Marketing Guide for "Global Volunteer" Leadership Development Program

Case Organization: AIESEC Helsinki RY

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This thesis is a product-based thesis and its goal is to create a marketing guide, in the form of a PowerPoint presentation for the case organization's product: Global Volunteer. Global Volunteer is a short term cross cultural internship where subscribers can develop their leadership skills. The marketing guide aims to maximise effective marketing activities, increase sign ups, and promote Global Volunteer.

The thesis explores the different marketing methods, both pysical and digital, that the case oganization can indulge in for a better Global Volunteer outcome. There will be a heavier emphasis on social media than physical marketing because of their identified target audience being youths (Ages 18-25) of Finland, and because of the existing presence online.

Researched information in the guide will have consisted of both primary research, through Email interviews and focus group findings, and secondary research through existing academic articles and data both online and offline.

The project tasks are (1) Defining the key concepts and theoretical framework, (2) understanding the current marketing strategies, (3) Creating the marketing strategy guide, (4) Finalizing the strategy, and (5) Evaluating the project.

The theoretical framework of this thesis will introduce the readers to different marketing strategies: Differentiated, undifferentiated and concentrated, advertising and promotion, general marketing, and benchmark marketing. Additional to those, the social media and digital frameworks include The Deming cycle, marketing strategy in the internet age, and Facebook and Instagram marketing. The mentioned theories were selected because of their relevance and importance in the creation of the marketing guide for Global Volunteer.

The finalized marketing guide, completed through PowerPoint, will be attached as screenshots to the end of the thesis as "Marketing Guide for AIESEC Product Global Volunteer". The final guide will provide findings on event marketing and effective posters, as well as focus group findings. Additionally, the guide provides insights on how to maximize Global Volunteer social media presence through Facebook and Instagram. A social media calendar is created to assist in selecting different types of content and managing posts. Lastly, mobile and email integrated marketing should aid AIESEC in marketing Global Volunteer and utilizing the platforms to further reach more potential customers.

To conclude, a brief summary on the marketing suggestions is provided alongside the evaluation of the project and the learning outcomes of the author.

Keywords

Marketing strategies, social media marketing, benchmark marketing, digital marketing, marketing guide, branding, advertising, and promotion.

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1 Introduction

This chapter is an introduction to the thesis and its topic, it is to introduce the reader to the case organization, the product in question, and the author's research methodologies. This chapter would also like to ensure the reader understands the organization's international aspects, the risks that the author may come to face during the thesis process, and the important key concepts that will be discussed and explored in chapters three and four. This chapter intends to provide the reader an overall understanding of what the organization is all about.

1.1 Organization's Background

AIESEC was founded in 1948 by Jean Choplin (France), Bengt Sjøstrand (Sweden), and Dr. Albert Kaltenthaler (Germany). Today, AIESEC are present in over 126 countries and territories, it is the world's largest youth-run organization that provides young people with leadership development, cross-cultural internships, and volunteer opportunities around the world. (AIESEC, 2018.)

Projects all over the world are to better the tomorrow of today through cultural understanding, and experiencing international atmospheres. Incredibly, almost all of their operations are managed by students and recent graduates, emphasising the importance of leadership among youth.

Furthermore there are over 70,000 active members, including over one million who have been through an AIESEC experience with 2,400 universities represented and 5,000 different organizational partners. Throughout the 70 years of their activities they have stuck to their uniqueness that is "by students, for students". Each year their global leadership teams are elected by memberships. The organization ambassadors themselves are a friendly group of people who 'live and breathe AIESEC'. (AIESEC 2018.)

The organization also host informative events several times a year, sometimes partnering up with different speakers, and student unions. Events with guest speakers often introduce and inform audiences of the sustainability issues that the world is currently facing, and others are more lenient, for example a bake sale where attendees can enjoy delicious treats whilst networking and inquiring about going on internships abroad. Additionally, the organization aims to gain sign ups at each event they host and/or attend. The events they host are often located in the Helsinki area, whether it be within universities or spaces around the available spaces in the Helsinki city centre.

1.2 About Product Global Volunteer

Global Volunteer is not an ordinary tangible product, it is a cross-cultural experience (Internships) for youth who want to gain personal development and leave an impact on the world (AIESEC 2018). The target audience includes university students, students whom are close to high school graduation and youths (aged 18-25) of Finland. Sometimes there may be many applicants for a position, so it may be necessary to only accept the right applicant/s out of all others. Snapshots of a Global Volunteer application process is added to Appendix 1, the readers are introduced to a step by step approach on how to apply for a Global Volunteer internship and become a customer.

Through both digital and physical marketing, content has to be relevant and interesting to the target audience to have any positive outcomes; Global Volunteer sign ups. Through an experiential atmosphere, students are able to learn through their successes and mistakes. AIESEC encourages learning because it creates a very positive social atmosphere for anybody involved. (AIESEC Blue Book 2018, 22.)

1.3 Research Methodology

For the purpose of this thesis qualitative data gathering is selected over quantitative data because of the relevance to creating the marketing guide. Each project tasks has their own form of research methodology, they are:

PT 1 - Identifying the key concepts and analysing theoretical frameworks.
Secondary research, studying existing information that are relevant to the creation of marketing strategies for Global Volunteer. They are completed through reading online articles and academic books on marketing strategies, social media marketing strategies, and benchmarking.

PT 2 - Understanding current marketing strategy.
Regarding this project task, the author will conduct an email interview with AIESEC's current marketer. A series of questions will be asked on both physical and digital marketing strategies and activities. (The set of questions may be found on Appendix 1)

PT 3 – Creating the marketing strategies.
Regarding this project task, the author has decided to use both primary and secondary research data to create different Global Volunteer marketing strategies. Secondary information consists of online articles and information that can be applied to this thesis' case.

Primary data gathering will be completed through two focus groups, where the author of this thesis will act as host and provide a memo as a recorder in Chapter four.

PT 4 – Finalizing the guide.

Regarding this project task, the author will collect opinions/feedback from peers and professionals of marketing (Primary research). The reason for this is so that the feedback gathered can be used to better the given suggestions the author has come up with in Chapter four. Additionally, creating a one pager summary of the suggested marketing strategies for the commissioning company.

PT 5 – Evaluation.

Regarding the last project tasks, the author explains the challenges the thesis project would face and evaluate the overall success of the thesis. Finally, the author concludes the thesis by explaining the learning outcomes of the whole project.

1.4   International Aspect

AIESEC is the world's largest non-profit youth-run organization that provides leadership development programmes (internships) in different countries of the world. Youths who wish to develop their leadership abilities can indulge in the experiential projects that contribute to the sustainable development goals AIESEC set out to achieve in the first place. (AIESEC 2018.)

1.5   Risk Analysis

The awareness of Global Volunteer could be a risk during the focus group sessions because it can lead to much divided opinions on how to market it. An example could be when, the majority of participants aren't able to provide any relevant marketing ideas because of their lack of awareness to Global Volunteer, whereas some, with the knowledge of the product, could. A brief introduction of AIESEC and Global Volunteer must be prepared for the participants. Additionally, a formal structure of the questions and discussions topics would be a good solution in this case. To achieve that, it would require continuous advice from peers, as well as academic professionals on question and topic relevance.

A risk also occurs in the gathering of the participants, as many might not be available on the same day. Conducting the focus groups requires couple weeks in advance notification for people to allow them to adjust their schedules. As most participants were available closer towards the beginning and end of the 2018 academic summer break, the choice was made revolving around that.

1.6 Key Concepts

Marketing Strategy: A plan of action to promote or sell a product. Underlining long term competitive and marketing goals and what the company must do to achieve it (Baker 2014).

Handbook/Guide: A detailed work on a particular topic of discussion. A handbook, or a manual, is often structure for quick and simple references of a subject. (Business Dictionary 2019a.)

Benchmarking: It is to study other business practices and improve their own so that they are able to provide unique customer experience (Merriam-Webster 2018).

Social Media marketing: The use of social media platforms and websites to promote content, encourage engagement and increase brand awareness (Schaffer 2013).

Digital Marketing: The use of the internet and other digital devices or technologies to promote products/services to meet marketing goals (Merriam-Webster 2018).

Branding: Mainly through advertisements, and marketing campaigns, the organization's aim is to create a unique name and product image. It is also attempting to differentiate itself among competing organizations in the same industry. (Business Dictionary 2019b.)

Advertising and Promotion: Advertising is bringing the product or service to the attention of the customer, adjusting its focus on brand awareness and brand attitude in the long term. On the other hand, promotion focuses on brand awareness, brand attitude, and often are in favour of immediate sales. (Percy & Rosenbaum-Elliot 2016, 4.)

2   Project Objectives, Scope, and Demarcation

Within this chapter the author discusses the overall goals of this thesis alongside the methods that are to be engaged with, in order to achieve the goals. The thesis will suggest different marketing strategies in benchmark marketing, social media and physical marketing, and mobile and email marketing. Social media suggestions will contain information that will facilitate AIESEC when marketing Global Volunteer through Facebook and Instagram. Physical marketing strategies will explore benchmarking of other organization's marketing activities to create a strategy for Global Volunteer.

2.1   Project Objectives

The main objective of this product-based thesis is to create a marketing guide that aims to maximise marketing activities, increase sign ups, and promote Global Volunteer. The guide will include the different marketing suggestions that are explored in Chapter four in the form of a PowerPoint Presentation attached to the end of this thesis titled "Marketing Guide for AIESEC Product Global Volunteer".

The sub goals of the thesis are:
1. Aiming to strengthen the marketing knowledge of AIESEC's marketing responsible.
2. Create a marketing strategy using benchmark marketing. Include benchmark strategies through event marketing and poster marketing.
3. Create a marketing strategy using social media. Include in the guide social media strategies through platforms Facebook and Instagram. Additionally, create a social media marketing calendar, and include it in the guide.
4. Create a marketing strategy using mobile and email marketing. Include in the guide mobile and email marketing strategies.

The information and findings this thesis will provided will depict how the target audience can value Global Volunteer and what kinds of content attracts potential customers. The following project tasks (PT) will outline how it will be done:

PT 1. Identifying the key concepts and analysing theoretical frameworks.
Studying relevant online articles and academic books will help define the differences and similarities between marketing strategy concepts. Once outlining the differences and similarities, the author is able to apply them to the final suggestions for Global Volunteer.

PT 2. Understanding current marketing strategy.

The objective is to outline the current marketing methods for Global Volunteer. It will be done through interviewing current AIESEC staff via an email interview. Once acquiring the knowledge of how and where AIESEC are marketing Global Volunteer, the author is then able to revolve discussion topics and questions for Global Volunteer focus group sessions. Focus group findings will be included in Chapter Four 'Creating Marketing Strategies'. Qualitative data is chosen over quantitative information because it provides more relevancy when creating marketing strategies. Qualitative data is when data describes whereas quantitative defines, it is a form of data that cannot be measured because it approximates and characterizes. (Business Dictionary 2019c.)

PT 3. Creating the marketing strategies.

Suggestions for digital marketing will be through social media platforms: Facebook and Instagram with the addition of mobile and email marketing. During the focus group sessions, the author acts as host by asking questions and providing discussion topics directly related to the project objectives. Physical marketing strategy suggestions aims to benchmark other organizations with similar business practices. The physical suggestions hopes to explore how event marketing and poster marketing can be effective for Global Volunteer.

PT 4. Finalizing the guide.

The preferred outcome of the finalization process is to have different marketing strategy suggestions ready for the case organization in the guide, in the form of a PowerPoint presentation. Additionally, all suggested marketing strategies will be written in a brief one page summary located in Chapter 5 (Conclusions).

PT 5. Evaluation.

