MARKETING STRATEGIES FOR A NON-PROFIT ORGANISATION

Iida Lindfors

ABSTRACT

Tampereen ammattikorkeakoulu
Tampere University of Applied Sciences
Degree Programme in International Business

LINDFORS, IIDA:
Marketing Strategies for a Non-Profit Organisation

Bachelor's thesis 41 pages, appendices 11 pages
April 2018

_____

The marketing scene is ever-changing, and especially for small organisations it can be rather overwhelming. With the ceaseless influx of new marketing tools, choosing which ones to use is important, thus instead of trying everything and wasting valuable resources, a detailed marketing plan is needed.

That being said, the purpose of this bachelor's thesis was to provide the commissioning organisation with a marketing plan. The commissioner, the Finnish Institute in London, organises Finnish language courses in London for small groups on four different levels. The institute is a non-profit organisation, and the language courses are a new addition to its services, hence there was a need for marketing strategies in order to pave the path to success. They will help the institute define and outline its goals, and how to reach them, and most importantly increase visibility and brand awareness.

The research was primarily conducted in a qualitative manner. Due to its analytical and descriptive nature, qualitative research was deemed as the most suitable option for the case. The theoretical framework of the thesis on the other hand focuses on relevant topics such as services marketing and digital marketing. This secondary data formed the basis and platform for the following marketing strategy together with the primary data gathered through a survey.

The study resulted in suggestions for the marketing strategies for the Finnish Institute in London. Due to confidentiality reasons, the marketing strategies have not been published in the thesis report, but they can be found in appendices to this thesis report.

_____

Keywords: marketing plan, marketing strategy, services marketing, digital marketing

CONTENTS

1 INTRODUCTION

One might say that finance makes the brain of the business, while products and services serve as the body, but the heart that keeps it all alive and functioning is marketing.

But what is marketing? The American Marketing Association defines marketing as "the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large" (2013). It is a long-term process with the purpose of attracting attention and creating interest – not just sales.

The marketing landscape can be overwhelming, as new marketing methods appear and old ones become obsolete constantly. Keeping up with the latest trends is therefore crucial for making the most of one's marketing activities.

According to Philip Kotler, one of the top authorities in the world of marketing, success in marketing requires planning and careful execution. When operating without direction and clearly outlined goals and vision, one is being reactive, rather than proactive – and success is more difficult, if not impossible to achieve. A solid marketing plan can be critical in reaching one's goals. (Kotler et al. 2013, 68.)

With this being said, the purpose of this thesis was to create a clear and well-defined marketing plan for the commissioning organization, The Finnish Institute in London and more precisely, for their Finnish language courses organized in London, United Kingdom.

1.1 The Finnish Institute in London

The Finnish Institute in London is a non-profit, private trust that was founded in 1989 to promote cross-cultural exchange and co-operation between Finland and the United Kingdom and the Republic of Ireland. The institute is an expert on Finnish culture and society, and it aims to provoke discussion on contemporary topics and it is working as a catalyst for positive change, through cross-disciplinary collaborations. (The Finnish Institute in London 2018.)

The commissioning organisation is an advocate for equality, cultural accessibility, and transparency. These core values guide the institute towards its vision to be the "most interesting expert on Finnish culture and society in the United Kingdom and the Republic of Ireland, and a desirable international partner" by creating opportunities for professionals in the field of arts and society. (The Finnish Institute in London 2018.)

In addition to its traditional operations, the institute began organizing Finnish language courses in January 2018. The language courses were previously organized and managed by another Finnish organisation working in London called the Finn-Guild, which however has seized operation, and therefore the Finnish Institute in London stepped in and continued their valuable work. At the moment, there are four different levels, each accepting a maximum of 11 students, making the full capacity 44 students per semester. The course admission fee is 186 pounds, and the length of the semester is 11 weeks, classes being held once a week. The teacher is a native Finn.

However, as a service provider for language courses, the institute is currently rather unknown. In order to successfully compete against the competition, the institute needed to establish a marketing scheme to increase visibility and brand recognition.

1.2   Case and objective

It is still commonly mistaken, that all non-profit organizations get their revenue solely through donations, while in fact, many institutions provide services that support their mission. As the funding for non-profit organizations, and especially for those operating in the field of arts, is constantly being cut, many institutions struggle to stay afloat and offering services has provided some much needed financial security and stability. However, marketing for a non-profit organization can be challenging as often the resources are scarce.

By providing information regarding feasible marketing methods, the objective of this thesis was to assist the institute in successfully establishing the language courses as a part of its operations and gain recognition as a service provider in the field. However, due to the limited capacity, the goal is not to primarily grow business, but instead to gain visibility,

strengthen the brand and secure the sustainability of the business by ensuring a continuous customer flow.

