi, who received orders fifteen-times larger than expected, this project did suffer a small delay, however fulfillment was completed only six months after the promised date. Bragi's founder attributes this to the completion of the feasibility report prior to the launching of the campaign reducing any further development in the product.

The CST-01 watch issues were completely unrelated to the demand or timeframe for production given that the project never had a working prototype and, in the end, it could not be assembled.

Lastly, Rockwell Razors' project had the smallest increased demand in production of the dataset as well as the shortest timeframe to deliver. This project was the one that delivered with the smallest delay; however, it still faced several manufacturing issues.

### Revisiting the Research Objectives and Questions

The main differences between a standard business model and a business model for a crowdfunded project were identified. First, the marketing strategy should involve storytelling and community-building for the pre-campaign and campaign stages, given the nature of the platform, the usage of social media as a tool for marketing and maximizing exposure is encouraged by professionals (Allison et al., 2017). The second main difference lays in the operations and financial plans given that the forecasted amount of production can be variable, which is why Everard (2016) strongly recommends to create key partnerships with trusted suppliers and manufactures as well as overlooking and implementing the quality control from as close as possible. One other option that is rarely considered could be also sticking to a forecasted operations and financial plan and limit the rewards available in the project's campaign. This action may lead to a smaller amount of funds raised; however, it could also help reduce uncertainty. Project founders could also consider offer lower-priced rewards as 'memberships' for backers to get early access to the product after the campaign's fulfillment is completed. Across all cases the constant challenge involved manufacturing issues, the less affected project by this was the Bragi project. Hvijs, Bragi's founder strongly recommends to peers that might be interested in following his steps to follow a feasibility study before launching a campaign (Martins, 2018).

### Conclusions and Practical Implications

The three key findings aforementioned in this study could be implemented as practices amongst professionals seeking to crowdfund a project (or just bring an innovative product into market).

The findings in this study can also help further the research on how planning can increase the probabilities of success for businesses (e.g. Chwolka & Raith, 2012; Osiyeyskyy, Costa & Madill, 2016).

It might seem obvious; however it is important to highlight that a crowdfunded project is still a business, hence all aspects of a business model should be considered when it comes to building one and preparing before entering the market. As Burns (2016) suggest, when dealing with a technologic or innovative product the company must have at least a working prototype and should be ready for production before entering the market. Regardless of the financing tool that is chosen per venture this needs to be considered for all of them.

### Limitations and Suggestions for Future Suggestions

This study focused on only five projects that were somewhat similar, its findings may be used by professionals as general recommendations. However, a larger study could offer broader insights, confirm conclusions and provide new findings in a broader scale. Empirical studies (Mollick, 2015) focusing on the backers, have been done bringing to light interesting findings. Possibly something similar could be done with crowdfunding platforms focusing on projects founders instead in order to look for empirical data to confirm or create new conclusions.

## References

- Agrawal, A., Catalini, C., & Goldfarb, A. (2014). Some Simple Economics of Crowdfunding. *Innovation Policy and the Economy*, 14, 63-97. doi:10.3386/w19133
- Allison, T. H., Davis, B. C., Webb, J. W., & Short, J. C. (2017). Persuasion in crowdfunding: An elaboration likelihood model of crowdfunding performance. *Journal of Business Venturing*, 32(6), 707-725. doi:10.1016/j.jbusvent.2017.09.002
- Barnett, C. (2015). Trends Show Crowdfunding To Surpass VC In 2016. Retrieved June 4, 2018, from <https://www.forbes.com/sites/chancebarnett/2015/06/09/trends-show-crowdfunding-to-surpass-vc-in-2016/#7901d5064547>
- Belleflamme, P., Lambert, T., & Schwienbacher, A. (2014). Crowdfunding: Tapping the Right Crowd. *Journal of Business Venturing*, 29(5), 585-609. doi:10.2139/ssrn.1836873
- Berry, T. (2017, May 12). 10 Things the Bank Will Ask When You Need a Business Loan. Retrieved June 4, 2018, from <https://articles.bplans.com/10-things-the-bank-will-ask-when-you-need-a-business-loan/>
- Bragi. (2018). Team Bragi. Retrieved June 4, 2018, from <https://teambragi.bragi.com/>
- Boudreau, K. J. (2017, October 17). A Short Guide to Strategy for Entrepreneurs. Retrieved June 4, 2018, from <https://hbr.org/2017/10/a-short-guide-to-strategy-for-entrepreneurs>
- Burns, P. (2014). *New venture creation: A framework for entrepreneurial start-ups*. Houndmills, Basingstoke: Palgrave Macmillan.
- Burns, P. (2016). *Entrepreneurship and small business: Start-up, growth and maturity*(4th ed.). New York: Palgrave Macmillan.
- Cellan-Jones, R. (2016, January 20). Zano: The rise and fall of Kickstarter's mini-drone. Retrieved May 1, 2018, from <http://www.bbc.com/news/technology-35356147>
- Chwolka, A., & Raith, M. G. (2012). The value of business planning before start-up — A decision-theoretical perspective. *Journal of Business Venturing*, 27(3), 385-399. doi:10.1016/j.jbusvent.2011.01.002

