Virtual donation management during the pandemic by *Font Creator Berbagi*

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ABSTRACT

This article explains the governance process of a virtual donation movement initiated by graphic designers in Indonesia during the COVID-19 pandemic called *Font Creator Berbagi*. This article aims to provide a deeper understanding of the management arrangements for the virtual donation movement, which is developing rapidly in the digital era. The novelty offered by this article is that it emphasizes studying the governance aspects of a social movement, which is more about material assistance, not skills training, which many graphic designers have previously done to channel their concerns during the pandemic. The qualitative method used in this research is a case study approach and data collection techniques through in-depth interviews whose questionnaires are based on the theory of POAC organizational management stages, according to George R. Terry. The research findings analyzed using the Miles and Huberman Model show that the *Font Creator Berbagi* movement has been successful in raising donations thanks to the stages that have been implemented, such as planning that is entirely aimed at charity, close organization by the community, implementation that prioritizes transparency, and supervision which focuses on digital infrastructure. Recommendations for similar social movements are to pay more attention to technical aspects, including choosing a more stable and reliable website hosting service to anticipate visits that exceed expectations. Apart from that, the potential for similar virtual donation movements will be increasingly being explored so further research opportunities can be opened.

Keywords: Donation management, graphic designer; virtual donation; social movement; pandemic

Pengelolaan donasi virtual di masa pandemi oleh Font Creator Berbagi

ABSTRAK

Tulisan *ini berupaya untuk menjelaskan proses tata kelola dari sebuah gerakan donasi virtual inisitaif desainer-desainer grafis di Indonesia pada masa pandemi COVID-19 bernama* Font Creator Berbagi. *Tulisan ini diharapkan mampu memberikan pemahaman yang lebih mendalam mengenai pengaturan pengelolaan gerakan donasi virtual yang tengah berkembang pesat dalam era digital saat ini. Kebaruan yang ditawarkan dari tulisan ini adalah lebih menekankan kajian pada aspek tata kelola dari sebuah gerakan sosial yang sifatnya lebih bantuan materiil, bukan pelatihan keterampilan, yang mana sebelumnya telah banyak dilakukan oleh para desainer grafis untuk menyalurkan kepeduliannya di masa pandemi. Metode yang digunakan dalam penelitian ini adalah kualitatif dengan pendekatan studi kasus dan dengan teknik pengumpulan data melalui wawancara mendalam yang kuesionernya dilandaskan pada teori tahapan manajemen organisasi POAC menurut George R. Terry. Temuan penelitian yang dianalisis dengan Model Miles dan Huberman ini menunjukkan bahwa gerakan* Font Creator Berbagi *telah sukses melaksanakan penggalangan donasi berkat tahapan-tahapan yang telah diterapkan, seperti perencanaan yang sepenuhnya ditujukan untuk amal, pengorganisasian yang erat oleh komunitas, pelaksanaan yang mengedepankan transparansi, hingga pengawasan yang berfokus pada infrastruktur digital. Rekomendasi bagi gerakan sosial serupa agar lebih memperhatikan aspek teknis, seperti pemilihan layanan hosting situs web yang lebih stabil dan handal untuk mengantisipasi kunjungan yang melebihi perkiraan. Selain itu, potensi gerakan donasi virtual yang serupa di masa yang akan datang akan semakin banyak dilakukan, sehingga bisa membuka peluang penelitian selanjutnya.*

Kata-kata kunci: Desainer grafis; donasi virtual; gerakan sosial; manajemen donasi, pandemi

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INTRODUCTION

Virtual donations have become a social movement that has proliferated during the pandemic, requiring well-done communication management. One of the donation movements that emerged during the pandemic is *Font Creator Berbagi*. This movement emerged because graphic designers were concerned about the scarcity of personal protective equipment (PPE) for health workers in Indonesia (Kertiyasa, 2020). This shortage was caused by unequal distribution and limited standards of available PPE, which then caused panic among the public (Adilah, 2020). A shortage of PPE can increase the vulnerability of frontline health workers to exposure to the virus and increase the risk of transmission to patients. Therefore, the public can play a role by making virtual donations to help health workers meet the need for PPE, which is vital for their safety and that of others. One example is through the *Font Creator Berbagi* movement.

Virtual donations have transformed how people contribute to charitable causes by allowing them to make donations through digital platforms without needing in-person interactions. For instance, platforms like *Kitabisa.com* and *Aksi Cepat Tanggap (ACT)* have facilitated virtual donations by partnering with reputable institutions or foundations (Janah et al., 2021; Khofifah et al., 2021). Moreover, influencers have played a significant role in promoting virtual donations through crowdfunding, leveraging their credibility to attract donors' interest and support (Safitri et al., 2020). This shift towards virtual donations not only expedites pandemic relief efforts but also generates positive economic impacts on affected communities (Fadillah & Taufiqqurrachan, 2020)

By embracing virtual donation practices, individuals can contribute to charitable endeavors without geographical limitations or physical constraints. Through platforms such as *Kitabisa.com* and *ACT*, donors can support various causes ranging from healthcare to disaster relief efforts with just a few clicks (Khofifah et al., 2021). Furthermore, the involvement of influencers in promoting virtual donations through crowdfunding campaigns has proven to be instrumental in mobilizing donor support (Safitri et al., 2020). This shift towards virtual donation practices not only streamlines the response to ongoing crises but also fosters economic resilience within affected communities (Fadillah & Taufiqqurrachan, 2020).