A prerequisite for success in marketing is a thorough knowledge of one's target markets and their needs and drivers. Implementing a proper marketing plan will allow one to determine and design how exactly to appeal to the target audience most efficiently, and eventually achieve a great number of benefits, such as an increase in market share, profitability, customer satisfaction and loyalty as well as the number of new clients.

The goal of this thesis was to examine useful marketing strategies and eventually present a set of applicable tactics for the language courses. Doing so, this thesis was set to have actual relevance for the commissioning organization.

1.3   Research question

The foundation for marketing is research. In order to reach the goals and objectives set by the commissioning organisation, the study needed to offer means to gain visibility, increase awareness of the brand and ensure profitability.

Considering the aforementioned circumstances, a good research question could be one of the following:

1. How to tailor messages to specific market segments?
2. Which marketing channels resonate best with the target audience?
3. What kind of improvements could be made to meet people's needs even better?

1.4   Methodology and data analysis method

Research can be either quantitative or qualitative, meaning that the data collected is either in numerical form or in creative form. Quantitative research is measurable and statistical, while qualitative research is based on observations and is more exploratory. Quantitative research, like the name suggests, intends to quantify data in order to reach conclusions and usually asks questions such as "how many" for example. Qualitative research, on the

other hand, is more interpretive and aims to help understand perspectives and motivations behind certain actions. The data in qualitative research is often in the form of words. (MacDonald & Headlam 2011, 9.)

The data itself can be divided into primary and secondary data. Primary data is the information collected specifically for the research in question, while secondary data is data that already exists for other purposes (Smith & Taylor 2004). The research also utilized secondary data gathered from the company website and from various sources, both printed and online.

In this particular case, a survey was designed to provide primarily qualitative data. Qualitative data yields from subjective aspects such as attitudes, opinions, values, behaviours, feelings or perceptions (Gosnay & Richardson 2008, 43) and it results in insight and understanding on the researched problem (Malhotra, Birks & Wills 2012, 182).

Analysing qualitative data differs significantly from statistical analysis, as the form of the data is different. Data collected can be challenging to analyse as the answers are subjective and they are difficult to categorize. However, qualitative data is useful when trying to identify themes and gain understanding. (Gosnay & Richardson 2008, 46.)

In order to utilize the data, one way is systematic combining. Systematic combining combines the empirical findings with existing theory and thereby provides a broader understanding of both (Dubois & Gadde 2002, 555).

1.5   Survey

In order to answer the aforementioned research questions, a survey (appendix 1) was conducted. The survey was targeted to the existing customers, the students of the Finnish language courses in pursuance of identifying characteristics of the existing customers, their drivers, and motivation and how to effectively reach them.

The questionnaire's purpose was to answer the following questions:
- Who studies?
- Why do they study?

- How did they hear about the courses?
- How do they like to study?

By analysing the data collected, themes could be identified and conclusions could be drawn and those conclusions will be further explained in the following sections.

1.6 Structure of the thesis

A standard marketing plan includes an executive summary, situation analysis, target market analysis, marketing strategy, financial plans and implementation controls (Wood 2014). This thesis was designed to loosely follow that structure, with some alterations.

The thesis is divided into two main sections: theoretical and strategic. The purpose of this is to first gain an understanding of the theoretical framework, then analyse the current situation of the company and finally bring these two together in the strategy.

It is important to understand, that the best marketing plan is one that is actually referred to. It should not be too long nor complex and should be tailored to its audience. A poorly constructed plan with vague goals serves no purpose, whereas a clear and defined plan is like a map towards success.

As said, there are various guidelines for creating a proper marketing plan, but a good, actionable marketing plan should at least answer the following questions:

- What are the goals and objectives?
- Who is the target audience?
- What are the marketing strategies and marketing mix?
- What is the budget and how will funds be allocated?

background	goal	strategy	evaluation
situation analysis target market	increase visibility full attendance	SEM social media email	ROI increase in attendance

FIGURE 1. Overview of the structure of the marketing plan for the language courses

Due to the nature of the business, the thesis focuses on marketing tactics that are either free of charge or very low-cost, thus there was no emphasis on the budget.

2   THEORETICAL FRAMEWORK OF MARKETING

While marketing and sales are terms often used interchangeably, it is important to distinguish the two (Lake 2017). More precisely, the term marketing itself is the one that many people have a flawed understanding of. People perceive marketing as they see it: advertising and sales, even free gifts, yet marketing is not only promotional work – it is much more than that (Gosnay & Richardson 2008, 3).

There are undoubtedly many differing definitions for marketing, yet most of them emphasise the importance of the customer. According to Kotler et al. (2013, 4-6), one of the main objectives of marketing is to create value for, as well as capture value from customers.

create value for the customer				capture value from the customer
understand the marketplace and customer needs and wants	design a customer-driven marketing strategy	construct an integrated marketing programme	build profitable relationships and create customer delight	capture value from customers to create profits and customer equity

FIGURE 2. Model of marketing process (Kotler et al. 2013, 5)

The following sections will provide brief yet concise insight on the most appropriate marketing aspects and theoretical framework in order to help develop and design a suitable marketing plan for the case in question.

