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A MARKETING STRATEGY FOR FOREIGN STARTUP CHARITIES  
IN FINLAND

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A Marketing Strategy for Foreign Startup Charities in Finland

Abstract

This thesis concerns what a foreign startup charity in Finland should include in a marketing strategy along with reasons why. The main goal of the thesis is to give guidelines to foreign charities entering the Finnish market for the formation of a marketing strategy and supporting the theoretical section with a survey.

The method of the research for this thesis was quantitative. A survey was made with SurveyMonkey survey development software and spread via Facebook. The respondents were 18 to over 50 year-old men and women, totalling 61 respondents answering questions regarding charities, charitable activities and charity work.

The research results corresponded well to the theoretical base, even though some outcomes were surprising. The combination of the results and the theory together was the most enjoyable phase of the thesis and was the part that best answered the main research questions. This was what to include in a marketing strategy for foreign startup charities in Finland and why, and what the main guidelines to be given when forming the marketing strategy are.

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charity, charitable activities, marketing, marketing strategy

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# 1 INTRODUCTION

This thesis considers what a marketing strategy for foreign startup charities in Finland should consist of and why. I got in to the world of non-profit organizations during an internship abroad working for one medium-sized charity. I was responsible for doing research on what the steps to be considered are when registering a charity in a new country. My research during the internship consisted of the general registration process for a charity but as I am majoring in marketing, for my thesis I came up with something more related to my studies. I got an idea to create a general overview of the importance and specifics of a marketing strategy for foreign charities in Finland.

One of the reasons for choosing this subject was that when I did some research to see if there were similar studies done on the same subject I could not come across almost anything in Finland. Often I feel that the basic business operations are not considered as something non-profits should worry about, but non-profits are also a distinct type of business, pursuing different types of goals. For the thesis I created a survey that was answered by 61 people and consisted of questions such as “What is your attitude towards charitable organizations?” and “Have you been doing charity work abroad?” The survey was made to support the theoretical base of the thesis and to form a coherent report of the guidelines that form the marketing strategy process.

Why specifically focus on marketing strategy, of all the possible subjects regarding marketing? When going through a theory material of marketing process there comes a feeling that the marketing strategy has been left out often when compared to a marketing plan. A marketing strategy is an important step and should be more on the table of all businesses, not only charities, and I feel that this thesis and research could be of use for foreign charities interested in entering the Finnish market.

## **2 CHARITIES IN FINLAND**

### **2.1 Definition of a charity**

Charities are nonprofit organizations, and nonprofits are all about their mission. Nonprofit organizations are all about the sector of nonprofit with the meaning of using their any type of resources to fulfill their mission in a good manner without pursuing economic profit for the makers. (Tschirhart & Bielefeld 2012, 3.) Nonprofits differ a lot from the normal business model because nonprofit organizations do not have owners to please. Even though nonprofit organizations have for example board members, staff and volunteers, the ultimate audience the organization is accountable to is the public. (Tschirhart & Bielefeld 2012, 9.)

Charities in Finland are non-profit organizations as everywhere else. Charities are organizations that are set up for charitable purposes and they are not allowed to act with a principle of making income for example to the members or trustees of the organization as mentioned earlier. (Business Dictionary 2016a.) Charities in Finland can be registered as non-profit associations or foundations formed to handle donated assets to a certain purpose. (PRH 2014a; PRH 2015a.) Foundations and registered associations differ a lot from each other, as Sections 2.1.1 and 2.1.2 will specify, and every charity should make a well-considered decision to see which one of these options is best for them as realized later in the conclusion.

#### **2.1.1 Foundation**

After registration foundations are legal entities. The main purpose of a foundation cannot be to pursue financial benefits for its founders or practice business. (Säätiölaki 2015, Chapter 1, §2.) The main idea of a foundation is for it to have the purpose it is trying to achieve or support by its actions. A foundation differs from an association in a few ways. The main differences are that foundations do not have members and they are only able to minimally change their purposes.

(SRNK 2016.) Foundations also need to have a basic capital of at least 50,000 euros; the handling fee of the registration is 800 euros (PRH 2016a).

The registration of a foundation uses a charter entered in the Register of Foundations, and this should be done within three months of signing the charter (PRH 2016a). The foreign charity to be established as a foundation needs to have the place of domicile inside Finland, as mentioned in the rules. Also if the charity decides to have its name in two or more different languages, all of the names need to be mentioned in the rules. (Säätiölaki 2015, Chapter 2, §3.) The Finnish law on Foundations states that at least one of the members of the governing board needs to be a resident of the EEA area and if not, special permission for this needs to be applied of the registration authorities. (Säätiölaki 2015, Chapter 3, §10.) If the organization does have at least one person residing in the EEA area the chairperson and/or vice-chairperson do not have to be residents in the area. If there is no member of the governing board in the ETA area, special permissions need to be applied once again (PRH 2015b).

### **2.1.2 Registered association**

Registered associations are very common in Finland. One of the best things about associations are that they can independently decide their bylaws; the only requirement is that they need to obey Finnish laws and that the members are allowed to join and resign which ever association they feel like whenever they feel like it. Finnish Patent and Registration Office states in their website that the Finnish people or residents of Finland belong to more than one association during their life. (PRH 2012.) Registered associations are only for non-profit organizations, so only the organizations with non-profit activity are accepted as registered associations (PRH 2014a).

Founding an association is fairly easy. A charity needs to fill in some basic registration forms, the charter and the rules of an association. These documents are then to be sent straight to the Register of Associations or to a local Register Office. All of the documents need to be either in Finnish or Swedish; any other

language (including English) is not accepted. The charity needs to have at least three natural people as founders of the association, and these founders can also be foreigners. Foreigners can also be members of the Executive Committee and sign the name of the association. (PRH 2014a.) Registered associations have two exceptions regarding foreign members. It is stated in the Associations Act that the chairperson and the vice-chairperson of Executive Committee should be residents of Finland. These exceptions can be applied for via an exemption from the Finnish Patent and Registration Office before or simultaneously when entering the registration documents. (PRH 2014b.)

## **2.2 Foreign charities in Finland**

There are a lot of foreign charities in Finland. To name a few, there is the Finnish Red Cross, UNICEF, Amnesty International, SOS Children's Villages and World Vision. (Lahjoitus.org 2016.) All five of these charities have been registered in Finland as associations, with SOS Children's Villages registered as both an association and a foundation (YTJ 2016). Of these five major foreign charities, two of them have completely translated their international name into Finnish; Finnish Red Cross is *Suomen punainen risti* and SOS Children's Villages is *SOS Lapsikylä*. (Punainen risti 2016; SOS Lapsikylä 2016.) UNICEF and World Vision have added in front of their names "Suomen" which means "Finnish" or "Finland's", but Amnesty International has kept its English name in the Finnish market (UNICEF 2016; World Vision 2016; Amnesty International 2016).