Amidst the surge of virtual donations, creative professionals, particularly graphic designers, have emerged as significant contributors to charitable endeavors. These

designers extend their support by offering training sessions to empower individuals to maintain productivity amidst the pandemic's challenges (Azhari et al., 2020; Cahya et al.; Tantra, 2023). Additionally, graphic designers play a pivotal role in virtual donations by crafting compelling and impactful graphic design pieces, effectively engaging the public and encouraging their participation in donation efforts (Kurnia, 2020). Through their contributions, both in terms of skill-building initiatives and creative outputs, graphic designers play a vital role in raising awareness about the significance of social activism and donations during the COVID-19 pandemic. Their efforts not only empower individuals to remain productive but also foster a sense of solidarity and collective action in combating the challenges posed by the ongoing crisis.

As explained above, one of the donation movements from graphic designers during the pandemic is *Font Creator Berbagi*. This movement was driven by a design marketer named Ibnu Rasikh. It aims to raise funds to help health workers obtain PPE. This movement, which started on April 3, 2020, and ended on April 13, 2020, mobilized donors through the fontcreatorberbagi.com site by offering exceeding 200 premium fonts created by 159 creators. Through this movement, fonts that would normally cost 30 million rupiahs can be purchased for only 299 thousand rupiahs (Pasaribu, 2020). When the donation closed, the total funds collected had reached 571 million

Source: *f*ontcreatorberbagi.com, 2020

Figure 1 Font offered at *Font Creator Berbagi*

rupiah.

The success of *Font Creator Berbagi* was remarkable, with the total funds collected amounting to an impressive 571 million rupiah. This achievement underscores the profound impact of collaborative efforts within the design community to address pressing healthcare needs amidst the pandemic. By leveraging their creative talents and digital platforms, graphic designers effectively mobilized resources and galvanized support from individuals worldwide. *Font Creator Berbagi* exemplifies how innovative approaches to fundraising can yield tangible results, demonstrating the power of collective action in times of crisis. The initiative not only provided vital support to frontline healthcare workers but also symbolized a beacon of hope and resilience in the face of adversity, inspiring others to unite and make a difference in their communities.

Effective governance is essential for the success of *Font Creator Berbagi* donation movements, ensuring that resources are managed efficiently and distributed effectively. George R. Terry's POAC managerial framework provides a structured approach for institutions to achieve their objectives by emphasizing (P) planning, (O) organizing, (A) actuating, and (C) controlling (Terry, 2021). Studies have shown that institutions employing the POAC approach can develop specific strategies to address

challenges and meet their goals. For example, the Library of the House of Representatives of the Republic of Indonesia (DPR RI) and the private television station *Kompas TV* successfully navigated the challenges posed by the COVID-19 pandemic by implementing the POAC framework (Fajriawati & Laksmi, 2022; Geni et al., 2021).

By adopting proactive measures and establishing clear governance structures, these institutions could respond swiftly to emerging threats and adapt their operations accordingly. The POAC framework facilitated strategic decision-making, enabling them to prioritize critical areas and allocate resources effectively. Moreover, by incorporating feedback mechanisms and performance metrics, they could monitor progress and adjust their strategies as needed. This proactive approach not only enhanced their ability to address immediate challenges but also positioned them for long-term sustainability and success. As donation movements continue to evolve and expand, robust governance processes will remain essential for ensuring transparency, accountability, and impact in the management of resources.

Amidst the pandemic, donation movements, traditionally reliant on face-to-face interactions, underwent necessary adaptations to comply with social distancing measures. Consequently,

virtual platforms emerged as crucial channels for conducting donation drives, enabling individuals to contribute remotely without physical contact. This transition underscores the importance of flexibility and innovation in response to evolving circumstances as organizations and initiatives seek to maintain their impact and effectiveness amidst unprecedented challenges.

In recent years, research has yielded intriguing insights into the evolving landscape of virtual donation practices and their societal implications. The growing prominence of virtual donations has significantly influenced global philanthropy by offering individuals new avenues to support charitable causes. Central to the success of virtual donation campaigns is the strategic utilization of social media platforms as primary conduits for mobilizing support. Through social media, the use of hashtagged slogans and compelling narratives fosters resilience and empathy among audiences, compelling them to take action and contribute to relief efforts (Nelan et al., 2024). By leveraging the emotive power of storytelling, these campaigns effectively engage individuals, inspiring them to play an active role in humanitarian endeavors.

Moreover, recent research findings shed light on intriguing nuances in donation behavior that can shape donor decision-making processes. Studies indicate that donation behavior emphasizing "conspicuous virtue signaling" — the overt demonstration of one's moral virtues — may lead to a higher propensity to donate compared to approaches centered on altruistic motives (Wallace et al., 2020)we investigate 'conspicuous virtue signalling' (CVS. These findings underscore the multifaceted nature of philanthropic behavior, suggesting that motivations for donating are influenced by complex interplays of social and psychological factors beyond pure altruism. Such insights offer valuable perspectives for understanding donor behavior and inform the design of more effective virtual donation campaigns in the future.