2.1   Services marketing

A service is an intangible product, a valuable activity such as cleaning, accounting or in this case – education, performed to satisfy a need. In other words, a service is meant to be used, not owned.

While the traditional marketing mix consists of 4Ps, also known as the product, price, place, and promotion, for services there are additional three P's to take into consideration. These factors are physical evidence, people, and process. While products are tangible, the

intangible nature of the services highlights the importance of people as the service providers. The 4Ps model was originally crafted by E. Jerome McCarthy, who published the model in 1960. (Kotler & Keller 2012, 63; Hanlon 2017)
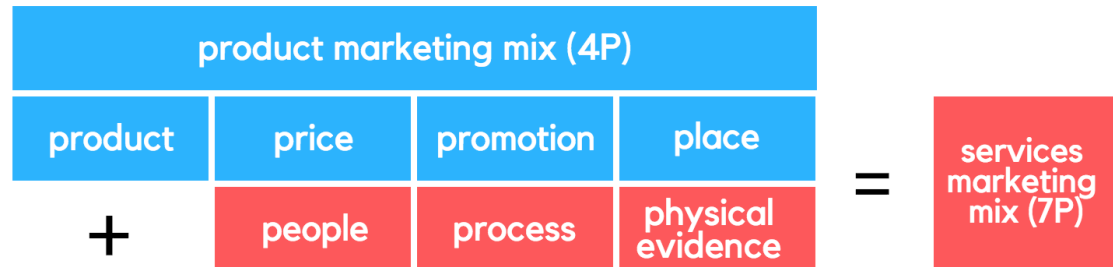

FIGURE 3. 4P and 7P marketing mixes

In addition to intangibility, challenges in services marketing include the lack of transferability, durability, and separability. As services can only be experienced, the service itself is tightly tied to the provider and the place. This means, that when marketing and promoting a service, one of the best ways is demonstration. Excellent performance creates excellent experiences, and that results in a better reputation, thus, word of mouth is a powerful tool in services marketing. (Surbhi 2016.)

When a service fulfils the needs and wants of a customer, the customer is more likely to return to the same service provider. Customer retention is a sign of satisfied customers and will enhance sales as well as profitability as it is cheaper to sell to existing customers than acquire new ones. Moreover, satisfied customers tend to recommend the services and share their positive experiences with their networks. (Gosnay & Richardson 2008, 10.)

2.2 Digital marketing

Digital marketing is a rather broad concept, yet put simply, it means any sort of marketing that involves electronic devices both online and offline (Patel N., n.d.). Businesses need to maintain their ability to reach consumers, while their media consumption habits change due to the growth of the internet.

The growth, and consequently the current reach and popularity of the internet has enabled a more efficient and cost-effective access to targeted audiences. Through digital marketing, even small organisations that do not have the means to finance a big-budget marketing scheme can reach buyers effectively. However, in the complex world of the internet, one must identify the best solutions and platforms to use in order to succeed. Among the flood of information, it is easy to get your message lost and unheard – thus, innovation and creativity are required. (Scott 2011.)

In conclusion, digital marketing has many advantages over traditional offline marketing. While the term "digital marketing" covers many kinds of marketing activities, the author of the thesis has taken the liberty to focus on solely some of the most common and relevant types for the case organisation.

FIGURE 4. Digital marketing for the Finnish Institute in London

2.2.1 Search Engine Optimization

Search engine optimization (later SEO) is all about beating the algorithm. SEO focuses on growing visibility in search engines such as Google by careful and strategic placement of keywords, establishing site authority and link building to name the basics. More precisely, SEO's aim is to increase visibility in non-paid search results and create organic traffic. SEO is especially important because 67% of clicks are made from the five first listings on the results page (Marketo, n.d.). This means, that in case competing services

appear higher up in search engines, the chances are that the potential customers will click on and eventually purchase their services instead.
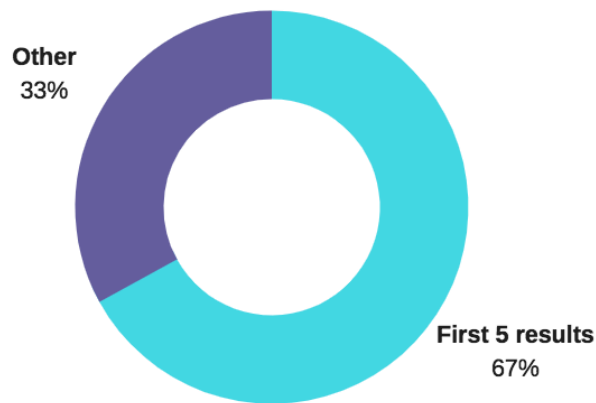

FIGURE 5. Clicks made from the five first listings on the results page

2.2.2 Paid search

While SEO generates organic traffic, sometimes you want to see results a bit faster. Paid search marketing is a cost-effective way to boost your visibility in search engines and connect with people who are actively looking for what you provide. Sponsored results are listed on the top of a search engine's results page and will, therefore, attract more traffic and gain more visibility. As said, one of the benefits of paid search is that it appears in front of the viewers when they are already in the search for the product in question, as paid search works with keywords. It is an efficient and effective way to advertise and get your message across. (Long 2014.)