Over all, evaluation will be located in Chapter 5 (Conclusions). In this project task the author evaluates the challenges of the thesis and its successes, and outlines the learning outcomes of the author.

Table one below presents the overlay matrix that includes the theoretical frameworks, management/research methods and the outcomes of each project task.

Table one. Overlay Matrix.

Project Tasks	Theoretical Framework	Research Methodology	Outcome

PT 1. Identifying the key concepts and analysing theoretical frameworks.	Marketing strategy articles and academic books. Social Media marketing academic literature.	Secondary Research. Online articles. Academic books	Understanding and applying of theory into final suggestions.
PT 2. Understanding current marketing strategies.	Qualitative data.	Primary research. Email interview with AIESEC staff.	Information on how Global Volunteer is currently being marketed in Chapter four.
PT 3. Creating the marketing strategies.	Social Media marketing (Facebook & Instagram) Benchmarking Social Media Calendar	Focus Groups. (Consisting of Targeted audience.) Secondary Research, relevant online information/articles.	Focus group results (How to make 'global volunteer' appealing). Facebook, Instagram suggestions
PT 4. Finalizing the guide.	Qualitative Data.	Gathering feedback and opinions from peers and professionals of marketing.	Marketing strategy suggestions. Extra opinions on suggestions from marketing peers.
PT 5. Evaluation.	Evaluation and successfulness.	Report the challenges. Over all evaluation.	Conclusion. Evaluation of thesis and learning outcomes.

(Elizabeth San Miguel, 2013)

2.2   Project Scope and Demarcation

The scope of the thesis is to create a marketing guide for AIESEC product Global Volunteer researched in Chapter four. The demarcation, regarding the author's marketing guide inputs, will limit to the strategies on the platforms Facebook and Instagram, mobile and email, benchmarking of other organization's marketing strategies, and creating a social media calendar. The reason for such a heavy emphasis on social media is based on the

target audience in question, there is a heavy influence in the younger generation through technology, more specifically social media, thus the decision was made. The implementation and expected results are not included in this thesis, therefore if AIESEC decides to apply the guide into real business practices they are at their own predictions.

Both primary and secondary research methods will be used in creating the marketing guide. Primary research, through two focus groups, consisting of target audience participants who are in need or are interested in going on internships and who fit the target audience category. Secondary research will be completed through existing academic resources found online or Haaga Helia UAS (University of Applied Sciences) library services and other libraries. The figure below presents a visual representation of how the project scope looks like. It is crucial to note that there excludes "Implementation of project" because as agreed with the commissioning company, it was not deemed necessary. The thesis is divided into parts, which will be explained in the next chapter "Thesis Goals and Management".

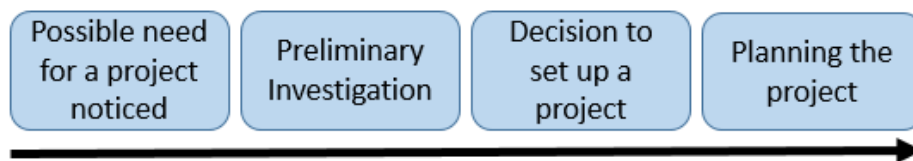| Possible need for a project noticed	Preliminary Investigation	Decision to set up a project	Planning the project

Figure 1. The project scope.

The demarcation regarding the target audience are, as mentioned, university students, students whom are or are close to high school graduation and youths (aged 18-25) of Finland. The selection of the target audience was made and identified by the commissioning company, the reason behind it is because the target audience would have more purpose and push in their surroundings to go for Global Volunteer internships than adults with full time jobs. The target audience are considered to have more time on their hands given their current life situations, whatever it may be. For example, after graduating high school students may not be in such a hurry to begin working and may take a gap year.

3 Physical and Digital Marketing in Theory

In the following chapter different marketing strategies are presented and explained, it is the theoretical framework that aids in the creation of marketing strategies (Located in Chapter four). The theories are separated into two parts, marketing strategies and social media marketing strategies, it is intended so that the reader can distinguish and understand the differences between themselves.

3.1 Marketing strategies

Within a specifically chosen market, management from any chosen company will decide on how to allocate their existing resources and efforts to achieve competitive marketing advantage (Doyle & Stern 2006, 17). Company resources are made up of tangible and intangible qualities, the four main company resources are land, labor, capital and entrepreneurship; other additional resources can include knowledge, experience, time, and management. To appeal to the needs and wants of customers the company must utilise their existing resources and communicate through their channels to create a trend. Intangible qualities are considered a very important asset when formulating and executing the marketing strategy. To do this, most companies hire experts within the specific field to exploit and analyse the current marketing trends as well as predict any changes to the demand conditions of the market.

Typically, strategies whether physical or digital, are often developed for the whole company, individual business units and for markets and products separately. It is less complicated than having a single comprehensive set of objectives and strategies that may cause confusion; corporate strategies are therefore different to individual business units. Having strategies for different levels allows the company to develop them at their own pace. A company must be able to anticipate market change so that they can exploit said change to maximise profits, meet long term goals and satisfy target customer group. (Doyle & Stern 2006, 17-19.)

When developing a marketing strategy it is crucial to underline what the organization's missions and visions are. Baker (2014, 93) explains how Andrew Campbell and Sally Yeung of the Ashridge Strategic Management Centre addresses, in an 1991 article called 'Long Range Planning', the mission to be an intellectual discipline. A simple tool that helps an organization to answer the questions 'What is our business, and what should it be?' They explain that a mission would only exist if the strategy and culture of a company are mutually supportive. Strategy considers the positioning of the company against where their competitors are, and culture are the moral principles that have been established and

formulated within the organization. A vision is to be a necessity because it clearly gives the organization a sense of purpose and direction. Additionally, a vision may be vague or short but it must motivate its members to reach the goals that were set out, once reached a new vision must be articulated. (Baker 2014, 93-95.)

3.1.1 Differentiated, Undifferentiated and Concentrated

According to Baker (2014, 48) there are three different types of marketing strategies - *undifferentiated*, *differentiated* and *concentrated*. An *Undifferentiated* marketing strategy exists when the supplier offers the same product to all customers that has a demand for them; for example foods, clothing and housing. It is much more cost effective through this approach as less time, resources and efforts are required to identifying the target customer group. If a new product is launched into the market and it experiences successful customer satisfaction with rapid growth, often companies would suit to the undifferentiated marketing strategy because market capitalization will be made simpler through high levels of production and distribution. (Baker 2014, 48.)

A *differentiated* marketing strategy exists when the supplier produces a modified version of the basic product when selling to more than one market segment. Modifications include different product characteristics, price, promotion and distribution to try and benefit from economies of scale; for example in characteristics it would be consumer durables or products with a long life cycle. Differentiated marketing strategies are more suitable for bigger companies with the capacity to produce at high volumes whilst remaining competitive. (Baker 2014, 48.) For example, large restaurant chains often develop a one of a kind local menu, differentiated through religious sensitivities because some places bans the consumption of pork or beef products.

Often referred to as 'niche' strategy, a *concentrated* marketing strategy occurs when the producer concentrates solely on one market segment and allocates all resources and efforts into it. Providing more favourable products among buyers are of a standard for companies that provide premium quality products with artificially high prices. Baker (2014, 48-49) goes on to explain that If a threat from a new competition or a substitute product arises, demand usually declines and makes it ever so difficult for the smaller companies to compete, producers then revert to undifferentiated strategies to remain in the market.

From the points above, differences between the three types of marketing strategies are present. With a concentrated strategy a company's focus is narrowed down to only one group of potential buyer, whereas a differentiated strategy would aim to attract perhaps two or more groups of buyers. By enlarging the scope a company may also increase their

sales potential. For example, marketing a product that is suitable to all genders would potentially increase the number of products sold as opposed to focusing only on one gender. However, marketing a product for more than one group of potential buyers does bring in additional costs. That being said, a concentrated strategy would benefit more than a differentiated or an undifferentiated strategy because it would allow focus on creating one customized marketing campaign that appeals to the specific group of buyers thus saving any duplicate costs. In both a differentiated and undifferentiated strategies, marketing campaigns have to be dealt with so that any irrelevant information will not be perceived by the customer in the wrong way. Lastly, the different strategies brings up their own unique risks, as the concentrated strategy only focuses on its specific niche it leaves itself vulnerable to the changing conditions of a market. And on the other hand, a differentiated strategy would be able to deal with a change in the market for a segment as they are appealing to more than one group of potential buyers. (Baker 2014, 48-50.)

3.1.2   Advertising and Promotion

The role of advertising and promotion has remained consistent for centuries, it is to sell more of the brand. The two aim to create positive brand awareness and introduce brand attitude. However the main difference between the two is that advertisement focuses on long term, whereas promotion focuses more on immediate sales. Through effective and consistent communications in marketing campaigns, organizations are able to raise brand awareness and introduce brand attitude. (Percy & Rosenbaum-Elliot 2016, 4-5.)

Percy & Rosenbaum-Elliot (2016, 6-14) suggests that if advertising is to work, a person must have the opportunity to see or hear a message, understand and relate to the message, and they must act upon the message in the desired manner, in most cases a purchase from the customer. A simple three step process is introduced, however it is not likely that it will all happen immediately and in one go. Organizations are encouraged to introduce repetition in their marketing communications because over time customers will register and associate themselves with the brand. However the advertisement must satisfy a communications objective that has been outlined since the beginning of the campaign. These objectives often fall into four effects: need for the category, brand awareness, brand attitude, and brand purchase intention. (Percy & Rosenbaum-Elliot 2016, 6-14.) Regarding the implications of advertising strategies, a note of importance is asserted in the audience's understanding of the message that is advertised. It is crucial to remember that the audience is not usually passively absorbing every message clearly, but is creating their own version of understanding that makes sense in their lives and harmonizing with their own experiences. (Percy & Rosenbaum-Elliot 2016, 35.)

Often times, organizations ask themselves what it takes for successful advertising and promotion. Firstly, credibility and trust are the foundation of any successful marketing campaign. However, it is important for any advertiser to have a strong sense of consumer understanding towards advertising and promotion, this being customer culture understanding. Customer culture is the behaviours in general of customers, their interests and their message perception habits. Secondly, and perhaps the most important, tracking attitudes towards advertising in general serves a great deal in advertising and promotional success. With anything, crunching data and numbers allows the marketer to analyse the successes and failures of any advertisement campaign. (Percy & Rosenbaum-Elliot 2016, 64-72.)

3.1.3 General Marketing

A good marketing strategy can be a written document summarizing the actions required to achieve one of more marketing objectives, the 'SMART' acronym a good tool for companies. SMART stands for specific, measurable, achievable, relevant and time-based. An example of a business situation: "Company X would like to increase volume of sales of product X". It is not specific because an official goal was not set, it is only able to measure after a time base was established. It is certainly achievable and it is only relevant after studies have been made of the status of the product. Convincing, or persuading, is still very much needed before customers opt to purchase the product. For marketers, 'positioning' means the process where the marketers have created a brand image perceived in a certain way. Repositioning involves when there is a change in the identity of the product to the target audience. Product positioning includes defining the market in which the products will compete, identifying product attributes, feedback on product from customers, determining product share of mind, determining each products current location, and determining the attributes of the product that consumers wants rather than need. (Pearson 2014, 89-145.)

Marketing is the primarily promoting and penetrating a product into a chosen market to sell to the organization's target audience. Brand interaction, or otherwise known as promotion, is when the product communicates a message that includes incentives to the end consumer to purchase the product. The message somehow has to appeal to the purchasing customer through the media that is available to the company, for example advertisements or posters. (Pearson 2014, 25-38.) A customer's perception of the product can be considered more important than actual facts about the product because with word of mouth. Consumers build a sense of trust and emotional connection that allows them to forward the message positively and personally to potential customers with doubts (Pearson 2014, 207 & 220).