Through social media platforms, increasingly significant parasocial interactions emerge between users and content creators who initiate donation campaigns. Parasocial interaction plays a crucial role in fostering closer connections between donors and organizers of donation initiatives (Lin, 2021). Particularly within the realm of live streaming, parasocial interactions become more dynamic and immediate, enabling donors to feel a heightened sense of involvement and personal attachment to the organizers of donation drives. Through live streaming, users have the opportunity to engage with content creators directly, pose questions, and express their support firsthand. Furthermore, parasocial interactions within the

realm of video game streaming often revolve around the persona of the streamer (Kneisel & Sternadori, 2023). Specifically, in the context of female viewers accessing video game streaming content, parasocial interactions are frequently driven by the personal connection established with the streamer, encompassing factors such as admiration for the streamer's gaming style, personality traits, or affinity for the community fostered by the streamer.

Advancements in hardware technology, alongside software developments, have expanded the avenues for donors to engage more deeply with their donation experiences through virtual reality (VR). The immersive nature of media plays a pivotal role in influencing empathy and the inclination to donate (Breves, 2020). As donors become more immersed in the virtual reality environment of those benefiting from their contributions, their levels of empathy and compassion tend to increase. Through VR technology, the challenges and hardships survivors face can be depicted with greater accuracy and emotional impact. This heightened sense of realism can evoke profound feelings of empathy in donors, motivating them to provide support and assistance to those in need (Li & Kyung Kim, 2021). However, studies indicate that the empathetic responses elicited by virtual reality experiences are transient and may diminish after a few days, underscoring the need

for ongoing engagement and reinforcement of philanthropic sentiments (Martingano et al., 2023).

While technological advancements offer donors immersive experiences, incorporating religious and cultural values plays a significant role in raising awareness about the importance of philanthropy. In Brazil, for instance, the sale of masks adorned with religious motifs has garnered considerable attention from donors, blending religious symbolism with charitable endeavors (de Souza, 2020). This approach not only facilitates contributions to humanitarian causes but also allows individuals to express their religious identities through acts of kindness. Similarly, in Fiji, the preservation of traditional values deeply ingrained in society has proven effective in garnering sympathy and backing for donation initiatives (de la Torre Parra, Movono, Scheyvens, & Auckram, 2023). Despite operating within virtual realms, these cultural values retain relevance and can significantly impact donor behavior and decision-making processes.

In addition to adaptation in spiritual and cultural aspects to technological developments, people's daily lives, including work, education, and entertainment, experienced essential transformations during the COVID-19 pandemic. In the context of entertainment access, the pandemic forces individuals to

avoid crowds and turn to virtual platforms as a substitute. For example, e-sports competitions, which previously could be enjoyed directly by fans in the competition arena, have now shifted entirely to the virtual realm. This transition creates new habits and increases fan involvement in providing financial support to the players (Marta et al., 2021). In a virtual environment, fans can interact directly with their favorite players and teams and provide moral encouragement and financial support through online donations. This phenomenon shows how the pandemic has accelerated people's adaptation to digital technology to stay connected and engaged in their favorite entertainment activities. Even though they cannot attend in-person events, fans can still feel close to the e-sports community through active participation in virtual platforms. Additionally, through online donations, fans can provide financial support to their favorite players and teams, helping ensure the continuity and progress of the e-sports industry amidst the challenges faced during the pandemic.

In contrast to previous donation practices by the donation institution, general public, or internet celebrities, *Font Creator Berbagi* specifically raises donations in the context of graphic design. This donation is driven by design marketers inviting designers to donate their work and attracting users who will become

donors through purchasing the work. This movement is also intriguing because previous research has focused more on the donations in the form of skills transfer (Azhari et al., 2020; Cahya et al., 2023). Therefore, the work-based virtual donation movement also needs to be studied, especially its governance aspects. To understand the governance process, the author has conducted an in-depth interview with Ibnu Rasikh based on the stages of organizational management according to George R. Terry, the results of which will be elaborated in more depth in the following discussion. It is hoped that the results of this research can provide a clearer insight into the governance of the virtual donation movement, which is increasingly widespread in the digital era.

RESEARCH METHOD

This type of qualitative research was chosen to understand the governance process of the *Font Creator Berbagi* virtual donation movement. This method offers a deep and comprehensive understanding of the phenomenon under study. This type of qualitative research focuses on descriptive analysis of the phenomenon, which involves case studies approach and collecting data through interviews. The resulting data is not measured numerically but focuses more on contextual and narrative understanding (Silverman, 2020). Thus, qualitative research

allows researchers to holistically explore the dynamics and complexity of the *Font Creator Berbagi* donation movement, going beyond numbers and statistics.

Case studies are used as an initial approach to exploring the governance process of the movement. This approach is the right choice because it allows researchers to obtain detailed information about every managerial aspect from beginning to end (Creswell, 2017). Using case studies, researchers can explore essential details about managing, organizing, implementing, and controlling the donation movement. In addition, using case studies as the approach method is the key to understanding deeply and comprehensively the dynamics and challenges faced by *Font Creator Berbagi*.

Researchers also conducted in-depth interviews with Ibnu Rasikh, the primary mover behind the donation movement, to better understand the movement's governance. The focus on Ibnu Rasikh as the sole source was chosen because of his central role in the donation collection process, where he has made a significant and consistent contribution since the movement's inception. Through this interview, researchers hope to obtain accurate and detailed information about the steps taken in managing the donation movement and the obstacles and challenges faced during the process. By focusing on critical sources

such as Ibnu Rasikh, researchers can gain in-depth insight into the dynamics and strategies underlying the donation movement's success.

In the interview process, the researcher referred to George R. Terry's theory of organizational management stages, POAC, which includes (P) planning, (O) organizing, (A) actuating, and (C) controlling (Terry, 2021). By referring to this framework, researchers can design relevant and targeted questions to explore during interviews. In addition, this theory provides a solid foundation for analyzing and interpreting interview results, allowing researchers to understand more deeply the dynamics of donation movement governance.