## **2.3 Finland - charity work and donating**

Charity work and donating is not a very popular subject to investigate and research – at least in Finland. Charities Aid Foundation does research every year of countries' behavior when it comes to charitable activities. In 2011 the research revealed that Finland had jumped from 45<sup>th</sup> into 21<sup>st</sup> in the global ranking within just one year. (Charities Aid Foundation 2011, 38.) In five years the rank-

ing in charitable giving of Finland has stayed quite stable and is still in the 24<sup>th</sup> position out of 140 countries. (Charities Aid Foundation 2016, 4; 36). The research of Charities Aid Foundation is conducted by poll in all of the participating countries. For example in 2011, there were 153 countries and over 150,000 people participating in the survey. (Charities Aid Foundation 2011, 4.)

Riikonen has made a publication of charitable behavior in Helsingin Sanomat newspaper 2014 by interviewing many charity professionals. The article started with the heading "Finns Help Children with Cancer but Not the Victims of War". The article explains that the key for attracting the viewer is appeal to the emotions of people. It does not matter if it is something happy or sad that is being promoted. People do not make a rational decision when they decide to participate in charitable activity. It is either compassion or guilt that motivates the crowd. People do not think when they decide to donate if the cause is the most important and needs the funds more than the other. They rather donate for the cause that is most covered in the media and has the most emotive publicity. (Riikonen 2014.)

Riikonen mentioned that it is studied that 70% of the Finnish people think helping others is important or very important. The same publication declares that Finnish people are in the top rankings globally when measuring the culture of giving and this is stated to be thanks to the classes in school on religion and ethics. The classes teach Finns starting in their early years that helping others is important. Also the article mentions that the opportunity of charitable activity needs to come to people and not the other way around. For example when making a campaign that is trying to raise as much money as possible, the way to success is increasing the visibility and easiness of the campaign. When it comes to the charitable activity targets, people rarely like to donate for long term crises instead of acute catastrophes; long term crises are thought of as boring and they do not usually get the same media attention as dramatic sudden catastrophes. (Riikonen 2014.)



### **3        MARKETING STRATEGY**

Creating a marketing strategy is important for charity since it is one way of reaching an audience. The importance of a good marketing strategy is crucial because a lack of good execution and knowledge for making one does nothing for anyone. A marketing strategy helps a charity use its assets properly, create income and achieve its goals. (CharityComms 2016.)

A marketing strategy is often mixed with a marketing plan. These two though serve the same purpose but in different ways. When a marketing plan tells how the marketing actions are executed, the marketing strategy tells what the reasons for these actions to be made are. (About Money 2016.) The marketing strategy digs into seeing what the goals of the organization to be achieved are, what the operational environment is and who the competitors are. The marketing strategy also consists of information on who the targeted customers are and what for example is the current situation of the organization regarding its weaknesses. (Chron 2016a.)

In this chapter the thesis will go through all of the main components that form a marketing strategy. Marketing strategies are often thought to be for businesses that have a for-profit idea, but in this thesis the common elements have been viewed from the perspective of non-profit charities. This chapter starts with different important analyses and continues by segmenting the audience.

#### **3.1        Analysis**

A marketing strategy cannot be made without a proper analysis. An analysis clarifies what the charity is all about and what it wants to achieve. An analysis will be an insight into where the charity stands at the beginning of its launch in Finland, and afterwards the analysis clarifies the picture of to where the charity wants to be heading in the future. (CharityComms 2016.) An analysis is a tool

for the charity to examine the new market at the moment of market entry but also a tool to clarify why it is trying to get where it wants to go (Chron 2016a).

### **3.1.1 Starting point analysis**

The starting point analysis for charities considers their mission and goals. What is the mission and the goal? This question can be answered in as many ways as there are charities. When entering the Finnish market the charities should think about their specific mission and goals to achieve in Finland. (Chron 2016b.) A charity can for example have an overall mission internationally such as “to create educational opportunity for some of the world's most vulnerable children”. (Street Child 2014). The mission in a marketing strategy needs to be specific because it is the foundation of the actions defined in the marketing plan. (Chron 2016a.)

When the charity has its mission figured out it is time to think about the goals. The goals need to be specified for Finland. As an example if the mission states that they want to enable educational opportunities for disadvantaged children the goals should support this mission. The goals in this case could be set for example to raise funds for building schools for children or to recruit volunteers for different charitable tasks such as volunteer work in developing countries. Whatever the mission of the charity is the goals need to be clear so the marketing can be correctly targeted. (Chron 2016b.)

By setting the goals the charity helps itself to make a good marketing plan (Chron 2016a). Without knowing what the goals are the marketing strategy cannot even be started, not to mention completed, and that is why it is important to clarify in the first steps. The most important thing for charities to remember while forming their marketing strategies is to think first what they want to achieve and then leave the planning of execution for the marketing plan. (About Money 2016.)

### 3.1.2 Environmental PESTLE analysis

The environmental PESTLE analysis is a tool to monitor or research the external environment of companies but it can also be applied to organizations such as charities. The PESTLE analysis is known by its shorter version PEST, but to get a bit of a wider overview it is better to use PESTLE. The letters of the word stand for the different things to investigate; political, economic, social, technological, legal and environmental. (PESTLE Analysis 2016a.)

To understand the political environment of the charity in Finland is extremely important. A charity should investigate for example if there is going to be possible changes in the tax policies for foundations or registered associations. By clarifying the current affecting political factors and taking a look at the possible modifications by the government the charity can prepare its budget regarding these issues without surprises. (PESTLE Analysis 2016a.)

When eyeing the economic factor in a PESTLE analysis the charity should focus on watching what is going on in Finland from the economic point of view. (PESTLE Analysis 2016a). For example the charity should know more or less what the direction of the economic growth is. By knowing the economic factors, such as an inflation rate, affecting the charity it is possible to better understand e.g. what amounts of donations can be expected. (PESTLE Analysis 2016a.)

Social factors are extremely important to examine for startup charities in Finland. These factors should answer to questions such as what are the trends among Finnish people regarding charities. Social factors tell about the social environment in Finland and it is important to notice whether for example the reliability of charities is high according the population or not and focus on this factor then while planning the marketing. (PESTLE Analysis 2016a.)

Technological aspects that the PESTLE analysis recommends to research are e.g. new technological innovations that might come up and change the market. (PESTLE Analysis 2016a). Technology is everywhere in the everyday lives of people and businesses, so of course charities can be no exception. The devel-

opment or failure of technology can cause problems for anyone; that is why it is wise to include an evaluation of the technical factors in a PESTLE analysis. (PESTLE Analysis 2016b.)

As mentioned earlier in Chapter 2, charities need to register in Finland as foundations or associations. In Finland exists a Foundation Act and Association Act. (PRH 2015a; PRH 2016b.) A charity should be aware of all the legal aspects of both the registration option before making a decision to which to register as. Possible upcoming changes of the legal aspects should be examined as well. (PESTLE Analysis 2016a.) For example the Finnish Foundation Act just very recently changed in December 2015 (PRH 2015a).