- Coollest Cooler. (2018). Coolest Cooler Blender. Retrieved June 4, 2018, from <https://coolest.com/products/coolest-cooler-blender>
- Cosenz, F., & Noto, G. (2018). A dynamic business modelling approach to design and experiment new business venture strategies. *Long Range Planning*, 51(1), 127-140. doi:10.1016/j.lrp.2017.07.001
- Cox, J., & Nguyen, T. (2018). Does the crowd mean business? An analysis of rewards-based crowdfunding as a source of finance for start-ups and small businesses. *Journal of Small Business and Enterprise Development*, 25(1), 147-162. doi:10.1108/jsbed-05-2017-0165
- Everard, G. (2017, January 20). How to fail at Kickstarter - even if you get funded. Retrieved May 1, 2018, from <https://techcrunch.com/2017/01/20/how-to-fail-at-kickstarter-even-if-you-get-funded/>
- Everard, G., & Rockwell Razors. (2016, March 13). How my Kickstarter blew up my life. Retrieved May 1, 2018, from <https://venturebeat.com/2016/03/13/how-my-kickstarter-blew-up-my-life/>
- García de León, S., & Garibay Ayala, R. (2016). Financiamiento alternativo: Crowdfunding para pequeños y medianos proyectos empresariales e iniciativas sociales. *Hospitalidad ESDAI*, 29, 35-52.
- Harris, M. (2016, January 18). How Zano Raised Millions on Kickstarter and Left Most Backers with Nothing. Retrieved May 1, 2018, from <https://medium.com/kickstarter/how-zano-raised-millions-on-kickstarter-and-left-backers-with-nearly-nothing-85c0abe4a6cb>
- Jeffries, A. (2014, August 27). The biggest Kickstarter ever failed the first time around. Retrieved June 4, 2018, from <https://www.theverge.com/2014/8/27/6074101/the-biggest-kickstarter-ever-failed-the-first-time-around>
- Kaartemo, V. (2017). The Elements of a Successful Crowdfunding Campaign: A Systematic Literature Review of Crowdfunding Performance. *International Review of Entrepreneurship*, 15(3).
- Kastrenakes, J. (2015, June 22). After raising \$1 million, the super-thin CST-01 watch won't make it to Kickstarter backers. Retrieved June 4, 2018, from <https://www.theverge.com/2015/6/22/8823061/cst-01-kickstarter-fails-production-stopping>

- Kickstarter. (2018a). Creator questions. Retrieved June 4, 2018, from <https://help.kickstarter.com/hc/en-us/categories/115000492154-Creator-questions>
- Kickstarter. (2018b). Stats. Retrieved June 4, 2018, from <https://www.kickstarter.com/help/stats?ref=global-footer>
- Kickstarter. (2018c). Our mission is to help bring creative projects to life. Retrieved June 4, 2018, from <https://www.kickstarter.com/about?ref=global-footer>
- Kickstarter. (2018d). The Kickstarter Fulfillment Report. Retrieved June 4, 2018, from <https://www.kickstarter.com/fulfillment>
- Kickstarter. (2018e). The Dash – How it works. Retrieved June 4, 2018, from <https://www.kickstarter.com/projects/hellobragi/the-dash-wireless-smart-in-ear-headphones/description>
- Kickstarter. (2018f). CST-01: The World's Thinnest Watch. Retrieved June 4, 2018, from [https://www.kickstarter.com/projects/1655017763/cst-01-the-worlds-thinnest-watch?ref=nav\\_search&result=project&term=cst](https://www.kickstarter.com/projects/1655017763/cst-01-the-worlds-thinnest-watch?ref=nav_search&result=project&term=cst)
- Kickstarter (2018g). Retrieved May 1, 2018, from <https://www.kickstarter.com/projects/rockwellrazors/rockwell-razors-shaving-reinvented>
- Kickstarter. (2018h). The Coolest Cooler. Retrieved June 4, 2018, from <https://www.kickstarter.com/projects/ryangrepper/coolest-cooler-21st-century-cooler-thats-actually/updates>
- Kickstarter (2018i) Retrieved May 1, 2018, from [https://www.kickstarter.com/projects/torquing/zano-autonomous-intelligent-swarming-nano-drone?ref=nav\\_search&result=project&term=zano](https://www.kickstarter.com/projects/torquing/zano-autonomous-intelligent-swarming-nano-drone?ref=nav_search&result=project&term=zano)
- Koebler, J. (2016, April 13). Kickstarter's Biggest Shitshow Somehow Got Even Messier. Retrieved June 4, 2018, from <http://motherboard.vice.com/read/a-very-uncool-cooler>
- Kraus, S., Richter, C., Brem, A., Cheng, C., & Chang, M. (2016). Strategies for reward-based crowdfunding campaigns. *Journal of Innovation & Knowledge*, 1(1), 13-23. doi:10.1016/j.jik.2016.01.010