POAC theory is a conceptual framework developed to assist in understanding and managing organizational management functions. This theory is one of the basic theories in the field of management and focuses on four main functions in the management process. The first function is planning, which is the stage where managers identify organizational goals, develop strategies, and plan the actions needed to achieve these goals. It includes selecting resources, setting priorities, and determining concrete steps to take. The second function is organizing, which involves allocating resources and setting up the organizational structure. In this stage, managers must arrange labor, equipment, and other assets to match

the plans made and ensure that everyone in the organization cooks. The third function is actuating, which includes implementing plans and organizing that have been made. It involves motivating employees, overseeing task execution, and ensuring that everyone in the organization works toward achieving goals. The final function is controlling, evaluating, and monitoring organizational performance to ensure that plans and goals are achieved. Managers compare actual performance and established plans; if deviations occur, they will take necessary corrective actions (Terry, 2021).

Researchers apply the Miles and Huberman Model to analyze the collected data. This model involves three important stages: data reduction, data presentation, and conclusion (Miles & Huberman, 2018). The first stage, data reduction, involves filtering, selecting, and organizing the data to make it more focused. Next, the reduction results will be presented systematically using tables, diagrams, or narratives in the data presentation stage. Finally, the conclusion stage will allow the researcher to interpret the findings found in the data analysis, identify patterns or trends, and develop conclusions supported by empirical evidence. Using this approach, it is hoped that researchers can produce an in-depth understanding of the governance of the *Font Creator Berbagi* donation movement and its implications.

RESULTS AND DISCUSSION

To understand the governance process of the *Font Creator Berbagi* virtual donation movement, the researcher employed interview guidelines derived from George R. Terry's organizational management theory, namely planning, organizing, actuating, and controlling. Illustration of the findings along with detailed answers from the informant of this research, namely the founder of the *Font Creator Berbagi* movement named Ibnu Rasikh, is as follows:

Planning that is purely intended as a donation. Regarding its primary objective, the *Font Creator Berbagi* donation movement has emerged as a clear example of extraordinary care and solidarity amid the COVID-19 pandemic. With pure and noble aims, this movement attempted to assist by providing PPE for health workers and volunteers who were tirelessly fighting on the front lines of handling the pandemic in Indonesia. In this movement, the exclusive fonts by Indonesian designers that could have been bought online for tens of millions of rupiahs can now be purchased for only 299 thousand. The designers were also assured that the sales proceeds were purely for providing PPE for health workers and not to go into the designers' personal pockets.

Since its inception, the *Font Creator Berbagi* movement has taken concrete steps
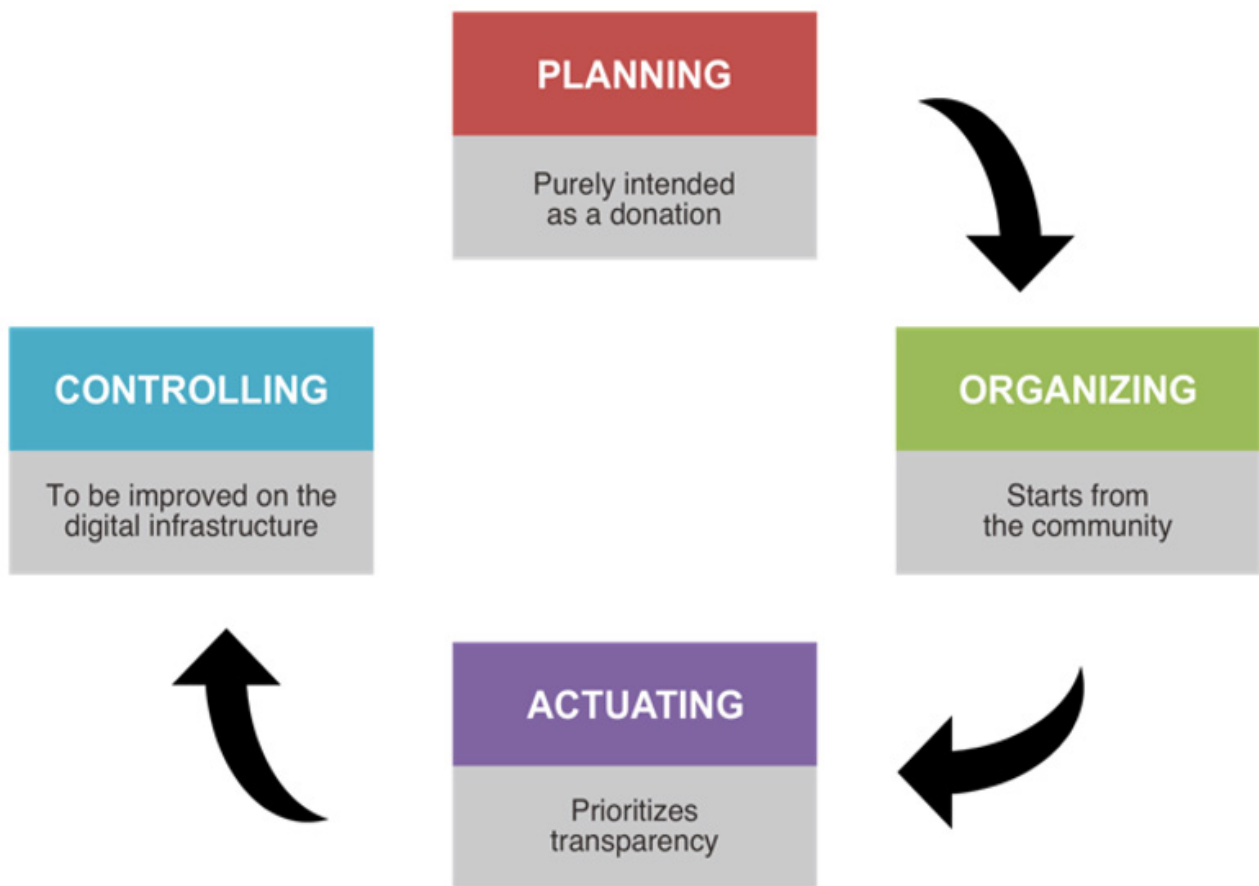
Source: Author's documentation, 2023