Environmental aspects to be examined while conducting a PESTLE analysis are the weather, climate, environmental offsets, etc. For the charity the importance of examining this aspect depends on the purpose of the charity. (PESTLE Analysis 2016a.) This part of the PESTLE Analysis could be thought of in a way for example if the charity has its mission to fight against climate change the charity should examine the changes in the climate in Finland and preferably use the results as one way of marketing.

### **3.1.3 SWOT-analysis in a marketing strategy**

A SWOT-analysis is a great tool after the environmental analysis is conducted. A SWOT-analysis splits the discovered environmental aspects to internal and external issues. The internal issues of the charity in SWOT are the strengths and weaknesses, and the external issues are opportunities and threats. With a SWOT-analysis the charity can clarify what positive or negative issues it has when pursuing its mission and goals. (BusinessDictionary 2016.) A SWOT analysis for marketing purposes differs from the normal one but not by a lot. The strengths, weaknesses, opportunities and threats are simply examined from the marketing perspective in order to help form the marketing strategy. (PESTLE Analysis 2015.) A SWOT analysis can be thought of as an outline for a marketing strategy. (Chron 2016c.)

Table 1. SWOT analysis (PESTLE Analysis 2015).

SWOT analysis	
Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• <b>Brand recognition</b></li> <li>• <b>Location of the charity</b></li> <li>• <b>Specialist in marketing</b></li> <li>• <b>Bringing something new</b></li> </ul>	<ul style="list-style-type: none"> <li>• Not having anything unique</li> <li>• Lack of online marketing</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• <b>New technologies</b></li> <li>• <b>Increase of popularity</b></li> <li>• <b>Social events</b></li> </ul>	<ul style="list-style-type: none"> <li>• Competitors</li> <li>• Changes in consumer behavior</li> <li>• Economic circumstances</li> </ul>

As seen in Table 1 an aspect of bringing something new is a huge asset for a charity. (PESTLE Analysis 2015.) Strengths in a SWOT analysis should include for example the unique factors that the charity possesses compared to other charities. With these unique positive factors the charity makes itself different from competitors and a positive type of standing out in a crowd is a strength. (Chron 2016c.) One strength charities should take a look at is their brands. If the charity is already well-known elsewhere this should be counted as a strength. The location can also be a strength marked on the SWOT analysis. If the charity is or its charitable activities are situated in a well-populated central location the crowd is easy to be reached. To have someone specialized in marketing working for the charity also makes the marketing operations a lot easier and works as a strength. (PESTLE Analysis 2015.)

The weaknesses are also very important to identify in a SWOT analysis. Weaknesses define the things that could be improved in the future and thereby avoid negative surprises. (Chron 2016c.) For charities that have for example goods to be sold to gain donations a poor distribution channel can be a weakness and should be well considered in the marketing strategy. If online marketing is non-existent in the current day, when most of the marketing is done via social networks, the charity is in trouble (Table 1). (PESTLE Analysis 2015.)

Opportunities are external issues to be examined. (BusinessDictionary 2016). Opportunities can be thought of as possibilities that the charity might have or

would like to achieve. (Chron 2016c). A charity possessing the latest technology might be an opportunity for strategizing the marketing differently. Popularity in Table 1 walks hand in hand with brand awareness. If there seems to be the situation that the charity is getting more and more popular elsewhere this can be seen as an opportunity to raise brand awareness also in Finland. Social events are a way to boost the charitable activity goals or to raise more funds if properly taken advantage of. (PESTLE Analysis 2015.)

The meaning of defining the threats in a SWOT analysis is realizing the possibilities which could ruin a marketing strategy. Competitors are listed as threats in Table 1. If competitors make a countermove for some of the most valuable strengths or opportunities, defining these kind of threats in advance helps to avoid failures of the marketing strategy by being able to prepare for them. Changes in crowd behavior is a difficult type of threat. The trends come and go, and it might be that there is a moment when certain types of charities are not very popular, for example. Economic circumstances are rightly listed as threats, as keeping them always on the table helps to prepare for any negative changes in them. Having the possibility of economic changes in mind when forming a marketing strategy can help prepare for them. (PESTLE Analysis 2015.)

### **3.2 Segmenting**

Segmenting is a term of defining a customer base by dividing it into groups. In most cases marketing is conducted for each group a bit differently. Segmenting helps charities to make their statement more clear to all in their target group. Marketing is also more effective and will bring out the wanted results. The segmenting part of the marketing strategy gives a knowledge base of the customers that will then later in the marketing plan help to implement the actions. (Marketing Donut 2016.)

Nowadays, the target market plays a big role in the marketing process. Charities will benefit the most when paying attention to bring value not only to them but for their target segment as well. It is very common for nonprofits to have two

different target markets. These two target markets are for charities the donors that are supporting the charity and those who will benefit from the charity's services. (Tschirhart & Bielefeld 2012, 170-171.) If the segmentation is poor or is absent, the personalization of different target groups will be difficult and will not serve anyone's needs well. The proper segmentation helps to fulfill the needs of your target groups better and for example to do the prioritization for the segment which benefits from the charity's services. (NCVO Knowhow Nonprofit 2016.)

## **4 RESEARCH METHODS OF THE THESIS**

In order to provide guidance and useful information for foreign charities by forming a marketing strategy, I decided to do my research by using the quantitative research method. With the research I wanted to clarify Finnish attitudes towards foreign and domestic charities and charitable activities. I wanted to obtain the fairly reliable results by reaching a good selection of men and women from different age groups and therefore decided to choose the method focused on the quantities.

### **4.1 Quantitative research**

Quantitative research is a research method which examines the information numerically. It is common for quantitative research to describe the issues investigated by using numbers. Research information can be received in numbers or qualitative data can be transformed into numerical form. In quantitative research the information should be answers to questions such as how many, how often and/or how much. Even though the data is collected in numbers the results are transcribed verbally by describing the differences and similarities of the results. (Vilkkä 2007, 14.)

## **4.2 Inquiry**

Inquiry is one method of investigation in quantitative research. Inquiry means collecting data by asking standardized questions from the candidates. Inquiry is conducted either by post or on the internet. Inquiry usually investigates things such as opinions and attitudes and is useful when the candidates are spread to a large area. (Vilkka 2007, 28.)

Inquiry was the smartest option to support the purpose of the thesis and especially to find the attitudes of Finns towards charities. Another research with a similar subject was conducted by poll (Charities Aid Foundation 2011, 4). My inquiry was made with SurveyMonkey on the internet and then sent to people via Facebook. By conducting an inquiry I was able to anonymously collect the attitudes of the candidates, put them into a verbal form and analyze them. The results turned out to be very enlightening and gave excellent points to be considered when forming a marketing strategy for a foreign startup charity in Finland.