To be a professional, the marketer has to possess five traits: specialized knowledge, code of conduct, high degree of autonomy, dedication, a professional body. A respecting attitude to themselves and those around you makes up a great marketing strategy because the marketer has learned to appreciate every little detail he/she comes across. And lastly a marketing strategy, like a person, needs passion and personality. Odd as it may sound, a marketing strategy has to be unique, and it has to resemble the mind-set of the individual who drew it up. Without passion or personality, a marketing strategy may just be a simple road map, nothing interesting to look at, just a set of instructions to follow. (Pearson 2014, 287.)

3.2 Benchmark Marketing

According to Tuominen (2016), benchmarking is the process of identifying, and understanding practises of any organization from around the world, and improving your own organization's performances. It is defined with two simple words; Learn and improve. In marketing, an organization must first identify others whose performance exceeds one's own. After being able to identify the organizations, the long term target is to exceed benchmark performances. The figure below explores target setting in benchmarking.
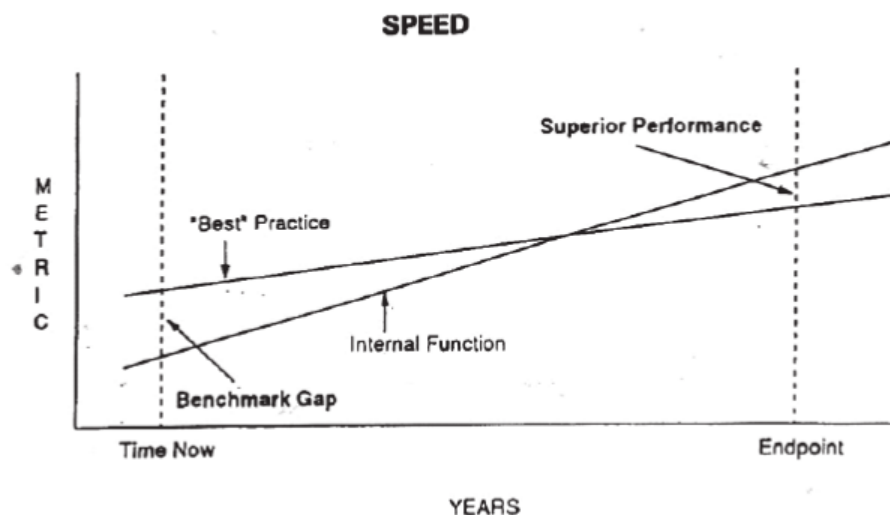

Figure 2. Target setting in Benchmarking. (Tuominen, 2016)

As shown, the organization to benchmark is labelled "*Best* Practice" and its line is placed higher than one's own (Internal Function) in the Y Axis labelled "Metric". It is shown that over time, no specifications in time, that one's own performances shall match the benchmark organization and in turn exceed to gain 'superior performance'. (Tuominen,

2016.) In marketing, this could be resulted in better sales, and bigger product awareness. During the same time frame, the organization must educate themselves and learn 'how' the benchmark organization is proceeding in their performances, in order to witness any positive results. The only way to remain competitively ahead is to maintain the slope of the development curve, the organization in this case would have to work efficiently in learning how the benchmark organization are marketing.

Tuominen (2016) also tackles the purpose of benchmarking marketing, as well as outlines the benefits from choosing such a practice. Each organization has their own reasons to benchmark, however the common reason as to why organizations should benchmark falls to direct development in central marketing issues of the business, better understands one's own processes, facilitates target setting by utilizing external well-functioning examples, and providing a systematic development to their marketing activities. The different purposes provides the need for an organization to compare, analyse, adopt, and improve marketing successes from external well-functioning examples.

On the other hand, benchmark marketing requires a lot of critical attention towards uncertainties in whichever strategy they indulge in. For example, which market opportunities do organizations have to defend most? Which customer requirements must they pay particular attention towards in the next 3 years? How to reinforce or build on this benchmark strategy? How to improve once exceeding benchmarked organization's marketing performance? It is essential to not set unrealistic goals to begin with because it will hinder the organization's competitiveness and it could be possible to lose company culture. Company culture encompasses values and behaviours that ultimately creates a unique environment for the business. Therefore, a systematic benchmark marketing approach is most often favoured to then setting unrealistic goals and means to achieve them. (Tuominen 2016, 139.)

3.3 Social Media Marketing

Social media marketing is not one single entity, each social media channel has different cultures, background history, and their own functionality. Social media was created for the people, however organizations have been quick to grab the opportunity to exploit its usage, to promote their products and services in their millions and billions of users. (Schaffer 2013, 14.)

In any organization, a social media marketing strategy requires extensive knowledge on where the current social accounts are, and what steps they could indulge in to maximise

their popularity. Organizations would much prefer to have organic and real traffic than opposed to having paid fake accounts, called bots, to follow their activities. The first question organizations should ask themselves are "Why is there a need for a social media strategy?" and often the answer includes by being able to succeed in social media return on investment (ROI). A social media marketing strategy serves as a road map for any organization, however only if that road map is concise with well-defined objectives, tactics and metrics will the organization be experiencing positive social media ROI. The social media strategy road map never remains the same throughout, it is designed to be ready for adjustments to the changing conditions of the market. Organizations succeed in this by hiring experts to predict scenarios and who come up with cost effective solutions. (Schaffer 2013, 14.)

3.3.1   The Deming/PDCA Cycle

In the figure below, a popular framework Schaffer (2013, 27) often referred to was The Deming, or the plan, do, check, and act cycle, otherwise known as the PDCA cycle. The PDCA cycle was named after, and made popular by W. Edwards Deming in 1993. Schaffer (2013, 157) Describes the framework being best suited for social media strategies because of the constant flux of users in the different social media channels. The PDCA cycle tackles the very core touchpoints that every organization will face. The touchpoints include planning an original social media strategy, implementation of said social media strategy, comparing calculated assumptions to actual results through the different key performance indicators (KPIs) and metrics, and lastly adjusting the current strategy to findings found in 'C' of the PDCA cycle. (Schaffer 2013, 157.) That being said, the PDCA cycle is never ending because organization will constantly be challenged with the changing conditions of the social media and as a result an improved strategy is commonly draw up afterwards.
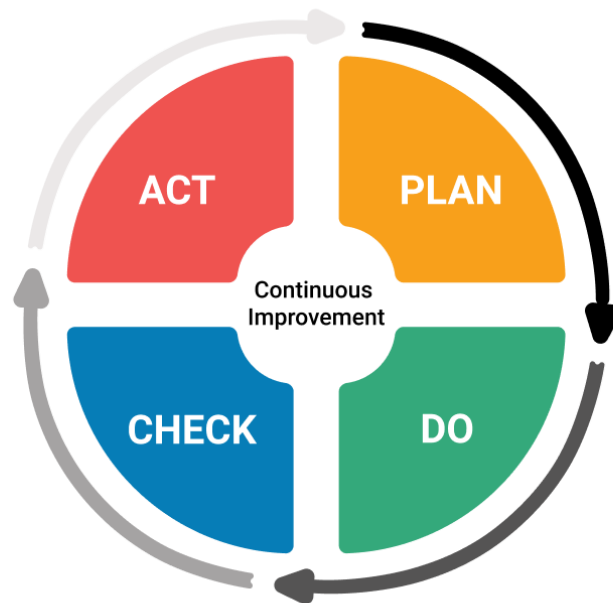
Figure 3. The Deming, or the PDCA Cycle (W. Edwards Deming 1993)

In the planning stage of the PDCA cycle organizations often assess their current marketing situation, set goals for the upcoming year/s and decide on the choice of methods to reach the set out goals. During this stage of the cycle, organizations will often plan their seasonal marketing campaigns for their product or service. Additionally organizations will come up with scenario plans, these are solutions to the social media marketing campaign should there be a dramatic change from external influences affecting the campaign, and they could be environmental, political, social or even economical changes. It is common for organizations, in this stage of the cycle, to plan a strategy that stretches one to two years into the future and takes into account all resources available at the time of planning. (Schaffer 2013, 158.)

In the next stage of the cycle ('Do' stage) organizations become more hands on, they attempt to execute the plans they set out in the first stage. Before implementing an organization's marketing campaigns they will test run it, sometimes run them through a simulation with artificial intelligence. This artificial intelligence may come up with unexpected changing conditions of the market to see how they cope with them, for example a crash in a certain market or a sudden demand for a specific product in the target market. These simulations may portray the likely success of the planned marketing campaign. If an organization does not possess the artificial intelligence capabilities they hire experts or mar-

keting managers to create a hopefully would-be successful marketing campaign that appeals to their target audience, additionally they will predict the successes and failures of the marketing campaign. (Schaffer 2013, 158.)

Moving onto the 'C' stage of the PDCA cycle, it is regarded as one of the most important stages that defines the concept cycle. During this stage, the organization reviews the marketing campaigns effectiveness and efficiency, it checks whether the standards are being met, what's working and what's going wrong. For this stage, KPI's and metrics are consistently applied to the organization's marketing campaign. They measure factors that have contributed to the success of the campaign and are quantifiable and actionable. Metrics may include traffic-to-lead ratio, lead-to-customer ratio, landing page conversion rate, organic traffic, social media traffic, traffic-leads and conversion rates. (Schaffer 2013, 164.) For example, a travel company's marketing campaign for a seasonal package being promoted through their social media channels. They would ideally want as many customers to purchase the package as possible in order to make profit. However, alongside the running campaign, they monitor in real time the incoming customers using a few of the mentioned metrics to analyse the success of the campaign. That being said, usually in this stage, organizations should have substantial information for themselves to act and re-act on their strategy planned out in the beginning during the final stage, thus making it a never ending cycle (Schaffer 2013, 165).

3.3.2 Marketing Strategy in the Internet Age

It is crucial in the modern era for organizations to strengthen customer relationships, as it is more than a classroom marketing concept. Paley (2000, 267) describes the marketing strategies of the internet age as a fast paced two way communication between the company and customers although favouring the company's current account's goals. With today's internet reach companies are able to maximise their market utilization by sorting and segmenting relevant information to the right target group. However, using the internet in strategy, organizations must very well be aware of start-ups and competitors because they pose the largest threats with their new innovative ways in marketing their product or service.

Paley (2000, 268) gives an example using 'Sun Microsystems', he says 'Sun' "hold weekly sessions with key decision makers to evaluate all the ways that competitors might harm sun in the marketplace". This emphasises that companies in general do not primarily think about the long term strategy, but to be able to react quickly to the dynamic changes in the market through scenario planning. Scenario planning occurs when companies set up different solutions for when a market has a specific reaction, this then indicates the

right time for companies to execute their strategy. Additionally, by using scenario plan-ning, it allows companies to be flexible in reaching their long term goals by only having to engage once the predictions have become a reality.

Especially for existing businesses, blending core strategic competencies and the internet provides a great competitive advantage in market utilization. For example, a strong brand name, great logistical abilities, a variation of products, and an established credit and re-turn policy outlines a few of the efficient company strategy competencies. Furthermore building a relationship with the customers requires a uniqueness in service, alongside high quality product which Paley (2000, 269) calls "Relationship Marketing". To begin with, market research representatives from companies provide a segmentation to identify their main customer target group. With the inclusion of the internet, tangible costs have dramat-ically dropped and customer acquisition has become simpler and less time consuming. Customers who are not physically located close to the business branch are able to keep a personal touch through phone services and 24/7 customer messaging services. Having those abilities attract new potential customers regardless of distance. Additionally the in-ternet aids companies who have inventory in warehouses, through real-time tracking of its products and indicates when re-ordering must be made. (Paley 2000, 269.)