2.2.3 Social media marketing

Social media is simply massive. It is the "fastest growing trend in the history of the world" (Patel N. n.d.).

In the digital age, social media marketing has become a core part of any company's marketing strategy. Platforms such as Facebook, Instagram, and Twitter to name only a few,

have the ability to reach vast audiences at low costs, and for example, Facebook ads can be targeted to specific demographics. (Abraham & Pearlman 2008, 275–276; Patel N. n.d.)

It is, however, crucial to tailor content to fit the platform you are using since all platforms have different nature. By successfully doing so, a company can increase its reach and generate traffic as the audience is more likely to engage and share the content. Each of these platforms has their own unique user base and nature: LinkedIn is professional; Facebook has a massive reach, and; Instagram Stories have experienced exponential growth in popularity as over 200 million people use the function monthly – that is over 50 million more than those who use the competitor Snapchat. Due to their differences, there are various individual benefits and perks to each social media platform. While visuals attract in all platforms, Instagram is primarily a photo-sharing app whereas Twitter users have a short attention span and respond best to concise messages such as jokes, which again could get lost on Facebook, where there is more content. Social media has enabled marketers to promote their products and services with a reach like no other – well, except email. (Gorbatch 2016; Patel D. 2017; Ryan & Jones 2012, 152-155, 162-163; Hollingsworth & Chan 2011, 90-105.)

	Facebook	Twitter	YouTube	Instagram
DEMOGRAPHIC	everyone	mix of professionals and commons	almost everyone	mainstream young users
IDEAL CONTENT	images and video	short: texts, GIFs, links, video	video	images and video
STRENGTHS & OPPORTUNITIES	ability to target, relationship building	fast, current, hashtags	brand awareness	stories, polls
WEAKNESSES & THREATS	clickbaits, difficult to reach new audiences	short user attention span, character limit	videos are time-consuming to make	short user attention span, images only

FIGURE 6. Institute's main social media platforms, and their characteristics

2.2.4 E-mail marketing

Despite its popularity and relevance, not everyone has a social media account, but it might turn out rather difficult to find a person who does not have an e-mail address. E-mail marketing might sound old-fashioned, but in user volume it still surpasses social media giants such as Facebook, Twitter and Instagram. With its estimated 2.5 billion users worldwide it is still the most popular internet service in use (The Radicati Group 2014). Despite social media's popularity, e-mail remains as an important marketing tool. According to Kotler et al. (2013, 523) in 79 per cent of all direct-marketing campaigns, e-mail is still used, proving its relevance.

However, the high volume brings up another issue; how to get your message heard among the billions of emails sent every day? The sheer amount of emails received makes it difficult to harness that volume into useful, purposeful marketing. Nonetheless, tailoring the content and ensuring its relevance to the receiver will help conquer that obstacle (Jenkins 2009, 46-47.)
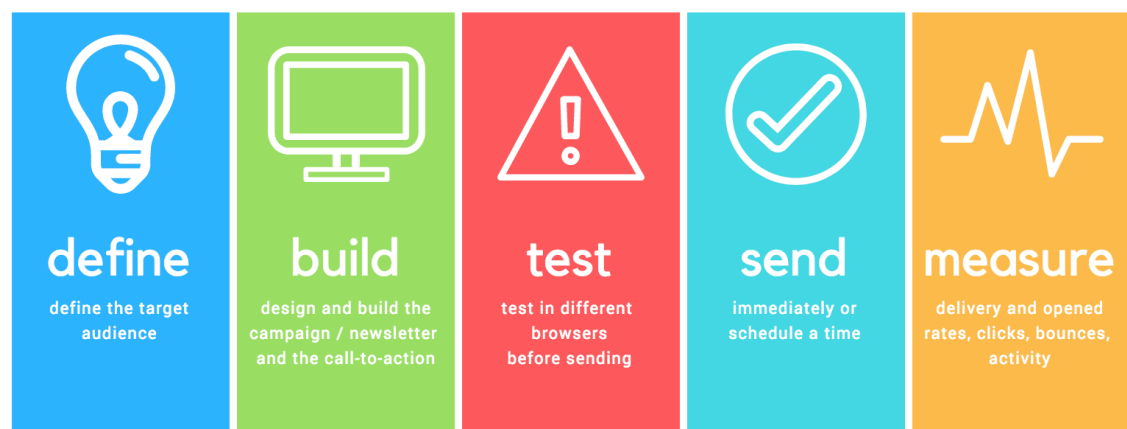

FIGURE 7. E-mail marketing process step-by-step

2.2.5 Best times to post on social media

Learning and acknowledging the best times to post on social media can do wonders for engagement and reach. However, there is no one-fits-for-all answer, as all platforms have their own specific rhythm and audience. (York 2018.)