## **4.3 Reliability and validity**

Reliability in quantitative research means basically that the results shouldn't be random. To be more precise this can be told in a way that if a different researcher would be conducting the same research, the results would be the same. If the results from a time to another with the same research would give the same results the research could be held as reliable and accurate. (Vilkka 2007, 149.)

My research is reliable because the asked questions are supporting the subject of my thesis. All of the questions were decided with a lot of thought and nothing extra was added. If the same research would be made by a different researcher the result would be the same as nothing was leading.



The validity of a research is basically how the researcher manages to transform the theory into a measurable form. Validity also means that the research should not have a lot of mistakes for example in the questions and that the main concept can be realized of the survey form. (Vilkka 2007, 150.) When analyzing the results of my survey I did not come across any major mistakes. I felt that in all the questions the type was chosen correctly and the results were easy to analyze. All the results gave me answers that I wanted to know to support my biggest research questions.

#### **4.4 Objectivity and ethicalness**

Objectivity in quantitative research means that the researcher stays objective so the results are not affected by the researcher. Objectivity should be realized in both process of the research and when analyzing the results. (Vilkka 2007,13, 16.)

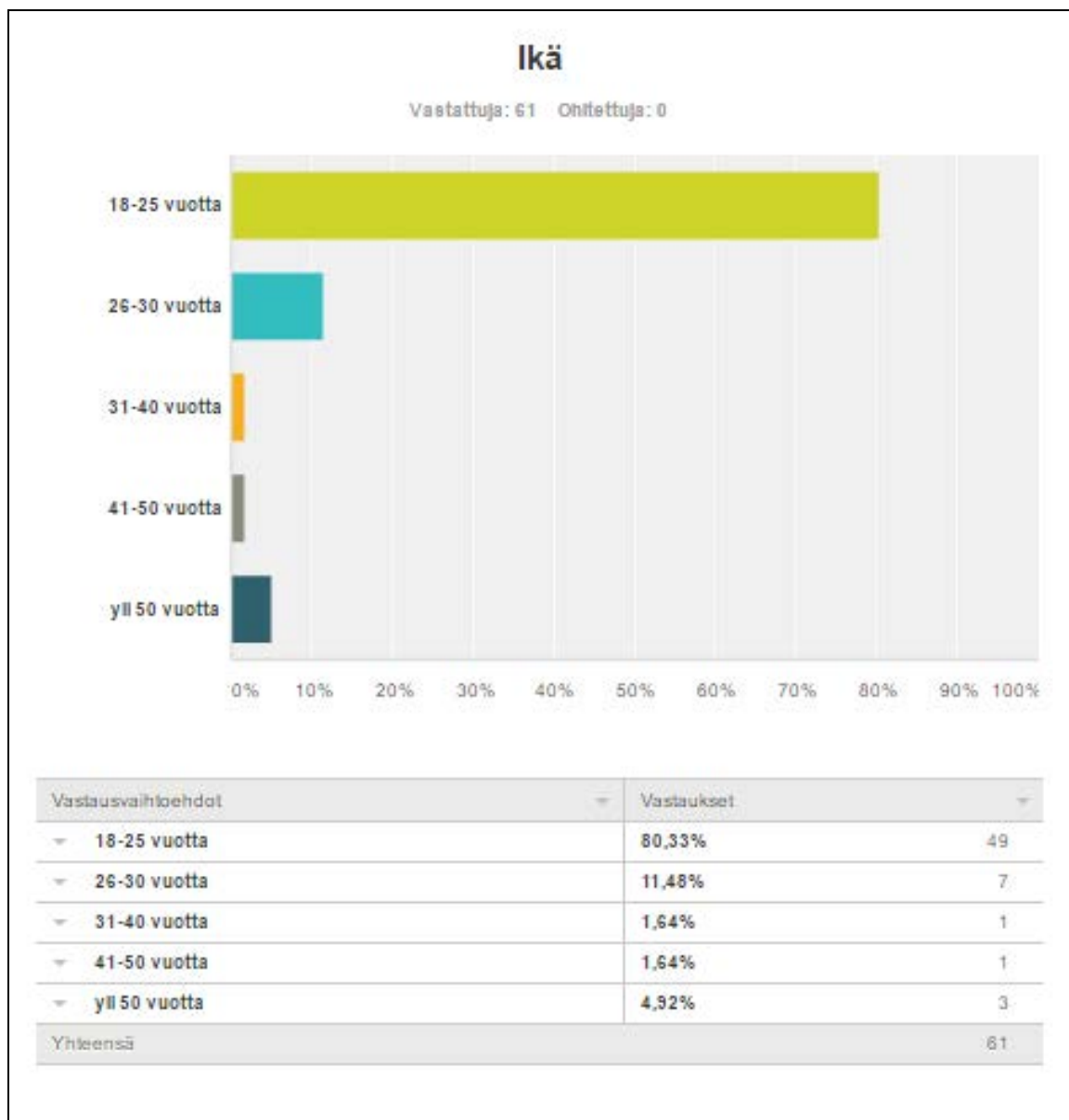
In my thesis the objectivity was realized well. In the process of the research I did not get close to the respondents. The inquiry was done via the internet, and I had no sort of contact with the people that answered the questions. The inquiry was anonymous. The results were analyzed by checking how the theory and results meet each other and if there are some major incoherencies.

Ethics in research consists of three main categories: Good Scientific Practice, participant observation and anonymization. Good Scientific Practice means that the research in all of its parts does not offend the target group, the scientific community or break any research ethics. (Vilkka 2007, 89-90.) Participant observation means that the analysis of the participants in the research should not be done by leading the participants on purpose in any direction, for example the responses or behaviors of the participants without them knowing it. Anonymization is, as can be already reasoned, of its name the fact that the privacy of the participants of the research should not be violated. (Vilkka 2007, 93, 95.)

This research was carried out in an ethical manner. In no way did the research offend the target group, the scientific community or the research ethics. The research was conducted in a very subtle way by informing in the beginning of the survey that the research is done to support a thesis of the subject at hand. When sharing the research on Facebook it was mentioned that the survey is anonymous and will take only up to five minutes. Both of these facts were truthful.

## **5 FINNISH ATTITUDES TOWARDS CHARITIES: THE RESULTS**

In my quantitative research I was able to reach 61 respondents; 43 were women, about 70%, and 18 were men, about 30%. The respondents were between ages of 18 to over-50-year-olds, with the majority of 18 to 25 year-olds as shown in Picture 1. The research was open for one week on the SurveyMonkey –website, from 9.8.2016 until 16.8.2016 and consisted of 10 questions. The language of the survey was Finnish as a way to encourage more Finnish people to answer. Answering all of the questions was compulsory and all were multiple choice questions. Some had the possibility to be more precise with an open answer.



Picture 1. Age (SurveyMonkey 2016).