3.3.3 Facebook and Instagram

In most social media marketing cases, the thoughtful analysis of the successes and fail-ures of the social media marketing campaign falls back to answering the question: What is our return on investment (ROI) on our social media activities? As Facebook and Insta-gram develops it makes it easier for companies to keep people and specifically the target audience informed about your business (Treadaway & Smith 2012, 27).

Consumers make choices based on convenience, often time it means which platform of-fers the best user experience, enter Facebook and Instagram. An ideal marketer would be able to identify different types of internet customers. There are two types of social media customers Treadaway and Smith (2012, 52) explains: left-brained thinkers and right-brained thinkers. The differences can be seen with left-brained thinkers are they are more numbers and statistics oriented as opposed to right-brained with emotions and feelings. It is the marketer's job to be able to provide marketing material than attracts and appeals to a certain type of customer. A left-brained thinker would often search for detailed demos, product features, and technical specifications. (Treadaway & Smith 2012, 52.)

Left-brained	Right-brained
Truth through logic, facts, math, and science	Truth through feeling, symbols, and images
Natural skeptic	Natural believer
Detail-oriented	Artistic
Perceptive to order/patterns	Emotional
Reality-based	Presents possibilities
Strategic thinker	Impulsive, risk taker
Practical and safe	Prefers fiction, fantasy
Prefers nonfiction, history	

Figure 4, C. Common elements of left-brain and right-brain thinking (Treadaway &Smith 2012, 52)

Metrics for Facebook and Instagram marketing depends heavily on the type of industry the business is running in: type of organization, product or service, marketing priorities, available resources, and relationship with customers. For example, there is a huge difference between construction services and selling tangible products like books. Through both, firstly organizations have to identify what kind of social media activities they will indulge in. Will they lead with their product? Business information? What will be popular among your audience that would encourage them to share with their connections? A great technique to find out what works best is to brief through other successful marketing campaigns and search for similarities in which your organization can also produce. (Treadaway & Smith 2012, 57.) Oversharing and posting of content can sometimes be damaging, but also not understanding your customers. If your customers enjoy being bombarded with content then that is what you have to keep doing, however understanding your audience can be quite expensive. Larger companies have. Understandably, spent more on customer segmentation and personas. Personas are a way to humanize a customer segment by making generalizing assumptions (Treadaway & Smith 2012, 57).

Not only revenues make up the benefits of social media marketing: qualified leads, fans and email sign ups, clicks, testimonials, customer service, cheap & faster Ad campaigns, information consumptions, brand awareness, and influences also adds to the long list of benefits. When companies have taken advantage of the social media features, they may find themselves gaining new leads, individuals who has seen an ad that may become interested or become a customer. The number of clicks increases, meaning more engage-

ment from customers, meaning the company's social media pages are preferred and promoted over others. By ways to scale company's operations, customer service can come as a benefit because it can be very expensive to handle concerns and issues. (Treadaway & Smith 2012, 62.)

With Facebook's additional features (Chapter 4.2) their ownership over WhatsApp, Facebook Messenger, and Instagram it allows companies to chat and communicate with customers over real-time messaging. Companies have learned to use this as it is considered a competitive advantage and means to directly help customers when needed. The more companies purchase social media Ads, the more they are able to use the again in the future with additional benefits, with quicker and cost effective means. Alongside the many other benefits, social media marketing campaigns often leans towards more brand discovery and recognition. Brand recognition through successful campaigns can mean long term profits as well, because social media is a great tool for companies to appeal to a larger reach.

Figure 5. Social Media Workflow (Treadaway & Smith 2012, 66)

In the figure above, Treadaway & Smith (2012, 66) explains that the social media workflow is applicable to both Facebook and Instagram. The workflow always starts with a concept, the idea that will drive the execution. For example, a sports product is looking for a new social media marketing campaign. In this stage creative agencies would often come

up with many different ideas, perhaps still photoshoots with celebrities or even an eye catching video advertisement. Procure content is when you obtain information with care and effort. However as social media, as well as the internet, has developed information does not have to be unique each time it is produced it can be as simple as staying relevant and up to date. Companies would often have to remarket to engage effectively through social media, this is simply done through new content of pictures, videos, status updates, blog posts, and many more. Since Facebook and Instagram are an interactive platform, both direct and indirect comments and feedback will exist. Updating content is considered an important stage in the social media workflow because in this stage it is the intersection of sales, marketing, customer service, and customer satisfaction. (Treadaway & Smith 2012, 67-68.)

Perhaps the most meaningful and effective stage/s, tracking metrics and analysing and reviewing. Companies would often have possession of a software system that tracks and measures the effectiveness of each social media marketing campaign (Treadaway & Smith 2012, 68.) Web analytical tools such as Google Analytics, Webtrends, Likealyzer, Facebook Insights, and Instagram Insights points out the successfulness of the page. These analytical tools often point out engagement rates, how well are the companies responding to their fans, how often they are posting content, and if the posted content is performing well over a certain period of time. In some cases, the analytical tools present the data through a series of bar graphs, pie charts, percentages to aid the marketer in drawing a conclusion. This helps the marketer then improve future marketing campaigns, and social media activities. The figure below are an example of what a Facebook insight looks like.
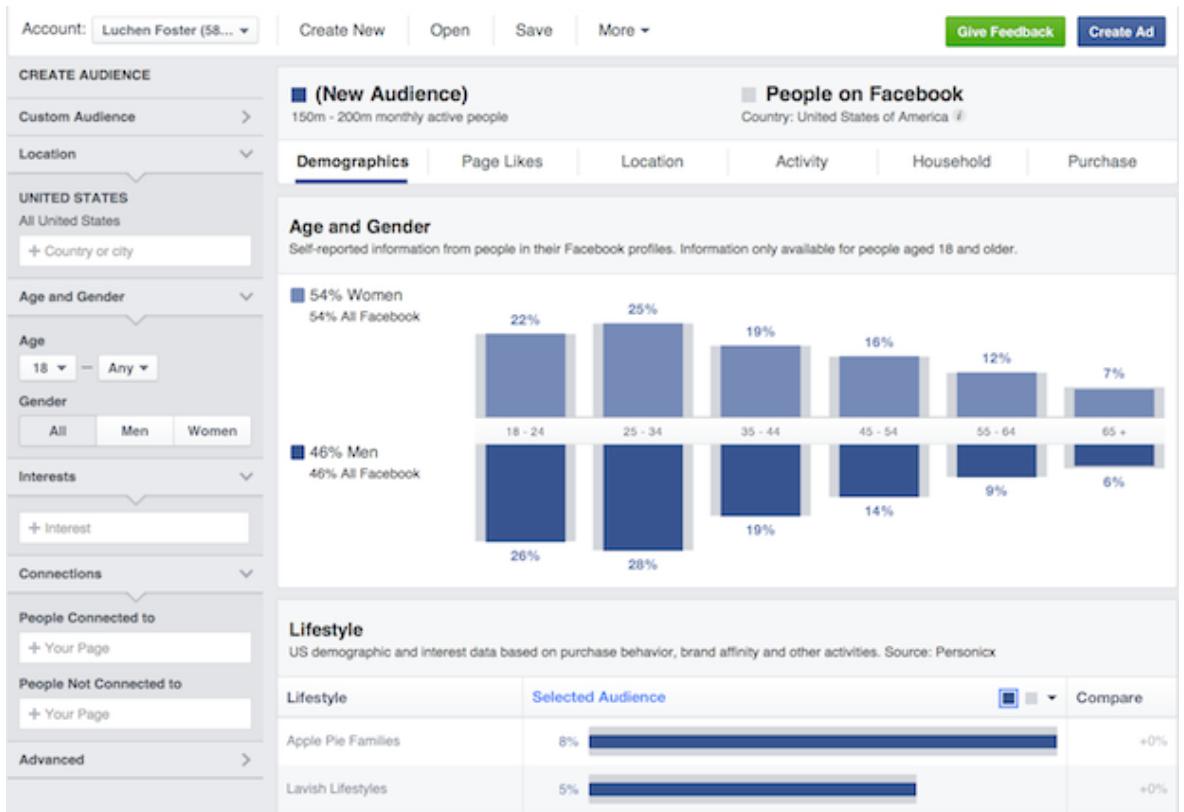
Figure 6. An example of what Facebook Insights may look like. (Facebook Business 2014)

4 Global Volunteer Marketing Guide

In the following chapter, the author creates different marketing strategies to help optimize Global Volunteer brand awareness for its target audience, thus creating a marketing guide. The purpose of each marketing method recommendation is not only to increase awareness, but to also improve the number of Global Volunteer sign ups. Though it is important to mention that AIESEC already have physical and digital marketing presence, maximizing the use and features of these platforms are considered vital and necessary. This chapter explores different marketing methods for benchmarking, social media marketing, and digital marketing. Additionally, focus group findings, an example of a social media calendar created by the author, and current methods are also included in this chapter.

4.1 Current Marketing Methods

An email interview was conducted with AIESEC's marketing responsible on the 14th of May 2018, the interview questions can be found in the appendices section in "appendix 1". The responses allows the author to better understand what marketing methods are currently being used, and how they can be improved by benchmarking. The main physical marketing method are info stands within university lobbies of Haaga Helia, Helsinki University and Aalto. A number of Global Volunteer posters are also strategically placed around the mentioned universities. Lectures and seminars are often organized within the three universities plus HUMAK (University of Applied Sciences) to provide target audiences information about AIESEC and their Global Volunteer programs.

Furthermore, events of many kinds are held in the three named universities as well as in the Helsinki Think Company, a venue located in Helsinki that provides working space and a community who enjoy tackling big, real life challenges through multidisciplinary action (Helsinki Think Company, 2018). The email interview follows with recent changes AIESEC have introduced in their marketing within the year 2018. Marketing campaigns were set up in high schools around Helsinki, the reason for this is because they have identified high school students are also a target audience, and usually high school graduates take a gap year after completing their studies. AIESEC also looked to implement change within their own created events, they have identified that events are not as productive as they would have liked when organized alone. Therefore, co-organized events with their partners (Student unions, teachers and so on) made their events more valued and attractive. As of AIESEC's current future physical marketing plans stand, they look to be consistently present at the named Universities, involve more staff resources in operations, and to improve the quality of their current activities.

On the other hand, AIESEC are also active on social media platforms Facebook and Instagram as 'AIESEC in Finland' and 'Aiesec_fi' respectively. Global Volunteer content are being constantly promoted on the said platforms through video, image, and event themed contents. The choice of image that is selected are strategic, a collection of positive colour images are being used as backgrounds for the content to give a positive feel to posts. Posts are made in both Finnish and in English to aid potential customers with language barriers. At the end of each post a 'Volunteer with AIESEC' link is provided so that customers are able to apply to Global Volunteer programmes with their call to action feature. An example of an Instagram posts (14 February 2019) look like is given in the figure below.

Figure 7, Example of what a Global Volunteer post looks like on Aiesec_fi Instagram page (Instagram 2019)

4.2   Focus Group Findings

Within the empirical part of this thesis the author opted for a qualitative method rather than a quantitative. Qualitative market researches are conducted to determine what and how people feel about situations, it deals with feelings, attitudes, and opinions that underline reasons for Behavior (Business Jargons, 2019). The reason behind this choice was because it is more relevant and valuable to AIESEC compared to statistical information. The qualitative findings gave an in-depth insight on how the participants felt and reacted towards the given discussion topics and questions on Global Volunteer.