For example, the social media giant Facebook has over 1.4 billion daily active users, and naturally it is also heavy on social media advertising. While 93% of marketers use Facebook on regular basis for marketing purposes, it is challenging for businesses to get their messages across despite the massive user base. Luckily, there is a lot of data that can be helpful, for instance, data regarding the times when businesses get the most engagement (appendix 2). A general rule of thumb for Facebook is to post during the midday on weekdays, when the engagement is at its highest, whereas on weekends it is at its lowest (York 2018).

	Facebook	Instagram	Twitter
best time to post	Wednesday and Friday at 2 p.m.	Friday at noon	Thursday at noon and Friday 11 a.m. to noon.
other high engagement times	Monday 9 a.m., Tuesday 6 p.m., Thursday 10 a.m. and noon and Friday 9 and 11 a.m.	Tuesday at 3 and 9 p.m., Wednesday 3 to 4 p.m., Thursday 2 to 3 p.m. and Friday at 10 a.m.	10 a.m. to 2 p.m. on Tuesday, Thursday and Friday.
least engagement	on Sunday	on Saturday	on Sunday

FIGURE 8. Best times to post on Facebook, Instagram and Twitter for non-profits

3 MARKETING PLAN

A marketing plan can roughly be divided into three sections: research, strategy and measurement. However, it all starts with defining the goals.

A good foundation for a marketing plan is thorough research, which should include at least a situation analysis and competitive analysis.

3.1 Vision and goals

As previously stated, the goal is to gain visibility, strengthen the brand and thereby secure the sustainability of the business by ensuring a continuous customer flow. As there is no business without customers, customer acquisition is naturally the overall goal.

Customer acquisition is often seen as a sales funnel. The sales funnel, also known as the AIDA model (figure 9) illustrates the steps of a sales process, in which a customer is acquired. For the success of said process, it is important that the customer's journey through each step is effortless all the way to action. (Ash, Ginty and Page 2012, 39-40.)
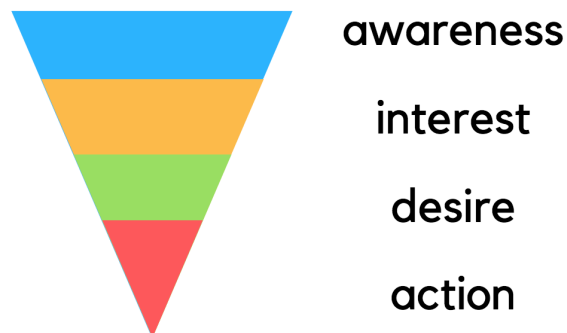

FIGURE 9. AIDA model

The core problem for the institute is lack of visibility or simply put poor brand awareness. Awareness is the first step of the sales funnel, and thus the primary goal is to increase brand awareness and recognition.

3.2   Situation analysis

The importance of research should not be overlooked when preparing a marketing plan. A well-researched plan will help stay organized and reach the wanted outcome. A thorough marketing plan will help understand the past and the current and guide towards the set goals. It will examine and provide broader understanding of both, the external and internal aspects of marketing.

Prior to developing a strategy, it is essential to review and analyse the current situation. A thorough situation analysis examines and defines the strengths, weaknesses, opportunities and threats, and the impact that they have on the business. This will help identify future goals and give understanding, on how to reach them.

3.2.1   Core competencies

Despite the institute being primarily focused on the field of arts and society, the image of the institute as an expert of Finnish culture is a great advantage in raising awareness for its language courses as well. The brand is clearly a great strength and asset, yet it still needs to be harnessed in use.

3.2.2   SWOT analysis

There are various useful frameworks for performing a situation analysis. One of those the most common ones used is the SWOT analysis. SWOT analysis gives further understanding by examining the situation inside the company: the strengths and weaknesses, as well as what is happening outside of it: the opportunities and threats (Kotler & Keller 2012, 89).

FIGURE 10. SWOT for the language courses in question

Despite being a new area of business for the commissioning organisation, the classes have a long history at the hands of the Finn-Guild. However, as the Finn-Guild no longer exists, it is important to set sights on the future and plan ahead to ensure the continuation of a solid customer flow.