In the survey I asked how many had donated to a charity. Of the 61 respondents 48 had donated and 13 had never donated in their lives. I also asked to which type of charity work Finns would like to donate/are donating. To the question I put eight different types of charity work, and respondents were able to choose if they were already donating, would like to donate or would not like to donate. The given charity work types were: children & young people, developing countries, famine, animals, nature, war, natural disasters, and something else. The respondents had also the opportunity to fill in “something else” as an open answer.

The most popular of “I would like to donate” -option of the given charity work types was “nature”, with 41 people interested in donating to such a cause. Respondents were “already donating” to children & young people the most, and the most popular category for “I would not like to donate” was charity work for the victims of war. The more specific percentages and numbers can be found in Picture 2. The open answer option got six comments of which four specified the purpose. The purposes mentioned in the open answers were developing cancer treatments/other medical developments, young people, technological development and developing the welfare of the elderly. One respondent in an open answer said that he/she would like to donate to everything if the respondent would have the money, and another answer specified that the respondent is already monthly donating to Unicef and Finn Church Aid but also every now and then to the Red Cross Finland.

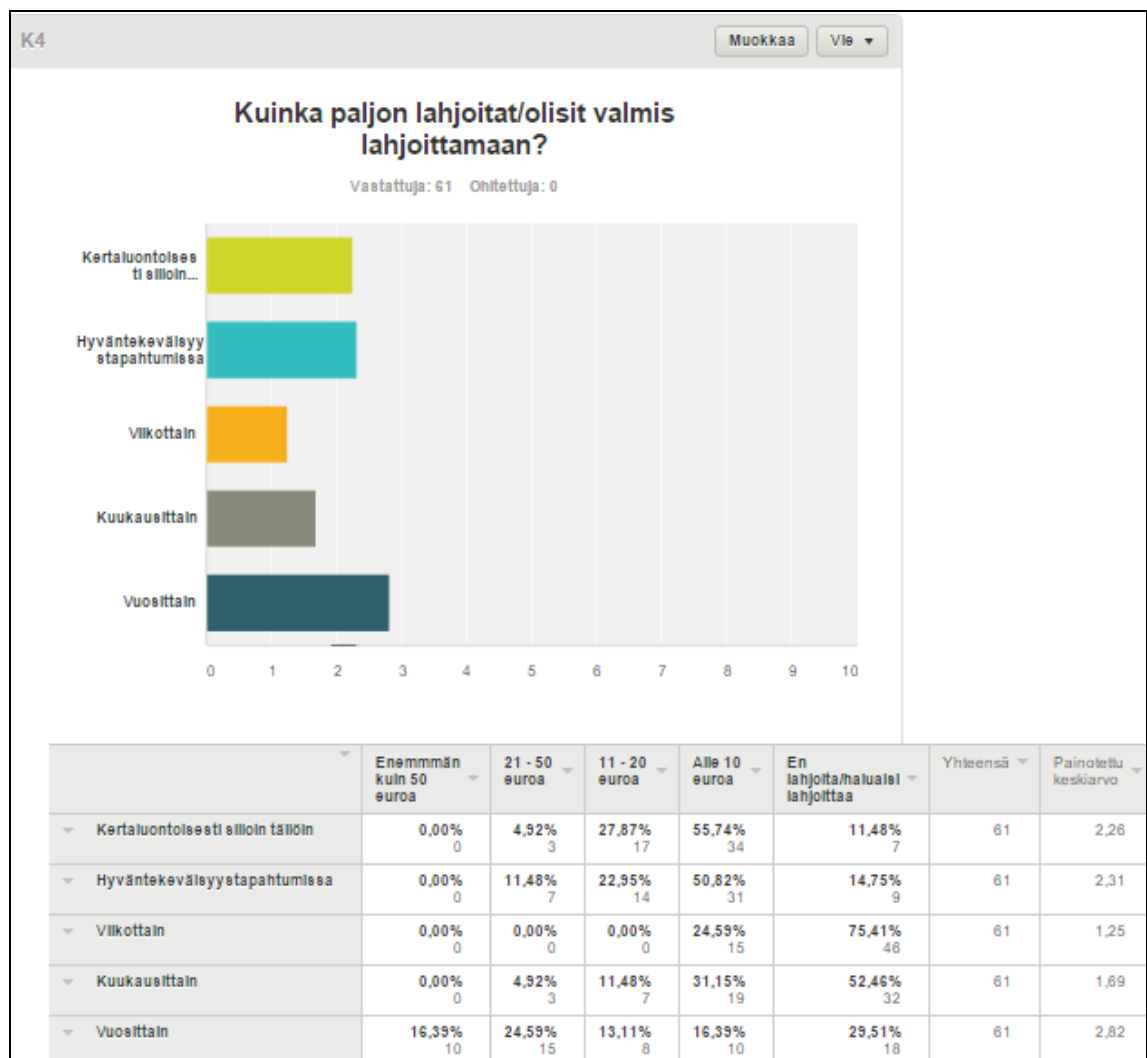
	Haluaisin lahjoittaa	Lahjoitan jo	En halua lahjoittaa	Yhteensä
Lapset & nuoret	62,30% 38	14,75% 9	22,95% 14	61
Kehitymaat	45,90% 28	11,48% 7	42,62% 26	61
Naisiinohje	60,66% 37	8,20% 5	31,15% 19	61
Ei mitään	52,46% 32	6,56% 4	40,98% 25	61
Nuoret	67,21% 41	3,28% 2	29,51% 18	61
Sota	29,51% 18	3,28% 2	67,21% 41	61
Nuorisokatastrofit	55,74% 34	6,56% 4	37,70% 23	61
Muu	16,39% 10	0,00% 0	83,61% 51	61

Picture 2. Charity work type (SurveyMonkey 2016).

The survey also had a question of how much the respondents would be willing to donate to a charity. The question had five different times of donating; every now and then, in charity events, weekly, monthly, or yearly. To these times the respondents had to choose one of the five different options regarding the

amounts of money they would be willing to donate- more than 50 euros, 21 to 50 euros, 11 to 20 euros, less than 10 euros or that they would not be willing to donate/are not yet donating.

There can be seen in Picture 3, that only 10 people are already donating or would like to donate more than 50 euros yearly but no one was willing to donate or is donating more than 50 euros during any other of the time categories. 15 respondents were already donating or would like to donate 21-50 euros yearly but again the other time categories didn't have a lot of interest from the respondents, as can be seen in Picture 3. 17 people were interested to donate or are already donating 11-20 euros every now, and then. 34 people already are donating or would like to donate less than 10 euros for charity every now, and then. The last category was "wouldn't want to donate at all/isn't yet donating". Here the majority (46) of respondents said that would not like to or are not donating weekly. All the rest results for this question can be seen in Picture 3.



Picture 3. How much are you donating/would you like to donate? (Survey-monkey 2016.)