Organized and hosted two focus groups, the author gathered a group of ten individuals per group with the age requirements of 18 to 25, have lived in Helsinki for a period of 3 or more years, and are students or recently graduated from either high school or a university. Findings of both sessions will be collective therefore no group distinctions are needed, and the focus groups were conducted in week 20 and week 36 of 2018. (Discussion topics can be found in the appendix 2). Additionally, the participants have chosen not to share their personal information for this thesis. Beginning each session, the host opened with a couple simple questions about general branding followed by a more specific set of questions/discussion topics regarding the product Global Volunteer, and closing with further Global Volunteer development questions.

Firstly, when asked about which brands individuals were most familiar with, there was a diverse set of answers. The most mentioned product was Apple, because of their daily usage of the product. Later, the rest added Viskas, Swatch, Nike, Adidas, Cartier, Zara, Twinnings, and Vagabond because of either their daily usage or their current or previous occupation with the associated brand. Secondly, when asked which channels the group prefers when searching for brand information. The most common platform was Google, mentioned by everybody in both groups. However, several participants have added that they prefer to go to the products own webpages or search through social media channels namely Instagram and Facebook. When asked why on Instagram, participants mentioned it is beneficial to see the products being used so that they can imagine themselves using the product as well.

Secondly, out of all participants (20 people) in both focus groups only three has heard of Global Volunteer as a brand, the rest are aware of AIESEC separately. Volunteering was considered important to all participants, however for some only if it were for short term. Participants labelled volunteering a personal growing experience, for fun, and for resume purposes. There are different individuals who enjoy the traditional corporate office work, and others who enjoy travelling with a purpose. Not much disagreements existed in the discussion when it came to this topic, however lots of agreements were made of the importance of volunteering with Global Volunteer: making a difference to the world, internal value, leadership development, personal growth, and networking. Networking, was perhaps a very common mention by the two focus groups because participants were preparing for the working careers as they are still students.

Global Volunteer, from the two groups, gathered great first impressions. Almost all participants have said the applications website looks very easy to use, and very practical as if they were online shopping with options always available. When asked what is the most

important information when looking for leadership development internships. More than half of whom have responded with future career plans, school requirements, country choices, job specification, key words, benefits of the internship, and responsibilities. Additionally, all participants agreed over the very clear given information on each internship opening, one explained the key details were "Straight in the eyes of the user". Meaning that when a user is browsing through the Global Volunteer applications the key information like duration, location, and position are easiest to find.

Finally, when opening the discussion for participants to voice their opinions on way to improving Global Volunteer marketing the majority were quick to tell. Many have mentioned to push their social media activity, even though present, AIESEC Global Volunteer is still undiscovered by most participants. An individual added "AIESEC should message profiles on their social media channels and present Global Volunteer opportunities, especially at the beginning of semesters because it is usually the time when students are looking for internships". Some participants from the Haaga Helia University of Applied Sciences didn't know AIESEC existed, and agreed that they should have representatives present when freshmen begin their studies. Continuing, the groups discussed that it is important that students know they exist so that when the individuals looking to travel with purpose, they would know AIESEC provides Global Volunteer opportunities. On the other hand, other participants have mentioned that their content on social media really has to push country options, in addition to their leadership development program options because "young people love to travel, the best way is to utilize the global possibilities". Lastly, couples of participants from the two groups prefer it if AIESEC were integrating with the university student unions, and guest speakers when they organize events. The online events (see Chapter 4.1 – Benchmarking) were also described a great way to market Global Volunteer because often times students are not able to physical participate in events.

4.3   Benchmarking

When organizations want to gain competitive advantage, it is essential for them to benchmark. It is to study other business practices and improve their own so that they are able to provide more unique customer experience. (Merriam-Webster, 2018). Within this chapter, the author will introduce a couple of organizations with similar business practices to AIESEC Global Volunteer and provide strategies through event marketing and poster marketing, the organizations explored are called Startup Lifers and Helsinki ES (Entrepreneurial Society). The author first came across Startup Lifers as a volunteer at Slush 2018, Slush is an annual non-profit startup and tech event hosted in Messukeskus, an expo and convention centre in Helsinki (Slush, 2019). Helsinki Entrepreneurial Society (ES), on the other hand is extensively advertised within university grounds.

Startup Lifers provides internship programs that connect talented Nordic tech, design and business students and recent graduates with promising start-ups in San Francisco and Singapore (Startup Lifers, 2019). Similarly to AIESEC, Startup Lifer's target audience are identified: students, although AIESEC has no specifications or requirements on what the students study, just their background prerequisites. During Slush 2018, the author had the opportunity to approach the booth belonging to Startup Lifers to inquire representatives on their marketing activities. The organization is present on social media apps mainly Facebook, Instagram, and Twitter. In their social media activities the organization posts contents such as announcements, people, and behind the scenes type of contents. They also host events of different kinds such as informative sessions, breakfast events, and road trips to encourage sign ups. Additionally, they set up info stands in Universities with ambassadors of the organization, and strategically put up posters around university campuses.

Helsinki Entrepreneurial Society, also known as HelsinkiES, aims to make sure that all Haaga-Helia University of Applied Sciences (UAS) students are ready for future working life and students with the passion for business get the help and support from the society. HelsinkiES encourages students to sign up as a member, to attend courses and events that supports finding the student's passion, establishing new businesses whilst earning credits at the same time. (StartUp School, 2019.) Through an acquaintance, the author was able to inquire the marketing activities from a member of HelsinkiES. HelsinkiES attends and hosts events, for example "Testing Tuesdays" it is a pitching event for anybody with a startup idea. Additionally HelsinkiES are present on social media channels Twitter, Facebook, Instagram, and LinkedIn. Sometimes they organize innovative challenges, workshops, and excursions, by partnering up with other companies. Finally, the identified target audience are university students, mainly of Haaga-Helia as they attempt to increase their membership through user sign ups.

Using the examples above, Global Volunteer shall first benchmark event marketing. Event marketing is a themed exhibit, display, or presentation promoting a product or service leveraging in-person engagement (Marketo 2019a). It is important to customers nowadays because it is a good opportunity to create good credibility, and build relationships. In figure 8, Marketo (2019a) outlines the goals usually set out in organized events. These goals are also performance measurements compared to the benchmarked organizations. The columns in the figure represent the different goals organizations hope to get out of events: generate leads, customer engagement, build brand, product education and training, drive demand, and customer upsell. The percentages (%) on top of each bar, represents the importance of goals from a possible 100%.
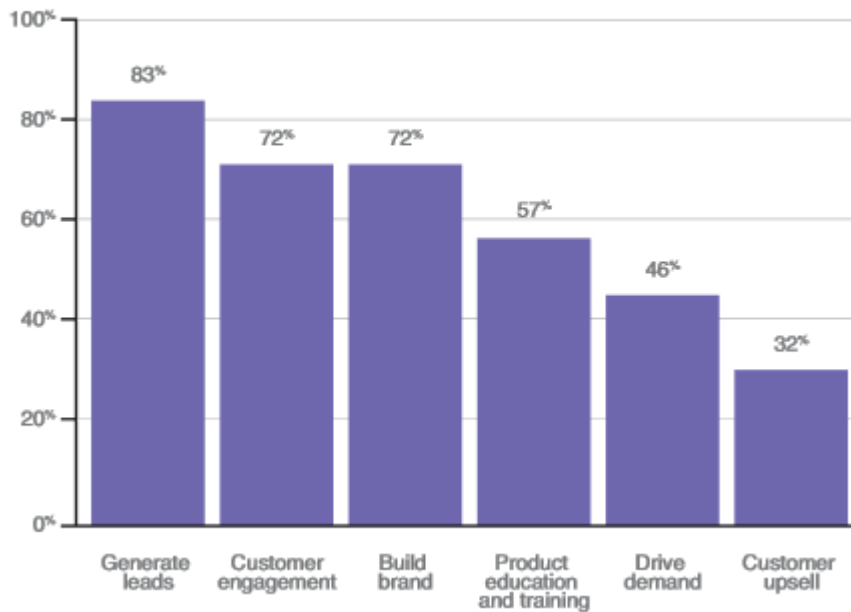
Event Program Goals

Figure 8. Event Marketing Goals (Marketo 2019a)

However in the case of AIESEC's Global Volunteer, it doesn't necessarily follow the same level of importance. As the thesis aims to create a guide in improving Global Volunteer marketing and increase sign ups, it would make building a brand, customer engagement and generating leads more important than others. AIESEC should learn and analyse how organizations in the similar industry are hosting events and improve on their practices. The common types of events AIESEC could host, in comparison to other organizations, are online and physical events. There are different types of online events: webinars, virtual events, and live streaming events. Webinars are when presentations, discussions, or workshops are delivered via the internet, this makes it easier for the target audience if participants aren't physically able to attend events, for example due to their own personal schedules or physical abilities. Virtual events allows participants in different locations to participate in a virtual/online environment. These kind of events would often happen in real-time, and would allow AIESEC staff members to market Global Volunteer, present information, and provide any necessary customer service. Lastly, live streaming are live events that can be streamed to large amounts of audiences, they can be done through Livestream, Ustream, Google+ Hangouts, Instagram Live, and Facebook Live along with many other existing programmes. (Marketo 2019a.)

On the other hand, AIESEC may want to host creative physical events, for example breakfast, lunch, or dinner events, and seminars. Breakfast, lunch, or dinner events already a norm in Startup Lifers is a great example to benchmark, although typically a more targeted

event, AIESEC could compare performance rates from hosting one. It is an event where the AIESEC staff members can be more intimate with their prospects, attending to participant concerns, and also market Global Volunteer to them in the company of delicious cousins. Seminars, usually described as smaller meetings, can be hosted in classrooms and auditoriums for the purpose of presenting important information, such as the 'where', 'how', and 'why' to apply.

On the other hand, posters can be an effective benchmark marketing strategy if done correctly. Considering the mentioned organizations also produce posters, and are for public viewing, AIESEC could learn and improve from their practices. It is essential to do the correct research, like when was the poster posted, and what important information has other organizations included. As AIESEC are currently using posters as means to market Global Volunteer, this section will only further aid by making sure the posters produced have competitive edge. Although with the internet existing around us, posters are still somewhat powerful. According to PsPrint, repetition, size, simplicity, and quality of posters are essential when creating them. AIESEC has a lot of great Global Volunteer content, therefore it is possible for them to create a poster weekly. It is recommended to create poster contents every week instead of using the same one for long periods of time because they can become boring and outdated, and often times ignored by any passer-by.

Making sure the headline and any call-to-action are big and bold, yet simple because it will be easier for leads to take actions. The necessary contents on the poster has to be identified beforehand by the marketing responsible. In this case, Global Volunteer related information has to be the one making people turn to look at the posters. Photo images of people and landscapes are considered to being the most eye catching content because it shows authenticity. Once adding the eye catching content, it is important that the call-to-action and headlines are easy because for any passer-by they probably have some place to go to and might not necessarily have the time or interest to stop and read. It is suggested to include an almost new feature on posters: QR codes. A QR codes is a machine-readable code consisting of black and white squares, each QR code is unique when generated and as almost every smart phone has a built in QR reader, they can scan the code which will redirect them to the Global Volunteer webpages.

 Lastly, posters are easy to print and distribute, therefore having a Global Volunteer poster in quality print could present professionalism and shows that they are capable in their marketing activities, this may leave a positive lasting opinion. If prints are made in bad quality, it can also suggest that the organization itself isn't good quality. (PsPrint 2019.) Global Volunteer needs recognition and credibility, a well printed poster could provide this

to a passer-by. As mentioned above, there are a lot of Global Volunteer content that can be generated, for example never-seen before images and more.