As mentioned before, the strengths of the commissioning organisation lie in its brand and its people. The results showed great appreciation towards the teacher and the quality of teaching. Moreover, there were students who had taken these classes for years, which is a clear sign of customer satisfaction.

3.2.3   Competitor analysis

The possibilities to learn Finnish in London are rather vast, as classes and courses are organized by universities, such as University of Westminster and University College London, as well as various private service providers. The services vary from face-to-face to online, one-on-one to groups, basic to business.

When searching online, 67% of clicks are made from the five first listings on the results page (figure 5). It is alarming that the commissioning organization is not among those

five – nor even on the first search result page. The lack of sufficient SEO poses a significant disadvantage compared to the competition.

This finding represents well the core issue of the commissioning organisation: lack of visibility.

3.3   Target market

A well-defined target market provides focus to the marketing strategy and tactics. There are various starting points for analysing the target market, yet within the limits of this study, it was most convenient to take a look at the existing clientele. Do they have common characteristics or interests? Why did they choose your service? What motivates them to study Finnish?

The survey results indicated clearly that demographic factors such as age and gender carried no significance to the decision to study Finnish, but the motives were very much similar and there were clear reoccurring themes.

3.3.1   Drivers

The majority of the respondents stated, that they study Finnish due to having Finns in the family. Therefore, as it is estimated that there are approximately 20.000 Finns in the UK (Embassy of Finland, London 2018), and the majority of them are residing in London, it is safe to assume that there is an existing market for Finnish language courses in London.

Besides family relations, one common theme was interest in the Finnish culture. What was notable, was the lack of the respondents who wanted to study Finnish for working purposes, but this can be explained by the fact that the classes are not specifically aimed to teach business Finnish.

3.3.2 Marketing channels

At the moment, the institute's main marketing channels are social media, email and word of mouth. Most of the respondents had found information about the courses online, yet it is noteworthy that not too many of them follow the institute on social media. Moreover, many of the existing customers have been taking the classes already when they were organised by the Finn-Guild.

While the age and gender distribution were broad, determining what is the most effective marketing channel and what kind of messages resonate best with the potential clientele is challenging. However, as the second most common reason to study Finnish was interest in the Finnish culture, it is likely that there are more potential customers among the Finnish Institute's community and social media followers – therefore social media is one viable option.

3.4   Marketing mix

The marketing mix is a practical framework for evaluating and examining an established business. It focuses on evaluating the seven elements of the mix and how to improve them.

	NOW	OPPORTUNITY
product	Finnish language course, 11 weeks, class once a week. In groups. Four levels are offered	Intensive study days, online materials, podcasts to listen
price	186GBP	Package deal for multiple courses, discount for recommending a friend
place	At the premises of the Finnish Institute, central London	Online
promotion	Social media, newsletters, website	Paid ads, SEO, SEM, social media optimization
physical evidence	skilled staff, great website	consistent branding
process	easy admissions	sign up straight via website
people	one native Finnish teacher, administration	enhance online services, materials online

FIGURE 11. Extended marketing mix for the language courses

3.5 Marketing strategy and tactics

After the landscape is outlined, it is time to take action. In order to reach the set goals, a plan of action - marketing strategy - is designed based on the situation analysis and the vision of the company. Whereas the goals and objectives can be rather broad, strategies are more detailed. The strategy is the link between where the company is now, and where it aspires to be. (Kingsnorth 2016, 79)

It is to be noted, however, that there are several limitations to be taken into consideration when planning which actions to take. The most influential ones in this case are capacity and resources. The maximum capacity of the commissioning organization is only 44 students and the funds that can be allocated to marketing are also scarce, hence large-scale, big-budget strategies are out of question. Luckily, there are many effective yet low-budget marketing strategies to consider. With the help of a defined strategy resources can be utilized effectively, and wasteful allocation of funds in marketing activities that do not resonate with nor reach the target audience can be avoided.

3.5.1 Personalized content

With masses and masses of content all over the internet, it is difficult to stand out. However, by personalizing the content it will be more likely to capture the attention of the targeted audience.

Personalized content is more effective, and results in higher engagement levels and thereby better results. All content, whether it is emails, social media posts or on the website to name a few, should be personalized.
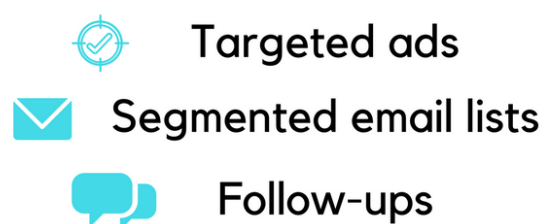

FIGURE 12. Examples of content personalization

3.5.2   Search engine marketing

Search engine marketing includes many useful methods that would help the institute gain visibility, generate leads and attract clientele. A quick research showed that at the moment, the institute's courses are not optimally visible when searching for language classes online. The visibility was tested by using four different search phrases and focusing on the five highest results (appendix 3). With these four phrases, the institute's courses came up only once and even then, only as the third result. Like previously stated (figure 5), 67% of clicks are made from the five first listings on the results page, hence it is highly suggested to focus on SEM and at least two of its methods: Search engine optimization and paid ads.