Figure 2 Implementation of George Terry's POAC in *Font Creator Berbagi*

by formulating realistic donation targets and focusing on real impact. Initially estimated to set up a two billion rupiah fund, this movement shows its commitment to helping health workers and volunteers. However, they also emphasize flexibility and the understanding that every contribution matters. Even if the donations collected reached only 500 million rupiahs, they were ready to turn these into PPE that could later have an immense impact in fighting the pandemic. Rasikh conveys this statement in the following interview excerpt.

> The main aim of this movement is purely as a form of donation from the designers so that they are also actively involved in helping health workers fight against the COVID-19 pandemic. In other words, they do not focus only on making money during the pandemic but also charity.
> Initially, we set the target at 2 billion rupiahs. However, if, for example, it only reached 500 million, we would donate it and realize it in the form of PPE.

This donation movement has established strategic steps to achieve its noble goals effectively. One necessary approach is to inspire the passion of designers. Through a campaign that invites designers to contribute through their work, this movement has mobilized their creative potential in supporting health workers and COVID-19 volunteers. Additionally, this

movement has leveraged the power of popular channels on the *YouTube* platform for promotion. By reaching an immense and diverse audience, this movement has successfully gained greater attention, encouraging the participation of more people in supporting efforts to protect health heroes.

In serious determination to realize the ultimate goal, various strategic steps were taken. First, they prepared a specific website at *www.fontcreatorberbagi.com* that became the center of information and interaction for contributors and interested parties. In addition,

efforts to regulate and direct these funds are also needed to ensure the availability of competent and trained human resources to operate the website. Apart from that, this movement does not hesitate to innovate in marketing and fundraising by preparing invitations for more than 200 influencers from various fields.

Font Creator Berbagi donation drive has timed its fundraising perfectly, setting ten days, from April 3 to 13. With a specific time limit, they encourage more active community participation and contribution to protect health workers and COVID-19 volunteers in Indonesia.
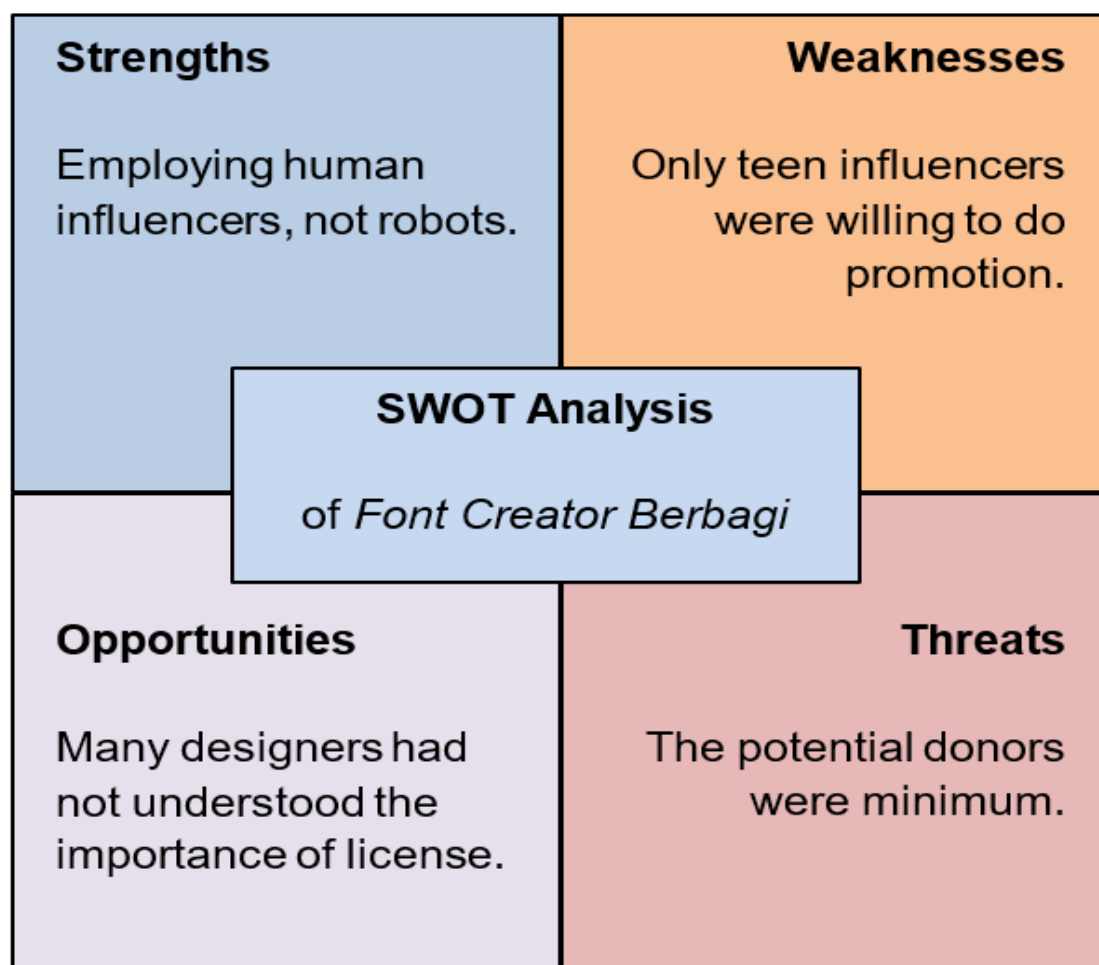
Source: Author's documentation, 2023