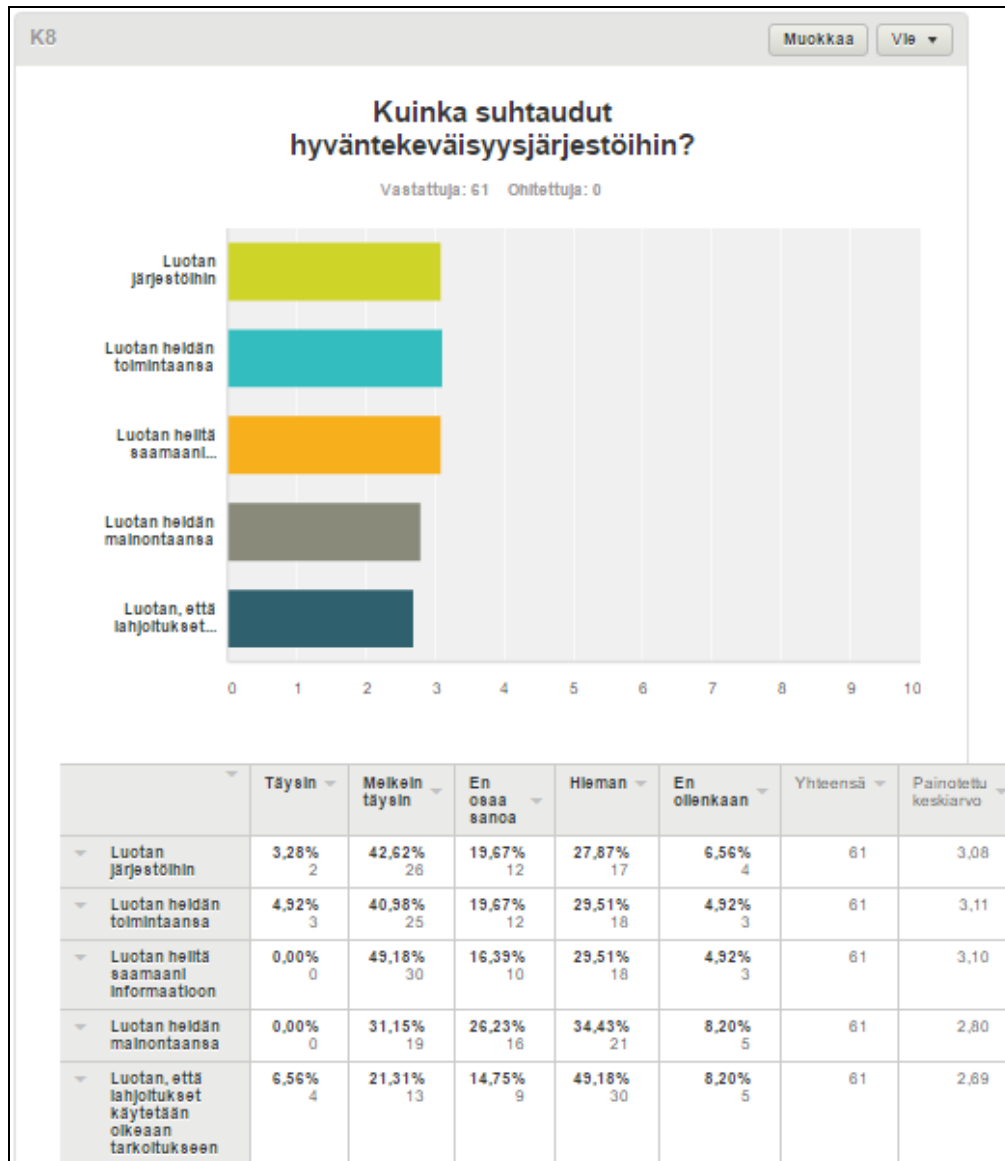
The survey asked about in which types of charity events people have participated. The question had three different charity events: concerts, sports and volunteering. Regarding charity events, respondents were presented with three options: they have participated on site, they have watched from TV or then they have not participated. For charitable concerts 13 people had been on site, from TV had watched 41 people, and never had participated/watched 12 people. For sports events 14 had participated on site, 16 had watched from TV and 34 had never participated. 34. 27 people had been as volunteers for charity events, 3 people answered that they had seen volunteering activity from TV and 32 had never participated for charity event as a volunteer. No one had answered to more than one choice per charity event, but two respondents had left an open comment to specify or add something. One open answer stated that the respondent has participated in some charitable events arranged at the work place such as Hunger Day fundraising. The other open answer the respondent had bought some charitable products.

The survey included the question “have you been doing charity work abroad?”. The vast majority, 96.72 percent of respondents, 59 people, had never done charity work abroad. Two out of 61 respondents had been doing charity work abroad and of those, one wanted to specify with an open answer that the charity work had been for The Seamen’s Church Christmas Fair during two different years.

“How do you participate/would like to participate in charity work?” was one of the 10 questions in the survey. The question gave four ways to participate: as a member, donator, for events or as a voluntary worker. For each of these categories the respondents needed to answer either “is already participating”, “would like to participate” or “wouldn’t want to participate”. There were two people already participating as a member. Fifteen out of 61 would be like to participate as a member, and 44 people would not like to be a member of a charity. In the category of donator, 9 people were already participating this way, 21 would

like to, and 31 would not like to participate as a donator. Five people were already participating in charities' charity events. 26 respondents would like to participate, and 30 would not like to participate in charity events. The last category was a voluntary worker. Four people mentioned they are already participating as one, 18 would like to participate, and 39 would not want to participate as a volunteer. One respondent had wanted to provide the extra comment for an open box answer to specify that he/she is working for a charity as a paid employee.

The survey also included the question "what is your attitude towards charitable organizations?", Picture 4. The question had five different categories; "I trust the organizations", "I trust on the work that they do", "I trust the information I get from them", "I trust their advertising", and "I trust that the donations are going to the right use". For each category the respondent needed to choose one of the following options: "Completely", "Almost completely", "I cannot say", "A bit" or "Not at all". Category "I trust the organizations" got two responds to "Completely", 26 to trusts them "almost completely", 12 people could not say, 17 trust a bit and 4 respondents do not trust at all. In regards to trusting the work that the organizations do, 3 people were trusting this completely, 25 almost completely, 12 people could not say anything about this, 18 trusted a bit and three does not trust at all. The last category for this question was how the respondent trust that the donations are going for the right use. Four respondents trusted completely that they are going for the right use, 13 trusted almost completely, 9 could not say, and a majority of 30 people trusted a bit and five people didn't trust this at all. Rest of the answers can be found in the Picture 4.



Picture 4. What is your attitude towards charitable organizations? (SurveyMonkey 2016).