4.4 Facebook

As of today (26 February 2019), the Facebook page "AIESEC in Finland" currently have 13,627 followers and a page rating of 4.8 out of 5 based on the opinions of 76 people. Since AIESEC's purpose is to provide leadership development programs, or Global Volunteer internships, it is not necessary for them to create a separate page as a results from this thesis. However a "*-AIESEC World Global Volunteer Match-*" page exists, providing an opportunity to benchmark, its page description explains the group is created and intended to promote Global Volunteer projects from all over the world, the group only posts Global Volunteer projects and nothing else. The group was created about seven years ago, currently has 39,445 members, and have posted 537 times in the last 30 days (from 26th February 2019). That being said, AIESEC in Finland could use this group as an example to increase Global Volunteer awareness in Finland.

It is suggested for AIESEC in Finland to utilize all or most of Facebook features when engaging with their audience. The page should also post relevant Global Volunteer content at a scheduled pace, such as stories of individuals who are currently on their leadership development programs or new opportunities where people can apply to. When presenting new internships, it is essential to take advantage of the tools that are available, for example Facebook insights, Pages, Messenger, ads, and video marketing. Phone and Email contact information should be available for those who want to inquire more, as well as a direct link to the Global Volunteer's application webpage. Rouhiainen (2016a) suggests there are a lot of things to consider when creating a Facebook marketing strategy, a selection of the 5 most important for AIESEC is listed below:

1. Focus on customer purchase funnel
2. Facebook Advertisements
3. Learn to leverage the opportunities in the Facebook ecosystem
4. Facebook Business tools
5. Video Marketing

Global Volunteer is not a tangible product where customers can hold and use, it is a leadership development program where individuals pay to go on the internship abroad. That being said, the customer purchase funnel exists as usual, however a simplified funnel is used; Leads, prospects, and customers. A lead, in this case, is a person who has been exposed to Global Volunteer Helsinki, but have not taken any actions to apply. Prospects

are people who have become interested but need that extra set of persuasion to apply. Lastly, a customer is someone who has purchased the Global Volunteer package. To get people to move quicker to next phases in the funnel Rouhiainen (2016a) explains that content, engagement, credibility, and metrics are essential. The content, no matter its form, has to touch upon the interests of the customers and to grab their attention. Additionally, Global Volunteer must offer their customer services to answer any concerns that customers may have, as well as communicate with interested users over different platforms. One of the most important things to consider is credibility, there is nothing more reassuring to customers than earning their trust. A great way to gain a potential customer's trust is by showing them that others have already taken part in Global Volunteer and that they had a positive experience from it. Lastly, it is wise to keep track of how each level of the funnel are performing in order to improve and change the funnel if and when needed. (Rouhiainen 2016a.)

Paid Facebook ads are brilliant to increase engagement and brand awareness because it allows AIESEC to reach targeted audience based on their geographical location and demographics (Rouhiainen 2016a). Preparing for Facebook ads consists of 3 important steps also: Outlining marketing objectives, choosing the ad format, and selecting the audience. The marketing objectives in this case are increasing brand awareness, and increasing lead generation; Global volunteer sign ups. Choosing an ad format can be done through a number of different platforms: Quik, Magisto, Snapseed, Canva, Facebook Canvas are just the few that can provide excellent visuals. Facebook Canvas provides a carousel format, it allows users who come across Facebook Canvas ads are able to scroll up and down, left and right, it is great way to post content of storytelling. And targeting audiences are done based on location, demographics, interests, behaviors and Facebook connections. Either way, Global Volunteer's targeted audience would benefit from these extra touchpoints because it allows them to learn more about the different options they have. Although paid advertisements will not guarantee more Global Volunteer applications, it certainly does provide exposure of the brand for a larger audience reach. Facebook ads allows Global Volunteer content to appear on News Feed, because ads are sometimes paired with the social activities that users have taken, for example a Facebook friend liking a page.

As Facebook owns Instagram, WhatsApp, and Facebook Messenger, AIESEC could utilize the Facebook ecosystem when communicating with their potential customers. As mentioned Facebook is a great way for people to be exposed to video and photo content, however it is difficult to fit a lot of information on a video as the attention span of customers are becoming shorter. (Rouhiainen 2016a) Instagram is a well-known channel to post

photos, with one strikingly beautiful Global Volunteer image and an intriguing caption it may grab the user's attention. On the other hand WhatsApp and Facebook Messenger ensures one-to-one communication with customers, it is important that the page responds in a timely manner to avoid loss of interest and also adds a personal touch meaning customers will feel important. Altogether it is very beneficial if these Facebook tools are used for the purpose of attending to their customers because it shows AIESEC are reachable through many platforms. The Facebook ecosystem is showed in the figure below, it depicts the apps that are associated with Facebook, calling them a "Family of Apps". Whatsapp is the left most logo, portrayed as "one-to-one", and Instagram is the right most, portrayed as "World".
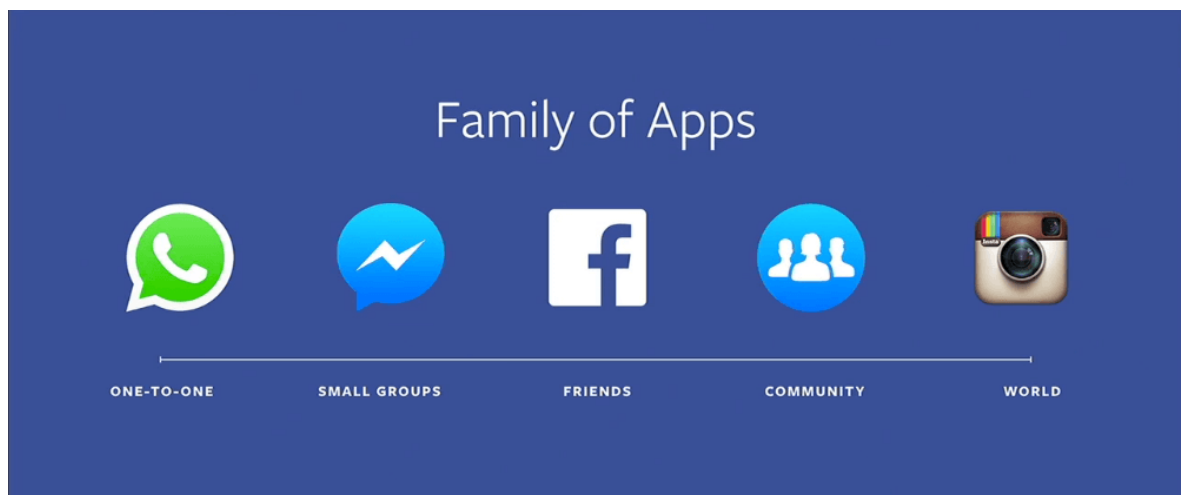

Figure 9. Facebook Ecosystem, Family of Apps. (Geek Dashboard, 2019)

Additionally, with the introduction of Facebook business tools, Facebook Business Page, Facebook Canvas, Facebook Local Advertising, and Facebook Local Services, Facebook allows businesses to skip the need for traditional landing pages (Rouhiainen 2016a). These business tools are introduced because Facebook understands that customers feel it is much simpler and efficient to remain on Facebook than exit to another webpage.

Facebook Business Page allows AIESEC to increase Global Volunteer brand awareness, and generate sales through Facebook. Facebook Business pages are created using any Facebook account, it allows the page to choose categories; business or brand, or community or public figure. It also allows the page to market any product or service on the page, in this case providing the product Global Volunteer to users. Facebook Canvas is a type of interactive post or ad that stands out in user's mobile newsfeed. Additionally, Canvas allows incredible customization and allows clickable buttons. If carousel components are added, users who come across Facebook Canvas ads are able to scroll up and down, left

and right, it is great way to post content of storytelling. There are 3 main goals from Facebook Canvas ads: Brand building, drive conversions, and lead generation. With Local Advertising, AIESEC can create a Global Volunteer ad with the direct call-to-action feature, and provides the most important targeting options, it is the ability to target the preferred in direct geographical locations. It also allows people who have seen the advert to respond directly, this gives them an opportunity to request more information or apply directly to a leadership development program, a great way to market Global Volunteer. Furthermore, Facebook Local Services is a platform where existing or new customers are able to leave feedback on Global Volunteer in general. It is also a platform to allow buyers to browse through products and services, provide real-time messages from customers, and it allows AIESEC to provide detailed descriptions of their internship opportunities. (Facebook 2019.)

For Facebook mobile users, videos are a key part of the Facebook marketing strategy. Videos may allow customers to see Global Volunteer from many different angles, for example, in the view point of a member currently on a leadership development program. Although, the content of the video can be as diverse as motivational speeches or how sustainability is impacting the world. It is essential to outline marketing objectives before creating the video, either increasing brand awareness, reach, website traffic, or lead generation. Once outlining the objectives the marketer choses a format; Quik, Magisto, Snapseed, and Adobe Photoshop Express are good editing tools. And finally, adjusting the content to match the target audience's interests. Through a Facebook algorithm, video contents are favoured over static content, meaning the potential reach for videos are higher than still photos. (Rouhiainen 2016a.) Additionally, 360 degree videos have popularized since its implementation, it allows customers to be in control of the situation, to swipe through their screens to be able to view everything that surrounds them that are shown in the video. This feature is incredible for potential Global Volunteer customers because it can showcase the experiences the existing members are going through and the positive impact they have on others.

The organization hosts free events from time to time, for example a free event in Helsinki called "AIESEC Talks on Sustainability" powered by Global Volunteer took place on the 7th of November 2018. This free event invited two guest speakers Evelyn Mora, founder of Helsinki Fashion Week, and Amanda Rejström, founder of Spark Sustainability. Larger amounts of engagements are found on an event such as this than an average Global Volunteer posts on their Facebook page. With this event, 18 profiles have confirmed their attendance with 'going' and another 108 'interested' compared to a Global Volunteer post about an internship in Costa Rica posted on the 26th of October 2018 with 5 profile 'likes'

and three profile 'shares'. Evidently, there are more engagements when events are being hosted, therefore it is suggested to utilize event marketing as a form of marketing strategy. (See Chapter 4, 4.3)

Focusing on fan-centric content is perhaps the most relevant for AIESEC Global Volunteer. Fan-centric content mixes up profit, content and humanity for the purpose of understanding who your fans are, what they want to see and hear, how they want to hear it. When posting marketing material there can be lots of things to post about, however infographics and statistics are a great way to start engagement, they begin discussions and perhaps sometimes debates. Additionally, sometimes it is key to look back on previous posts to see how and what could've made it successful and to recreate similar posts in the future. Some of the most popular posts are through stories, quizzes, shocking statistics, how-to guides, and opinion pieces. (SproutSocial 2018a.) With the internships Global Volunteer offer, it could be very useful to share heartfelt stories as well as create fun quizzes, for example a "What type of a leader are you, take this quiz to find out!". Quizzes like these could also spark the interest of their target audiences, and turn into very engaging posts.

Facebook Page Insights are available for every profile, AIESEC are encouraged, every week, to analyse the data the tool provides. This tool details the type of content the audience are most drawn and engaged into. In figure 10, Adespresso by Hootsuite (2019) presents an example of what Facebook Page Insights might look like, it portrays all the detailed data your page and posts generate. It shows each data received through a series of bar graphs and rounded up statistics. For every Global Volunteer post, AIESEC are able to see the type of content that produces the most interactions. It is incredibly beneficial because it saves time for the marketing responsible from manually having to search through every single post from the past and comparing them before having to create new material.