Figure 3: SWOT Analysis in the Planning of *Font Creator Berbagi*

In terms of strength, this movement unanimously believes that the true vigor in collecting significant donations lies in their ability to mobilize 200 human influencers, not just relying on algorithms or robots. By involving real people who have emotional connections and care, this movement creates deeper bonds with the community, inviting them to assist health heroes and volunteers fighting on the front lines of handling the pandemic.

Apart from the strength aspect, the opposite one, weakness, is also something that Rasikh pays close attention to. One in the planning process was the lack of response from the influencers invited to promote this movement. Despite being sent to more than 200 influencers, only a dozen of the influencers responded and were willing to support *Font Creator Berbagi*. It became a challenge because collaboration with influencers has great potential to increase the reach and impact of social movements such as *Font Creator Berbagi*. Thus, an alternative strategy that can identify new opportunities to attract more donors was needed so this movement could achieve its donation goals more successfully.

The opportunities identified are by taking advantage of the ignorance that still plagues most graphic designers in Indonesia. Many designers create designs without understanding the importance of licensing the fonts used.

Most designers do not realize that careless use of fonts they take from the internet without understanding licensing rules can bring serious consequences, such as copyright infringement, reputational damage, and even financial loss. Therefore, *Font Creator Berbagi* has a great opportunity, apart from inviting donations, to provide understanding to the graphic designer community so they can be wiser in choosing and using fonts appropriately.

Once the identification succeeded, they mapped the potential threats for smooth implementation. One of the severe threats faced in the planning stage was the minimal number of donors willing to donate. It is due to the low response from influencers invited to support this movement and who eagerly spread information and benefits to obtain from this campaign. Limited collaboration with influencers has hindered *Font Creator Berbagi*'s efforts to achieve its initial target, which was previously 2 billion rupiahs but then had to be reduced to 500 million. As previously stated by Rasikh, even if it were only 500 million rupiahs, the funds collected would be donated in the form of PPE to help health workers who were struggling to heal the nation.

The *Font Creator Berbagi* donation movement started with the *Indonesia Creators Meetup* community that actively interacts in the *Facebook* social media group. This community

brings together several individuals with a similar interest in graphic design and font creation. It was where the idea emerged to start this donation movement as a form of support for the safety of health workers who were fighting against COVID-19.

The backbone of *Font Creator Berbagi* lies in the organizational structure of its People in Charge (PIC), comprising key figures dedicated to steering the movement forward. Initially spearheaded by Muh Aswar, who also served as the logo designer, the movement encountered a shift when he decided to step down from his role. Subsequently, the mantle of the initiator was passed to Malik Wisnu, who assumed the responsibility of steering the movement and its mission. Despite the initial transition, the commitment to the cause remained strong, showcasing the resilience of the movement's leadership.

Within the PIC, Suke Toejoeh plays a pivotal role in crafting marketing strategies and developing web systems. His expertise contributes to the visibility and accessibility of *Font Creator Berbagi*, ensuring that the movement reaches a wider audience and maximizes its impact. Meanwhile, the driving force behind the movement, Ibnu Rasikh, takes charge of promotional activities through influencers and the creation of web content that aligns with *Font Creator Berbagi*'s overarching mission. Ibnu Rasikh's efforts focus on maintaining the movement's relevance in the digital landscape, leveraging influential voices to amplify its message.

Aryo Pamungkas is entrusted with a crucial responsibility within the PIC—managing the donation funds and overseeing their distribution to the beneficiaries. This role ensures transparency and accountability, essential elements in fostering trust among contributors and supporters. Aryo Pamungkas's commitment

Source: fontcreatorberbagi.com, 2020

Figure 4: Person in Charge of *Font Creator Berbagi*

to efficient fund management contributes to the sustainability and credibility of *Font Creator Berbagi*, reinforcing its position as a reliable movement dedicated to making a positive impact.

Ibnu Rasikh emerges as a dynamic and highly engaged individual within the organizational framework of *Font Creator Berbagi*. His multifaceted role encompasses several critical aspects of the movement's operations. Notably, Ibnu takes the lead in steering marketing efforts through influencers, leveraging their reach and impact to promote the *Font Creator Berbagi* initiative. His strategic approach to influencer collaboration contributes significantly to expanding the movement's outreach and fostering a wider community engagement.