SEO is undeniably challenging, as mastering Google's algorithms is very difficult. However, the key principle is keywords. Picking the right keywords is important and using them enough (but not too much) to rank high in Google's result page is a task itself. SEO alone, however, won't do much good, as its benefits are put into effect over time. Therefore, in order to guarantee visibility, paid ads are handy.

FIGURE 13. Differences between SEO and SEM

Paid ads help bypass the algorithms that have become more and more inconvenient for marketers. Investing in search engine marketing would be highly suggested at least around the application period, to boost visibility. Moreover, ads that work on a pay-per-click basis are very cost-effective as you only pay for actual leads.

3.5.3   Social media strategy

As each social media platform serves a different purpose and audience, their nuances need to be identified in order to effectively create and capture leads (appendix 4, 5 and 6). Consequently, tailored content and strong call-to-action are the foundation of social media marketing.
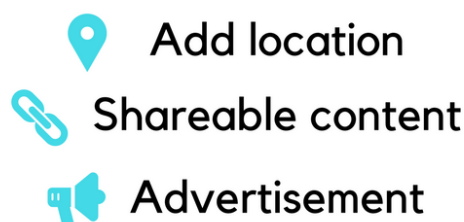

FIGURE 14. Social media optimisation methods

At the moment, the institute is active on several social media platforms, however mainly on Facebook, Twitter and Instagram but also on YouTube. For non-profit organisations, social media is a great touching-point to promote events and keep stakeholders up-to-date on projects and other happenings. (York 2018.)

3.5.4   E-mail and newsletters

Regular newsletters are a good way to remind stakeholders of your existence and keep them informed of what's on, but instead of sending out a general newsletter to everyone, it is far more effective to create different mailing lists and personalize the content accordingly.

At the moment the commissioning organisation is using a platform called *Gruppo* to manage its e-mail marketing. However, the platform is rather costly and lacks some much-needed flexibility in customisation. Therefore, a change of platform is highly suggested.

Being the "world's largest marketing automation platform", *MailChimp* is a great alternative for setting up mailing lists, creating newsletters and sending automated mass-emails. In addition to being customizable and easy to use – it is free. (MailChimp 2018.)

3.6   Tracking and evaluation

One major advantage of digital marketing is its measurability. After implementing the strategy and actions, they need to be monitored in order to measure whether they have succeeded as expected (Kingsnorth 2016, 82). Most social media platforms nowadays have built-in analytics tools to help measure the effectiveness of the content shared. Other useful metrics include return on investment (ROI) which can be calculated from paid ads.

The purpose of tracking and evaluating is to remain proactive: a marketing plan is a guideline. Marketing tactics that fail to reach the wanted outcomes can and should be altered and adapted.

4   DISCUSSION

The primary purpose of this thesis was to examine potential marketing methods and identify the best and most suitable tactics for marketing the commissioning organisation's language courses. The objective was to ultimately provide a set of viable solutions for gaining visibility and securing a stable customer flow in the form of a marketing plan.

After studying different marketing concepts, modern marketing trends and the situation and capacity of the case in question, it became indisputable that digital marketing is not only the future of marketing in general but the future of the institute's marketing as well. Being a small organisation that is new in the business, the visibility and brand awareness are very low and therefore need to be increased. For a non-profit organisation, however, resources are scarce, but due to the cost-effective nature of digital marketing, notable developments can be achieved.

The research shows that there is great potential in digital marketing. Social media advertising combined with other digital marketing practices like search engine optimization and marketing, email marketing and pay-per-click advertising can reap great benefits at low costs.

Although the primary focus was on the language courses, most of the marketing strategies presented are applicable on any other aspect of the institute's activities as well, which broadens the usability and relevance of the thesis.

REFERENCES

Abraham, C., Pearlman, L. 2008. Facebook For Dummies. Indianapolis, Indiana: Wiley Publishing Inc.

AMA. 2013. Definition of Marketing. Read 13.1.2018. https://www.ama.org/AboutAMA/Pages/Definition-of-Marketing.aspx

Ash, T., Ginty, M., and Page, R.C., 2012. Landing Page Optimization : The Definitive Guide to Testing and Tuning for Conversions (2nd Edition). USA: John Wiley & Sons

Dubois, A. & Gadde, L. 2002. Systemic Combining: An Adductive Approach to Case Research. Journal of Business Research 55 (7), pp. 553-560.