Now, it is able to track results from both organic and paid marketing across different devices, and it is completely free. After registering with Facebook analytics, a dashboard automatically generates the most relevant data including growth, engagement, monetization, people and a sidebar for daily insights. It is brilliant because normal business analytical tools only look into each customer conversion rates and how many times they have subscribed to Global Volunteer. Facebook Analytics, beneficially, shows the worth of each customer over the course of several months with the feature called "Customer Lifetime Value". (Adespresso 2018.) Furthermore, it is a brilliant tool for analysing what the organization is doing wrong, conclusions can be drawn up from them but no explanation is given as to why, these conclusions have to be interpreted by the marketing team.
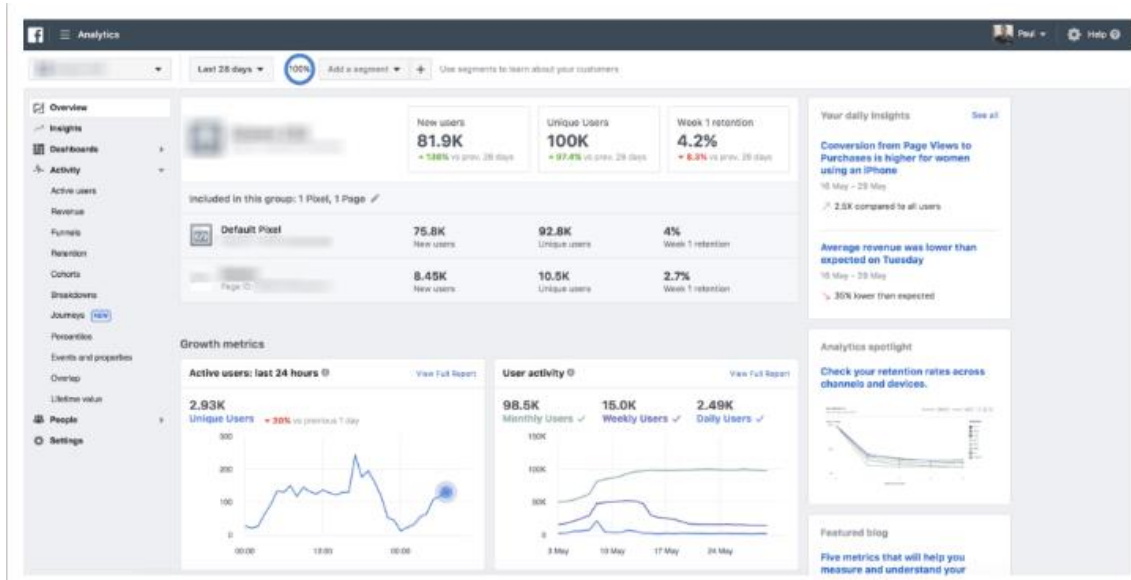
Figure 10. Example of Facebook Page Insights (Adespresso by Hootsuite 2018)
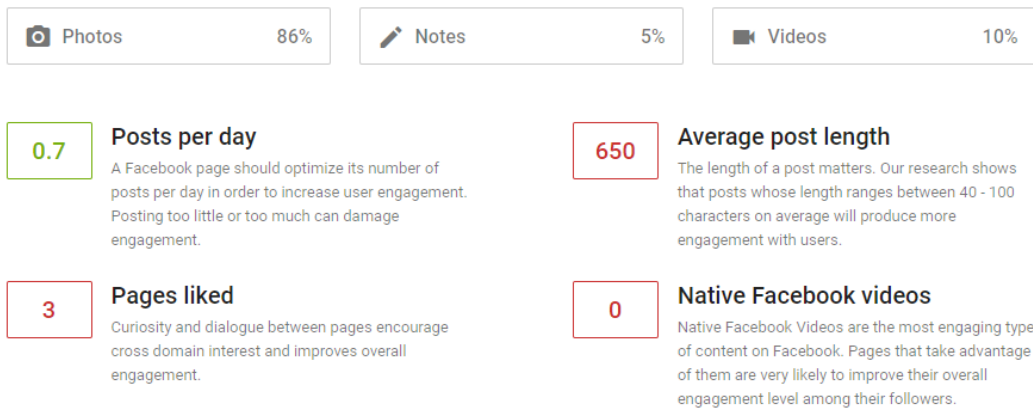

Figure 11. Likealyzer analysis of AIESEC in Finland's activity (Likealyzer 2019)

An analysis of AIESEC in Finland's Facebook page is done, on the 26th of February, through Likealyzer, it is a popular insights tool that helps a page see what they might be doing poorly and what can be done to improve Global Volunteer posts. Likealyzer provides analyses of pages and their "Front Page", "About", "Activity", "Response", and "Engagement" sections. However since "Activity" is the only category related to raising Global Volunteer awareness, it is therefore analysed. As you can see in figure 11, AIESEC in Finland has received a 31% overall ranking with the analytical tool, it suggest that the page is not so active and needs work. In previous paragraphs videos are said to be an important part of Facebook marketing, however here it is only made up of 10%. This gives a good

enough reason for AIESEC to post more video content. Importantly, it shows the average post length consists of 650 characters when the optimal post length, according to Likealyzer (2019), should be between 40-100 characters, so users read the whole thing. However brilliantly, Global Volunteer posts are done in both Finnish and English to meet different user's language understanding capabilities. Reducing characters per post should be dropped down to 80 if possible to maximise every word being read.

On a more positive note, the page creates 0.7 posts per day which is seen by Likealyzer as good given the number is highlighted in green. However it is still important for the page to boost that number up, preferably to 1-2 posts per day to receive a better % ranking. AIESEC in Finland are encouraged to avoid these mistakes, so that Global Volunteer posts may receive more brand recognition and further, more engagements. (Likealyzer, 2019.) There are many applications that aid in video editing, Rouhiainen (2016a) claims Quik to be one of the best tools when creating great visuals. Quick is a free video editor for photos, clips, and music and are available on both iOS and Android devices. Global Volunteer videos are always going to need to be catchy and interesting for customers if they were to attract internship applications because it is after all, an opportunity for customers to 'travel with purpose'.

4.5   Instagram

As of today (11th February 2019) an "Aiesec_fi" Instagram profile is exists. This section of the thesis will aid AIESEC by explaining the good and bad practices that the organization must follow to grow Global Volunteer awareness and number of sign ups. The page provides a link in the bio for volunteering, and every post made encourages users to click the link. The theme of the page is consistent, each post includes a logo "Travel with Purpose" in the bottom right corner on most photos, people in the background giving it authenticity and character, and the inclusion of easy to read keywords/headings. There are six steps Rouhiainen (2016b) suggests the organization must do efficiently to maximise Global Volunteer awareness:

1. Research how competitors are using Instagram to promote their business
2. Excellent editing of photos or videos you post
3. Try to post a lot of content
4. Being creative and different
5. Use hashtags correctly
6. Use emojis correctly on Instagram

It is encouraged for AIESEC to visit bigger brand's Instagram profiles not to copy, but to benchmark the tone they convey in their content. For example, competitors may be giving free shout-outs, free giveaways, and utilizing social media influencers to encourage new profiles to follow, like and comment. By doing those, the profile engages a lot with the audience and ultimately becoming more popular among new users and potentially new followers. Aiesec_fi would want to share quality Global Volunteer content with its audience to generate unique user experience. To be able to share quality content, the marketer must take time to edit photos and videos that catch the attention of the users and successfully communicate a message through. A Global Volunteer post done incorrectly will have a negative impact on engagement, meaning very little profile visits and post visibility. Through an Instagram algorithm, a post that attracts more likes and comments will be more likely to feature on top of Instagram user's feed and thus gaining more visibility. Aiesec_fi are encouraged to post 1-3 times per day as well as actively responding to comments and directly messaging prospects to gain Global Volunteer awareness. Engaging with the audience brings a sense of personal touch, this is very positive among users because they will feel like their voices are being heard, giving a better user experience. Furthermore, it is recommended to post fun stories and images from places that customers may not necessarily have the access to. For example, the happy people who are handling all incoming and outgoing internships, a blog or vlog of an individual who is on internships abroad, or a returning Global Volunteer customer. Once the target audience sees the experiences others are participating in, it encourages others to apply for a Global Volunteer internship as well.

Hashtags are a vital part of Instagram marketing because it can allow Global Volunteer to describe what is happening in the post and feature in the Instagram hashtags section which assists post visibility. Rouhiainen (2016b) suggests 8-11 hashtags per post would be optimum because it directs accounts who are interested in your content to your profile. When Aiesec_fi decides on hashtags, they have to determine what the best relevant and trending tags are, so that they can be discovered by other profiles with similar interests. For example, a travel agency may search the keyword "Travel" through the magnifying glass located on the bottom of the app as presented in figure 12**.** Instagram will then showcase all other popular hashtags that relate to the search. Additionally Aiesec_fi can see what hashtags competitors are using as well as creating their own unique tags like "#GBFI", "#GlobalVolunteerFi", "FinlandGlobalVolunteer", or "HelsinkiGlobalVolunteer". Using local hashtags are also considered a benefit because by incorporating your city into the post it allows locals and tourists to associate themselves with the business. Lastly, by

using worldwide trending hashtags it increases exposure to the social media traffic although most worldwide hashtags may not be business related therefore it is crucial to only include ones that are relevant Global Volunteer Finland in this case.

Figure 12. Example of how to find most popular hashtags on Instagram (Rouhiainen 2016b)

The following steps are deemed necessary on how to use hashtags on Instagram:

a. Determine the best hashtags that relate to your product
b. Review your competition
c. Create your unique tags
d. Use local hashtags
e. Check out hashtags that are currently trending worldwide

Emojis, also known as emoticons, are small images that can be included into text such as smiley faces, frowning faces and surprised faces. Although emojis are not going to guarantee immediate successful social media engagement, it is however powerful when used correctly. Emojis add a sense of emotion and feeling to a post as it sets the tone for users that are reading through the captions. It is important to not overuse emojis because it can portray a post as tacky or lacking any important content, harmful because it may push others to unfollow the profile completely. In the case of AIESEC Global Volunteer, positive

and interesting emojis like the smiley faces, aeroplanes, or destination pins would be suitable when posting content. The figure below shows a set of emojis that can be used on Instagram.
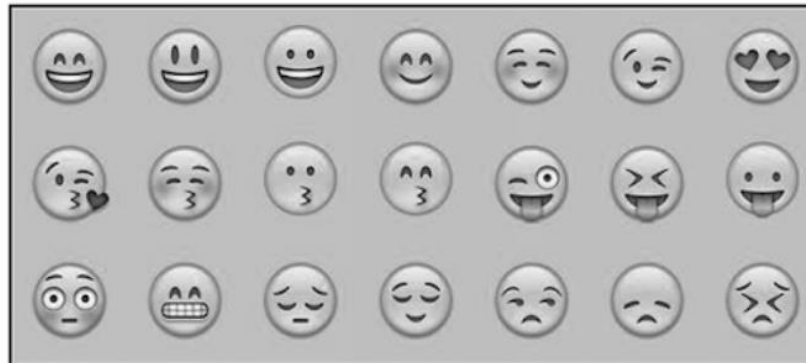

Figure 13. Different emojis you can use on Instagram (Rouhiainen 2016b)

4.6   Social Media Calendar

A social media calendar is a framework for any user to strategically plan when, where, and what type of content is to be posted on the different social media platforms they are available on (Social Media Examiner, 2017). A social media calendar is a crucial marketing strategy, as it plans out beforehand the content that needs to be prepared. This strategy requires 6 important steps to take into consideration when creating a social media calendar:

1. Set monthly social media goals
2. Decide on a content mix for your social channels
3. Create the calendar
4. Add content to your calendar
5. Create, schedule, and publish your social media posts
6. Track the dates you share content to your social Profiles

For most social media marketers, the goals tend to be between generating more leads and achieving more sales. For Global Volunteer it is slightly different yet similar because the aim of their social media activities are to raise awareness and attract more youth to apply for leadership development programs. Therefore setting goals, both long and short term, are very important because it allows AIESEC to measure what works and what doesn't. Determining the content for the social media does correlate with the goals that are set out. For example, Global Volunteer might want to achieve an X amount of applications from their target audience, and to do that the social media channels have to post

content that makes sense and relates to target audiences. Some common content categories include blogs, quotes/motivation, product promotion, user-generated content, and events or announcements. (Social Media Examiner, 2017.) For Global Volunteer, it is recommended both user-generated content, quotes/motivations, and events and announcements, because the youth may sometimes be reluctant to try a new experience, therefore when they see others taking part of the journey they may be motivated to do so as well.