In the query I wanted to as a compulsory for the people to answer if they would like to donate or are already donating for Finnish charities, foreign charities or foreign charities that have registered in Finland. The respondents were able to choose more than one option but couldn't left the answer blank. The biggest percentage of the total amount of respondents, 54 out of 61 so 88,52%, would like to donate or is already donating for Finnish charities. The second famous respond was to donate for the foreign charities that are registered in Finland with the percentage of 44,26% so 27 people of 61 answering this. The least favored answer for the 61 respondents were the foreign charities with only 16 people (26,23%) of 61 wanting to donate or is already donating for them.



## 6 CONCLUSION AND LAST WORDS

The results of this research tell many things together with the theory of this thesis to answer the main questions, namely what to include in a marketing strategy for foreign startup charities in Finland and why? and what are main guidelines to be given when forming the marketing strategy? To start with we take the marketing strategy theory section and the importance of segmenting. Over 70 percent of the respondents for the research were women and a bit less than 30 percent men. This can be thought of as a sign that maybe Finnish women are a bit more interested in charitable activities than men. In my opinion this should be considered while forming the segmenting section of the marketing strategy for a charity; the focus could be at least a bit more on women. Also it should be realized that all of the results were acquired with the majority of respondents being women, so for example most of the opinions and interests are mostly from Finnish women.

The dominating respondent age group in the survey with a bit over 80 percent was 18 to 25 year-olds. This huge domination should be kept in mind when eyeing the results and forming the segmentation since, the activity of answering the survey could be considered as an interest towards charities, donating and/or charitable activity in general. There has not been any recent similar research showing the age segmentation. When trusting these results, the segmenting having a specific target in the young adults could be put into consideration. As mentioned in the theory, charities usually have two different main segments: charitable donors and the ones receiving the help. These segments are then polished and the details made clearer of what each actually consists of. The survey that I made for the thesis had a question of "how many has donated for charity". It turned out that almost 79% of the Finnish respondents had donated, and a bit over 21% never had. When forming the segment of charitable donors in the marketing strategy this should be taken into consideration. Questions to ask could be: how does the charity get the attention of the 79%?, and how does it approach the non-donating 21%? Another one could be: should the charity focus only on one group, the ones that have already donated?

In the theoretical section the PESTLE analysis was mentioned as one of the key factors when forming a marketing strategy. The research gave some interesting information to for example why to have the economic section of PESTLE. The question of how much Finnish people are already donating or would like to donate gives a nice glimpse into what to expect of the amount of donations in certain time periods. This does not give a general idea of the economic situation in Finland but it gives an overview of the economic activity and interest towards donating. Another example of the importance of the PESTLE analysis is of its social section, which was also examined in the survey. The question asking about the attitudes of people towards charitable organizations in Finland gave some interesting facts. It seems that the area of lowest trust people have in charities is that the money is going to the right use, but what was interesting is that there was still almost 50% of the respondents that trusted almost completely the information they get from the charitable organizations. The general trust towards the organizations was good, especially when it came trusting what the organizations are doing. When taking this into consideration together with the PESTLE analysis, it would seem that one of the things charities could be eyeing is how to build the trust with everything they do, especially informing how the donations are put into use. Also, the fact of deciding whether to register as an association or a foundation might take a role here, since a charity listed as a foundation rather than an association might have a more reliable image because of the amount of basic capital required. However, the amount of capital required means that the charity should already have a strong base in some other country/countries.

The survey had questions regarding what type of charitable activities the respondents are interested in, how they are already participating, or would they like to participate in the future. What should be noted from the results of this question is how little respondents were interested in becoming a member of a charity. This result was a bit surprising since the website of the Finnish Patent and Registration Office states that a lot of Finns belong to more than one association, and association is another registration option for charities. This is an important issue when deciding on the marketing perspective and whether a foundation or an association as a legal form of the charity would be a better op-

tion. When checking the facts from Chapter 2 in this thesis the results of the survey show that a foundation would be a better option since foundations in Finland do not have members – only the members of the governing board. If a charity is not looking to be a member-centered charity, Finland seems to be a good place to register as a foundation. On the other hand the theory shows in 2.1.2 that associations are popular among Finnish and the five biggest foreign charities are all registered as associations, as told in 2.2. This might be because a foundation as an option is more of a way to manage the funds of donations, whereas associations are more active in trying to pursue the donations and other goals for non-profit purposes. Also the starting capital of 50,000 euros for foundations might be a deal-breaker in many cases, especially for smaller charities.

Another reason why I also wanted to ask this question was to get some insight for the theory of starting point analysis. As mentioned in the theory the starting point analysis is all about thinking about the goals and mission of the charity, and what it wants to achieve with its actions. What it comes to participating in charitable activities as a donator or for charity events, the results were that half of the people were interested, and half were not. Also two-thirds were not interested in the idea of working as voluntary worker abroad. These answers help the charities to think about their goals for the starting point analysis. What does the charity want to achieve with its marketing? Maybe for example Finland is not the best country to register with the only goal to recruit as much voluntary workers as possible. Does it want to raise as much funds as possible and bring awareness of the charity to the public? If this is the case, the charity should take a look at the importance of location in the SWOT analysis of a marketing strategy. Table 1 shows it as one of the strengths. A central location can be a huge asset when executing marketing activities based on the goals that the marketing strategy states.

In the former chapter it was thought that maybe if a charity is forming a marketing strategy for the Finnish market the main goal set in the starting point analysis should not be to gather as many voluntary workers as possible. This conclusion was drawn due to the results that the respondents were uninterested in

participating in charitable activities as volunteers. I wanted to also clarify if Finns might be less or more active if the volunteering happens in Finland or abroad. It turned out that over 96% of the respondents had not been doing charity work abroad, and only 2 of the 61 respondents had participated in such charitable activities. This results are very enlightening and should be a confirmation of the interest among Finns towards charitable work abroad. This is absolutely an eye-opener but also a great help for the marketing strategy goals and mission creation for Finland. It is to be considered if shows some sort of reserve towards the charities working abroad. This might be one of the threats to be set into the SWOT analysis.

What is the thing that makes a charity special in light of others? The uniqueness of a charity in the strengths of the SWOT analysis is the difference between one charity and the others. One form of uniqueness could be made by combining opportunities of the charity from the SWOT analysis for example as a form of social events. As shown before in the results the respondents were fairly split in half regarding interest in participating in charity events. My survey had a question regarding in which type of charity events people have participated. The results work as a help for the SWOT analysis. Most people had been participating on-site for volunteering events. The most popular form of charity by watching TV involved charitable concerts. Two respondents wanted to remind by informing about their past participation that there can be charity events arranged at work also as well as at events where charitable goods are sold. The results are working as a support for the foreign charities to use as a guidance and tips when maybe deciding on whether some type of social, charity, events could be part of the opportunities of a SWOT analysis and maybe even the unique factor in the strengths.