Embassy of Finland, London. 2018. Finland in the UK. Read 20.3.2018. http://www.finemb.org.uk/public/default.aspx?nodeid=35348&contentlan=2&culture=en-GB

Gorbatch, A. 2016. Different social media platforms: how do they vary and what does it mean to you? Awario. Read 10.1.2018. https://awario.com/blog/social-media-platforms/

Gosnay, R. & Richardson, N. 2008. Develop your marketing skills. London: Kogan Page.

Hanlon, A. 2017. What is 7Ps Marketing Mix and how should it be used? Smart Insights. Read 20.3.2018. https://www.smartinsights.com/marketing-planning/marketing-models/how-to-use-the-7ps-marketing-mix/

Hollingsworth, J., and Chan, L., 2011. Social Media Marketing for Digital Photographers. USA: John Wiley & Sons.

Jenkins, S., 2009. The Truth About Email Marketing. NJ, USA: Pearson Education.

Jones, C. and Ryan, D., 2012. Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation. Great Britain: Kogan Page.

Kingsnorth, R. 2016. Digital Marketing Strategy: An integrated approach to online marketing. Philadelphia, PA: Kogan Page Ltd.

Kotler, P., Armstrong, G., Harris, L.C. and Piercy, N., 2013. Principles of Marketing. 6th ed. Harlow, USA: Pearson Education

Kotler, P., Bowen, J. & Makens, J. 2013. Marketing for Hospitality and Tourism. New York: Prentice Hall.

Kotler, P. & Keller, K.L. 2012. Marketing Management. 14th Edition. New Jersey: Pearson Prentice Hall.

Lake, L. 2017. The Difference Between Sales and Marketing. Read 13.1.2018. https://www.thebalance.com/marketing-vs-sales-what-is-the-difference-2294827

Long, J. 2014. 8 Paid Search Marketing Tips For Beginners. Huffington Post. Read 8.1.2018. https://www.huffingtonpost.com/jonathan-long/8-paid-search-marketing-t_b_5644383.html

MacDonald, S. & Headlam, N. 2011. Research Methods Handbook: Introductory guide to research methods for social research. Read 6.1.2018. https://cles.org.uk/wp-content/uploads/2011/01/Research-Methods-Handbook.pdf

MailChimp. 2018. Read 20.3.2018. https://mailchimp.com

Malhotra, N. & Birks, D. & Wills, P. 2012. Marketing research: an applied approach. 4th ed. England: Pearson Education Ltd.

Marketo. What is digital marketing? Read 8.1.2018. https://uk.marketo.com/digital-marketing/

Patel, D. 2017. 10 Social-Media Trends to Prepare for in 2018. Entrepreneur. https://www.entrepreneur.com/article/300813

Patel, N. Digital Marketing Made Simple: A Step-by-Step Guide. Read 6.1. 2018. https://neilpatel.com/what-is-digital-marketing/

Patel, N. Social Media Marketing Made Simple: A Step-by-Step Guide. Read 10.1.2018. https://neilpatel.com/what-is-social-media-marketing/

Scott, D. M., 2011. The New Rules of Marketing & PR. 3th Edition. John Wiley & Sons, Inc.

Smith, P. & Taylor, J. 2004. Marketing communications: an integrated approach. 4th edition. London: Kogan Page Limited.

Surbhi, S. 2016. Difference Between Product Marketing and Service Marketing. Read 10.1.2018. https://keydifferences.com/difference-between-product-and-service-marketing.html

The Finnish Institute in London. 2018. About us. Read 9.3.2018. http://www.fin-inst.uk/about-us/

Wood, M.B. 2014. The Marketing Plan Handbook. 5th Edition. Harlow, England: Pearson Education Limited.

York, A. 2018. Best Times to Post on Social Media: 2018 Industry Research. Sprout-Social. Read 20.3.2018. https://sproutsocial.com/insights/best-times-to-post-on-social-media/#facebook

APPENDICES

Appendix 1. Questionnaire

1. What is your age?

☐ < 20 ☐ 41 to 50

☐ 21 to 30 ☐ 51 to 60

☐ 31 to 40 ☐ > 60

2. What is your gender?

◯ Female

◯ Male

◯ Other

◯ I do not want to specify

3. How did you find out about the Finnish language courses? Please, state all sources.

☐ No

☐ Facebook

☐ Twitter

☐ Instagram

5. What is your relation to the Finnish Language / Why do you want to learn Finnish?

6. On what level do you study?

◯ Absolute beginners

◯ Beginners

◯ Intermediate

◯ Advanced

4. Do you follow the Finnish Institute on social media? If yes, please tick the ones you do.

7. What level do you want to achieve in Finnish?

8. Is this your first Finnish language course that you are attending?

9. Do you prefer studying once a week or would you like to participate in intensive study days or courses?

10. How likely would you recommend our courses to someone wanting to learn Finnish?

◯ Very likely

◯ Somewhat likely

◯ Not likely

◯ Would not recommend