The *Font Creator Berbagi* donation movement has great potential to achieve its goals if it is implemented optimally. The success of this movement depends not only on the passion and enthusiasm of its members but also on the essential role of leadership and the ability to make wise decisions. For this movement to achieve maximum results, a strong leadership spirit was a must that could direct and motivate members to actively participate in supporting the ultimate goal. The ability to make the right decisions was also paramount in optimizing this movement effort. One effective way to maximize

member participation is to provide the latest information actively and continuously through screenshots of donations obtained on the *Font Creator Berbagi Telegram* group, especially on the first and last day of the donation campaign. It helped maintain transparency, encouraged members to contribute continuously, and kept their morale high.

Apart from a responsible leadership attitude, harmonious and balanced coordination was also required to be carried out to minimize misunderstandings among the members. In this context, it was essential to keep emphasizing that the predominant goal of the *Font Creator Berbagi* movement was to encourage font creators to donate voluntarily. To achieve this goal, efforts were needed to prevent this movement from deviating and turning into a place to seek profit. Some members were not completely aware that they were participating in a donation movement. So, it was decisive for movement leaders to continually remind that *Font Creator Berbagi* is about giving, not making a profit. If there were members who still did not fully understand this goal, several steps were needed to guide them back to the main path, one of which was continuously reminding them that the proceeds from the sale of their fonts were purely to be donated to medical personnel in need.

After successfully collecting donations

exceeding the set target, reaching a total of 571 million rupiahs, the next implementation step was to maintain transparency of the use of these funds. The main goal was to ensure the donors and designers that their contributions were on target. One way to provide proof of this transparency is by visiting the official *Font Creator Berbagi* website at *www.fontcreatorberbagi.com*. The website has documentation about handing over donations to one leading donation management institution in Indonesia, *Aksi Cepat Tanggap (ACT).*

As proof of transparency to members, Rasikh expressed in the following interview excerpt:

> Before we finished, we diligently updated the results of donations collected in the Telegram group (Font Creator Berbagi). Over three days, we always sent three separate proofs of 250 million each because the maximum limit for banks to send money is 250 million a day. So before donations closed, we uploaded the evidence for two days in a row. Only on the third day did we send proof for the remaining donation, namely 71 million.

Based on the interview excerpt, it can be concluded that the transfer of donations proof sent to *ACT* was also routinely shared in the *Font Creator Berbagi*'s *Telegram* group. Due to the daily limit on the number of banking transactions, namely a maximum of 250 million rupiahs per day, the proof of transfer sent consists of three sheets, namely two receipts showing transfers of 250 million rupiahs on the first and second days and one recording the transfer amounting to 71 million rupiahs on the third day.

Apart from being sent to the *Font Creator Berbagi*'s *Telegram* group internally, proof of the donation was also uploaded externally on Ibnu Rasikh's personal *Facebook* account to invite other designers to practice similar actions. In this way, all parties involved in the *Font Creator Berbagi* movement can be sure that the donated funds are used transparently and follow the initial objective, namely providing assistance to medical personnel who need PPE.

In monitoring practice, it can be concluded that the planned goals for the *Font Creator Berbagi* donation movement have been achieved successfully, even slightly exceeding expectations. The donations, amounting to 571 million rupiahs, have reached health workers who need PPE through collaboration with one of Indonesia's largest donation management institutions, *ACT*. Apart from PPE, the donations were also in the form of basic necessities distributed to residents affected by the pandemic.

In its implementation, *Font Creator Berbagi* not only experienced smoothness when collecting donations, but it also encountered obstacles to evaluate. One is the use of hosting services that are still inadequate in accommodating elephantine visitor visits.

During the fundraising period, the website was down and inaccessible. The managers initially did not predict that visits to the website would be very high, so in the planning process, the managers decided to use an inexpensive hosting service provider. This obstacle indicates that in future planning, it is necessary to consider increasing hosting capacity or choosing a more reliable hosting provider to avoid access disruptions that could negatively affect the campaign. It is expressed by Rasikh as follows.

It is expressed by Rasikh as follows.

> We should have avoided the website downtime. However, because we did not expect it to be that crowded, we used a regular hosting service. So, in the future, if you want to open donation, do not use low-cost hosting.

Furthermore, the sustainability of the *Font Creator Berbagi* donation movement presents a notable challenge. Following the equitable distribution of donations, the previously active *Telegram* group experienced a sudden decline in communication and engagement. The once vibrant channel, where managers played a crucial role in offering guidance and disseminating information to members, now lacks the same level of direction regarding the follow-up of distribution. This dynamic shift has resulted in a quieter group with limited interaction, potentially diminishing the sense of community and shared purpose among its members. The absence of ongoing communication and updates may inadvertently create a void, leaving members less inclined to stay engaged in future donation initiatives or participate in similar social activities.

Discussion. *Font Creator Berbagi* is the latest innovation in social movements handling COVID-19, initiated by creative workers' unions, especially font designers. It is an example of efforts introduced by worker groups to help heal the nation from the pandemic outbreak. Apart from *Font Creator Berbagi*, similar actions have been carried out in various other places, such as at *Bank Rakyat Indonesia* (BRI) (Indonesia, 2020), *Badan Penyelenggara Jaminan Sosial* or *Social Security Administering Agency* (BPJS) (Hastuti, 2020), *Gojek* (Darmawan, 2020), as well as in the labor sector informally, such as the organizer of the *Synchronize Festival* event (Rachman, 2020). This phenomenon reflects that both workers who work formally and those who work informally still have a great concern for the welfare of others and not only focus on seeking personal gain. It proves that the spirit of solidarity and social preoccupation with public health is still alive and well among them.