When it comes to the types of charity causes Finns like to donate to, it was interesting to see the article from 2014 by Riikonen. The article researched that Finns do not commonly donate to victims of war but do so for example for children with cancer. This was supported by the results with one of the questions of my research. I asked to which type of charity causes Finns are already donating, would like to donate or would not like to donate to. The respondents were

already donating to children and young people. The respondents would mostly like to donate to nature, and the most popular “I wouldn’t like to donate” cause was war victims. Both my research of this thesis and the one from 2014 published in Helsingin Sanomat are showing the same thing; the foreign charity creating the marketing strategy analysis for the Finnish market should keep in mind that being a charity with the mission of helping the victims of the war, the starting point might not look so good. On the other hand if a foreign charity has a mission to help the children and young people or on the other hand nature, the starting point is looking a lot brighter. In either of the cases the marketing strategy needs to be identified to fit each charity individually.

When talking about the analysis in a marketing strategy, the following question of my survey should also be given serious consideration. I asked if the respondents are already donating/would like to donate to Finnish charities, foreign charities or foreign charities registered in Finland. It was compulsory to choose at least one of the options. The reason I did not put the option “I wouldn’t like to donate” is that with this question I wanted to see whether there is a big difference between these three categories within the Finnish respondents. Over 88% of the respondents were already or would like to be donating for Finnish charities and least the people were eager to donate for foreign charities that were not registered in Finland with only 26%. What is positive is that over 44% of the respondents are already or would be willing to donate to foreign charities that are registered in Finland. Also there was the question of which type of charity would the respondents like to donate to. In one open ended answer indicated the respondent wanted to specify that is already monthly donating monthly to UNICEF and every now and then to the Finnish Red Cross. These can be held as positive aspects when studying the starting point situation for a foreign charity in Finland.

To summarize, it seems that in general that Finnish people like the idea of helping others but they are a bit reserved when it comes to completely trusting charities and especially how they use the funds raised. Since the results showed that the majority of the respondents were eager to donate to Finnish charities rather than the foreign ones, I would like to think that the importance of

building trust with the help of a proper marketing strategy plays even a higher role when the charity is a foreign one. Other pressure points were selecting the type of registration, be it an association or foundation. Both had some positive and negative sides depending on which type of charity is forming the strategy. Finns would like to participate in charity work or charitable activities and how willing in general they would be to donate were also interesting facts. After going through the results of my survey, many of the theoretical aspects should be easier to approach, no matter which type of charity is using the thesis as a guide through creating the marketing strategy when entering the Finnish market.

As last words for my thesis I would like to mention few things. First of all making this thesis was a long but very satisfying process. There was not a lot of information available on this subject. This made it challenging to find theory specified to support my research problem and to find answers to my research questions regarding what to include in a marketing strategy for foreign charities for the Finnish market, why these things should be included, and what the main guidelines are that should be given for the charities to form a coherent marketing strategy. The good thing with the fact that there was not a lot of theory to base my research on was that due to this my own research survey had an important role in making conclusions. Combining the results with the theory was enlightening and I was able to use my marketing study knowledge to reasonably come to certain conclusions. None of the conclusions were made biased but with an observant manner and with the research questions kept in mind. The most pleasant was the freedom that came with the fact that there was the lack of earlier researches made on the same subject – it was nice to have almost a completely clean slate. Overall, I feel the content of the thesis is informative and coherent, and the survey supported the main idea I had when deciding on my subject of the thesis in the first place. After creating this thesis I feel a lot more professional pursuing a career in marketing because I have extended my knowledge of this one aspect of the marketing process.

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## Form of the quantitative research survey, questions 1 to 3

### Hyväntekeväisyysjärjestöt

#### Suomalaisten suhtautuminen hyväntekeväisyyteen

Suoritan kyselyni osaksi opinnäytetyöni tutkimusta. Tutkimuksen tarkoituksena on kartoittaa, kuinka suomalaiset haluavat/haluaisivat osallistua hyväntekeväisyysjärjestöjen toimintaan ja/tai tukea hyväntekeväisyysjärjestöjä. Opinnäytetyöni on kohdistettu pääasiassa ulkomaalaisille hyväntekeväisyysjärjestöille, jotka ovat rekisteröitymässä Suomeen.

**\* 1. Sukupuoli**

Nainen

Mies

**\* 2. Ikä**

18-25 vuotta

26-30 vuotta

31-40 vuotta

41-50 vuotta

yli 50 vuotta

**\* 3. Oletko lahjoittanut hyväntekeväisyyteen?**

Kyllä

Ei

## Form of the quantitative research survey, questions 4 to 6

## \* 4. Kuinka paljon lahjoitat/olisit valmis lahjoittamaan?

	Alle 10 euroa	11 - 20 euroa	21 - 50 euroa	Enemmän kuin 50 euroa	En lahjoita/haluaisi lahjoittaa
Kertaluontoisesti silloin tällöin	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hyväntekeväisyystapahtumissa	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Viikottain	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kuukausittain	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Vuosittain	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## \* 5. Kuinka osallistut/haluaisit osallistua hyväntekeväisyysjärjestöjen toimintaan?

	Osallistun jo	Haluaisin osallistua	En halua osallistua
Jäsenenä	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lahjoittajana	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tapahtumiin	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Vapaaehtoistyöntekijänä	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Muu, mikä?

## \* 6. Oletko ollut vapaaehtoistöissä ulkomailla?

- Kyllä
- En
- Jos vastaat KYLLÄ, voit valita tämän täsmentääksesi vastaustasi:

## Form of the quantitative research survey, questions 7 to 8

## \* 7. Millaisiin hyväntekeväisyystapahtumiin olet osallistunut?

	Paikan päällä	Katsellut tv:stä	En ole osallistunut
Konsertti	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Urheilutapahtuma	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Talkoot	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Muu, mikä?

## \* 8. Kuinka suhtaudut hyväntekeväisyysjärjestöihin?

	En ollenkaan	Hieman	En osaa sanoa	Melkein täysin	Täysin
Luotan järjestöihin	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Luotan heidän toimintaansa	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Luotan heiltä saamaani informaation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Luotan heidän mainontaansa	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Luotan, että lahjoitukset käytetään oikeaan tarkoitukseen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Form of the quantitative research survey, questions 9 to 10**

\* 9. Millaisiin kohteisiin haluaisit lahjoittaa/lahjoitat? (HUOM! Voit valita useamman kuin yhden vaihtoehdon)

- Lapset & nuoret
- Kehitysmaat
- Näälänhätä
- Eläimet
- Luonto
- Sota
- Luonnonkatastrofit
- Muu, mikä?

\* 10. Haluaisin lahjoittaa/lahjoitan... (HUOM! Voit valita useamman kuin yhden vaihtoehdon)

- Kotimaisille hyväntekeväisyysjärjestöille
- Ulkomaisille hyväntekeväisyysjärjestöille
- Ulkomaisille hyväntekeväisyysjärjestöille, jotka ovat rekisteröityneet Suomessa

Loppu

Kyselytutkimusten takana on



Katso, miten helposti voit [luoda kyselytutkimuksen](#).