- Lazzaro, S. (2015, April 28). Did the Creators of a \$1M Kickstarter Botch Production or Blow the Cash on Mojitos? Retrieved June 4, 2018, from <http://observer.com/2015/04/did-the-creators-of-a-1m-kickstarter-botch-production-or-blow-the-cash-on-mojitos/>
- Martins, J. (2018, March 20). Man Machine Interfaces: An Interview with Nikolaj Hviid, Bragi Founder and CEO. Retrieved June 4, 2018, from <http://www.audioxpress.com/article/man-machine-interfaces-an-interview-with-nikolaj-hviid-bragi-founder-and-ceo>
- Miller, Z. (2018). Learn Why Researchers Think Some Kickstarter Projects Fail to Deliver. Retrieved June 4, 2018, from <https://www.thebalancesmb.com/why-9percent-of-kickstarter-projects-fail-to-deliver-985243>
- Mills, C. (2015, November 19). Kickstarted Drone Company Folds, Along With \$3.4 Million in Pledges. Retrieved June 4, 2018, from <https://gizmodo.com/kickstarted-drone-company-folds-along-with-3-4-millio-1743438482>
- Mollick, E. (2014). The dynamics of crowdfunding: An exploratory study. *Journal of Business Venturing*, 29(1), 1-16. doi:10.1016/j.jbusvent.2013.06.005
- Mollick, E. R. (2015). Delivery Rates on Kickstarter. *SSRN Electronic Journal*. doi:10.2139/ssrn.2699251
- Mollick, E. (2018). Crowdfunding as a Font of Entrepreneurship: Outcomes of Reward-Based Crowdfunding. *The Economics of Crowdfunding*, 133-150. doi:10.1007/978-3-319-66119-3\_7
- Najmaei, A. (2016). How Do Entrepreneurs Develop Business Models in Small High-Tech Ventures? An Exploratory Model from Australian IT Firms. *Entrepreneurship Research Journal*, 6(3), 297-343. doi:10.1515/erj-2014-0037
- O'Kane, S. (2016, March 18). Bragi Dash review: Wireless earbuds are still an unfinished dream. Retrieved June 4, 2018, from <https://www.theverge.com/2016/3/18/11261586/bragi-dash-review-wireless-bluetooth-earbuds>
- Osiyevskyy, O., Costa, S. F., & Madill, C. M. (2016). Business Sense or Subjective Satisfaction? *The International Journal of Entrepreneurship and Innovation*, 17(1), 15-30. doi:10.5367/ijei.2016.0207
- Robbins, S. P., & Coulter, M. (2012). *Management* (11th ed.). Boston, MA: Pearson.

Reisinger, D. (2015, November 30). The Zano Drone Is Dead: Here's Why. Retrieved June 4, 2018, from <http://uk.pcmag.com/drones-1/73456/news/the-zano-drone-is-dead-heres-why>

Rockwell Razors. (2018). About. Retrieved May 1, 2018, from <https://rockwellrazors.com/pages/about>

Roston, B. A. (2016, May 02). CST-01 Watch officially dead: Company files for bankruptcy. Retrieved June 4, 2018, from <https://www.slashgear.com/cst-01-watch-officially-dead-company-files-for-bankruptcy-02438606/>

Sekaran, U., & Bougie, R. (2016). *Research methods for business: A skill-building approach*. Chichester: John Wiley.

Smith, C. (2016, April 15). The second-biggest Kickstarter project ever is also a spectacular fail. Retrieved June 4, 2018, from <http://bgr.com/2016/04/15/kickstarter-coolest-cooler-fail/>

Titman, S., Keown, A. J., & Martin, J. D. (2018). *Financial management: Principles and applications*. Boston: Pearson.

“Key success factors to deliver a crowdfunded project”

By

Longsworth, Charise Eva Luce

Submitted in partial fulfillment of the requirements for the degree of

**Bachelor in Business Administration**

At Berlin International University of Applied Sciences

The author hereby grants Berlin International University of Applied Sciences (BIU) permission to place this thesis in the library, reproduce and distribute copies of this thesis, in whole or in part, for educational purposes.

Any original of the thesis will not be available for borrowing.

---

The author hereby legally declares that he/she has completely written the attached thesis on their own and has not used any other tools than those explicitly mentioned in it. In all instances where the author has borrowed content created by other authors, either directly or in paraphrase, it has been explicitly marked in the thesis as such.

This thesis has not been presented, fully or in part, to another examination authority, or been published anywhere.

(The above declaration has legal value both internally at Berlin International University and externally under German public law as an „Eidesstattliche Erklärung“.)

Signature of the Author:



Date of Submission: **26.04.2019**