The spirit of solidarity that then raised the awareness to donate came from the commonality of professions that brought them together in a broad community, namely the *Indonesia Creators Meetup* on the Facebook social media group. This phenomenon is not something new,

as since the internet era began to dominate human life, diverse similar social movements have emerged in various parts of the world, such as the *Arab Spring* in several countries in the Middle East (Wolfsfeld et al., 2013), *Black Lives Matter* in the United States (Mundt et al., 2018), *#BringBackOurGirls* in Nigeria (Chiluwa & Ifukor, 2015), *#PrayforParis* in France (Chong et al., 2019), and so forth. It turns out that technological developments in the digital era can have a positive impact: increasing social awareness and participation in social actions. With increasingly easy global connectivity, people from various backgrounds and geographical locations can unite for humanitarian causes, proving that the power of solidarity and social awareness can transcend physical and geographical boundaries.

These technological advances have also contributed to increasing awareness of transparency in social funds management so they can finally reach the right hands. The issue of transparency plays an essential role in ensuring that managed funds are channeled into the right hands and used for their intended purposes. There is also potential for skepticism in the community if management is not carried out openly and with minimal information (Liu et al., 2023). Especially in the nonprofit sector, transparency is considered a paramount element; when done well, it will receive very

positive praise in society, but if it is not proven, the response will be the opposite (Harris & Neely, 2021). Therefore, to encourage increased quality of transparency in the management of social funds, complete information that is useful and accessible to the public, setting clear targets for the use of funds, as well as intervention from other policies that support good transparency practices in various social and nonprofit institutions are required (Saghafian & Hopp, 2019).

Apart from transparency, another trust issue that organizers of digital donation activities need to pay attention to is the website's stability during fundraising. Unfortunately, during the implementation process, *Font Creator Berbagi* management tried to cut costs by using inexpensive web hosting, which caused the website to go down several times. Websites that are often difficult to access can reduce the donors' trust, as they may feel unsure whether the funds they donate will be used appropriately. Besides, low-cost web hosting is also vulnerable to security problems (Nguyen et al., 2019). Therefore, choosing a reliable and safe hosting provider is vital to driving social movements because the activities of most people have shifted to the digital world. By maintaining website stability and security during fundraising, organizers help donors feel comfortable and confident that their

contributions will be utilized as best as possible for the promised purposes.

CONCLUSION

The success achieved by the *Font Creator Berbagi* movement in raising donations exemplifies the transformative potential of strategic planning and meticulous execution in virtual philanthropy. From its inception, the movement embraced the POAC approach, which emphasizes four key stages: planning, organizing, actuating, and controlling. This comprehensive framework provided a roadmap for *Font Creator Berbagi*, guiding its actions and ensuring alignment with its overarching objectives.

In the planning phase, *Font Creator Berbagi* meticulously identified its goals and formulated strategies to achieve them. It involved setting ambitious fundraising targets and devising innovative approaches to engage donors effectively. Through meticulous planning, the movement laid a solid foundation for its subsequent activities, ensuring coherence and direction in its pursuit of charitable outcomes.

Organizing was another critical aspect of *Font Creator Berbagi*'s success. The movement fostered community cohesion by rallying support from diverse stakeholders, including graphic designers, donors, and beneficiaries. Through collaborative efforts, *Font Creator Berbagi* cultivated a sense of shared purpose and collective responsibility, harnessing the collective power of individuals to drive positive change.

Actuating or implementing plans and organizing activities was where *Font Creator Berbagi* truly shone. Leveraging digital platforms and social media channels, the movement executed its fundraising initiatives with transparency and authenticity, inspiring trust and confidence among donors. Through creative campaigns and compelling storytelling, *Font Creator Berbagi* effectively communicated its mission and mobilized support from a broad audience.

Controlling mechanisms were implemented to monitor progress and evaluate the impact of *Font Creator Berbagi*'s efforts. Robust digital monitoring systems enabled the movement to track donations, assess campaign performance, and identify areas for improvement. By continuously monitoring key metrics and adjusting strategies as needed, *Font Creator Berbagi* maintained agility and responsiveness in the face of evolving challenges.

Ultimately, the success of the *Font Creator Berbagi* movement underscores the transformative potential of virtual philanthropy when guided by rigorous planning, community collaboration, transparent implementation, and diligent monitoring. As virtual donation

movements continue to proliferate in the digital age, the lessons learned from *Font Creator Berbagi* serve as a valuable blueprint for maximizing impact and driving positive change in communities worldwide. Through strategic planning and effective execution, virtual philanthropy has the power to address pressing societal needs and create meaningful change on a global scale.

Despite its success, the movement encountered several challenges post-implementation, notably deficiencies in website hosting capacity to accommodate the surge in visitor traffic. It highlights the importance of addressing technical infrastructure needs, particularly for future virtual donation initiatives. Furthermore, it underscores the necessity of continuously monitoring and adapting digital platforms to meet the evolving demands of online philanthropy.

Looking ahead, there is ample opportunity for further research to explore the potential for creative professionals to spearhead similar social movements within the burgeoning digital landscape. As information and communication technology advancements continue to accelerate, creative workers wield increasing influence in mobilizing communities and driving meaningful change. By delving deeper into the dynamics of digital activism and the role of creative industries, future studies can uncover novel strategies for leveraging technology to address pressing societal issues and foster collective action. Through continued innovation and collaboration, virtual donation movements like *Font Creator Berbagi* can serve as powerful catalysts for positive social impact on a global scale.

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