It does take time to create the actual calendar, but if done correctly with meticulous details it can be very beneficial. Global Volunteer would like to create a simple calendar which does not pose any complications and only outlines the necessary actions. The author has created a social media calendar below as an example of what it may look like. Use of colour coding is very handy because it saves time when searching large amounts of data. However, the calendar has to be customized to suit Global Volunteer's posting patterns (Post frequency and time of post). It is also possible to highlight special dates for event announcements or social media competitions using the easy colour coding tool.

Furthermore, once Global Volunteer has a social media calendar ready it is crucial that they respect and follow it. Preparing the content a couple days to a week beforehand is beneficial in this case because there will be a lot of media content that must be done throughout the days or the week. PromoRepublic, RelayThat, Trello, and SmarterQueue are just the few social media management applications available that can help create scheduled content and provide decent analytical tools. (Social Media Examiner, 2017.)

Finally, once contents are being posted on a steady basis it is important to track the success of each post. Likealyzer (for Facebook) and Instagram Insights (for Instagram) are both free applications that allows AIESEC to check how well Global Volunteer posts are doing based on engagement, impressions, likes, comments, sign ups, and so on. Thus, allowing the marketing responsible to draw up his/her own conclusions on the type of content he/she wants to post in the future.

Below, an example of what a social media calendar for Global Volunteer could look like, using both Facebook and Instagram as the preferred social media channels due to their presence. As you can see the table separates in columns the choice of social media network, which day of the week to post, the optimum time of the day to post, and what type of content should be considered. It is important to note that in the table Saturday is left out as a 'break' day for Facebook and, Thursday and Sunday for Instagram because as mentioned in the previous subchapters over-posting of content can become very tedious and annoying for users to follow.

Table 3. Global Volunteer Social Media Calendar (William Haahtikivi, 2019)

Social Media App	Day	Time (24hr clock)	Content Type
Facebook	Monday	09.00	Motivational Post to begin the week
	Tuesday	10.00-18.00	Infographs or articles
	Wednesday	10.00-16.00	News or Updates
	Thursday	09.00-15.00	Global Volunteer Video + Story
	Friday	09.00-16.00	Global Volunteer Picture
	Saturday	-	-
	Sunday	10.00/14.00-15.00	Global Volunteer Picture
Instagram	Monday	05.00 or 13.00 or 17.00	Motivation Post to begin the week
	Tuesday	09.00 or 11.00 or 16.00	Global Volunteer Picture (Post or Repost)
	Wednesday	14.00 or 15.00	Global Volunteer Story
	Thursday	-	-
	Friday	12.00 or 20.00 or 22.00	Interactions with influencers
	Saturday	18.00 or 19.00	Global Volunteer Video Story
	Sunday	-	-

The optimum days and times selected for Aiesec_fi Instagram activity is referred to the study made by Later (2019), shown in "Appendix 4". Recommended times of the day are based on 12 million global Instagram post around the world from accounts ranging from 100 to 1 million+ followers. The times recorded on the figure in Appendix 4 are presented in Eastern Standard Time, however the author has converted them to Finnish time (Eastern European Time) to make it simpler for readers. As you can see in the table above the best times are on Wednesday due to the heavy Instagram traffic that accumulates for around two hours. Additionally, Monday and Tuesdays are great for a more lenient content type as users are often gathering up their motivation to start the week, therefore it is suggested a simple motivation post and a Global Volunteer picture or a repost if the content is of good worth.

However, no existing online methods are able to be 100% proven effective, it is important to find the best times to post on Instagram based on the unique audience activity Aiesec_fi page may have. There are three different ways that Later (2019) suggests to find the optimum time: by using Later's 'Best Time to Post' feature, finding top time zones

to see when followers are online, and to experiment yourself by posting photos at certain times. Experimenting however, would be risky since there are different times of the day when most followers are online and chances of losing fans are possible. Finding top time zones to see when followers are online can be done simply by setting the account to an 'Instagram Business Profile'. Once set, Instagram allows Aiesec_fi to research its audience by using their native analytic tool: Instagram insights, the figure below is an example of what the Instagram insights would look like. Instagram insights allows Aiesec_fi to track and measure its audience: age, gender, where the followers are located, impressions, engagement, and most importantly around what time of the day its followers are online and active through a series of pie charts, bar graphs, and percentages. Once analyses of the best possible times are presented, decisions can be made on when best to post Global Volunteer content.
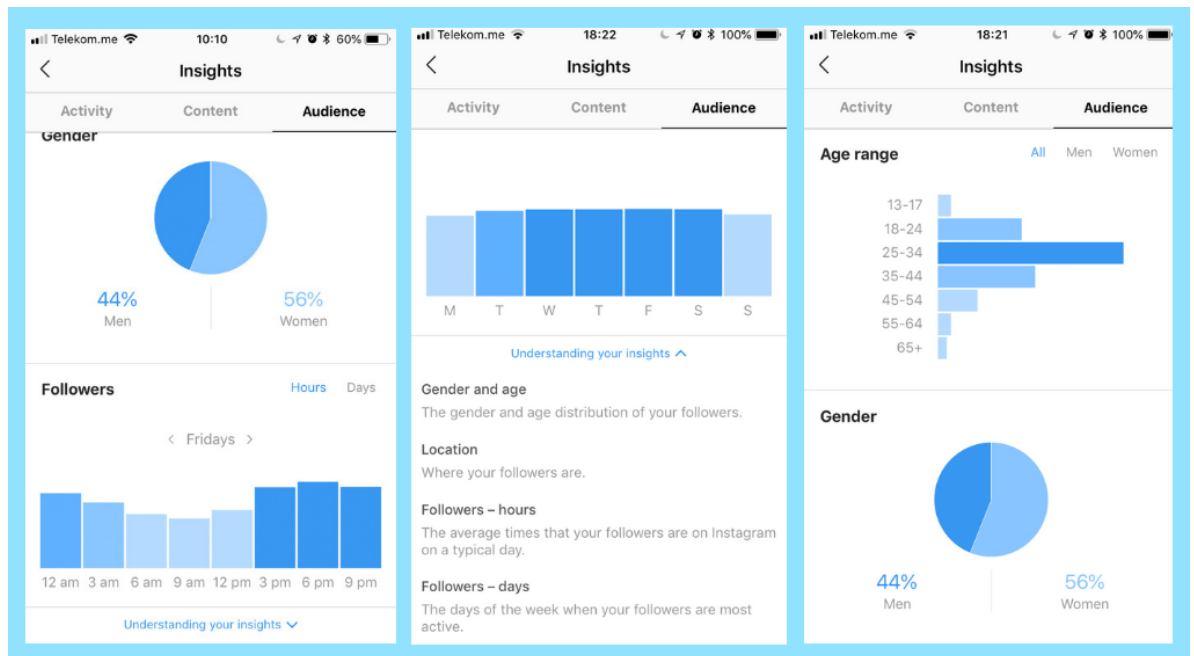

Figure 14. Example of Instagram insights (Later 2019)

On the other hand, the chosen optimal times to post content on Facebook for non-profits was a study made by SproutSocial (2018b). Facebook still remains a very strong social media platform where users spend their leisure time on, with more than 1.4 billion daily active users. In Figure 15 below, the colour codes represents Facebook Non-Profit Engagement, if the colour appears darker it signifies higher engagement. The X and Y axis are presented as the hours during the day and days of the week respectively. The times recorded on the study represents the global optimum times to post during the day, no times conversions were necessary. As presented, the best times to post are on Wednesday and Friday at 2pm with other notably high engagement rates were Thursday 10am and Friday at 9 and 11am. However the safest times to post during weekdays can be

made between 9am to 4pm, Saturday and Sunday provides the least amount of engage-ment for non-profits on Facebook. The author took this as a recommendation to exclude Saturday as a day for Global Volunteer posts to give followers and AIESEC marketers a break to ensure that the page does not over post content.
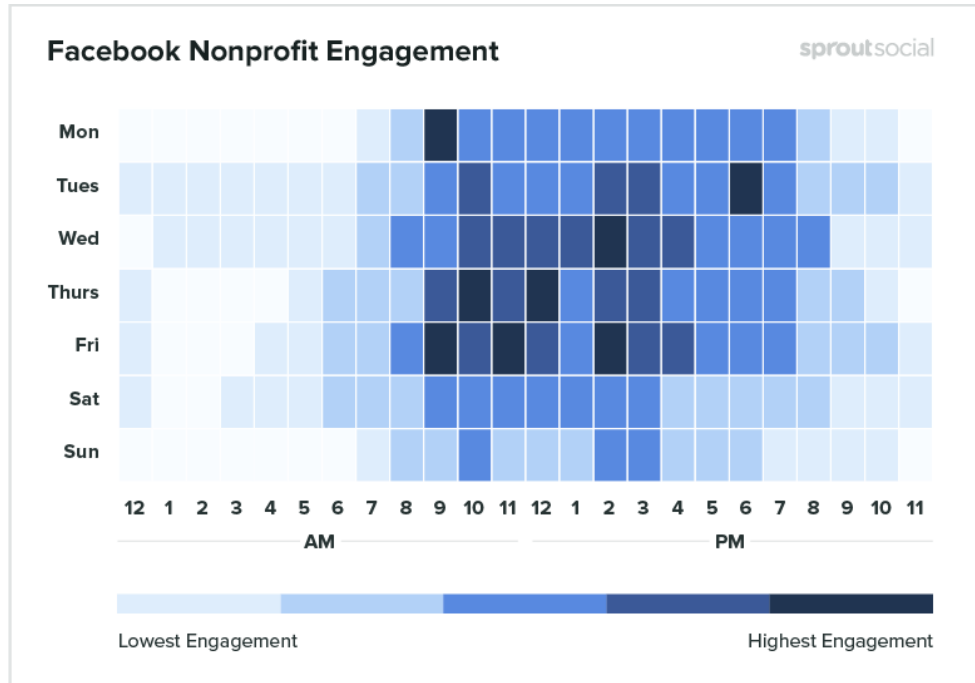

Figure 15. Facebook Non-profit Engagement (SproutSocial 2018b)

4.7 Mobile and Email Marketing

Mobile marketing is a multi-channel, digital marketing strategy aimed to reach the target audience through their smartphones or tablet via websites, emails, SMS, Social Media, and other relevant apps (Marketo, 2019b). According to Marketo (2019b), 80% of internet users own a smartphone, 65% of all email is first opened on a mobile device, and 95% of adults (18+ of age) use their smartphones to access information. Mobile searches are very popular among target customers, users usually go through Google to search for infor-mation they require. Mobile Google searches are very location-oriented, this helps AIESEC's target audience find them a lot easier. Therefore, it is wiser for AIESEC to men-tion location as keywords in their Meta tags. Global Volunteer may not be the first words their target audience searches for on Google, however AIESEC might be. There are four main mobile marketing activities: mobile-friendly websites, mobile advertising for email, SMS marketing, and mobile applications.

Once the target audience has located AIESEC, it is important to have a mobile-friendly website, and nowadays considered a must rather than an option. Mobile-friendliness is

when content fits perfectly on the screen of the smartphone, content loads up quickly, and no mobile-specific errors arise. Making a mobile-friendly website easy and seamless can determine the interest of a customer because customers wouldn't like to constantly zoom in and out, left and right, and have the page characters be so small and difficult to read.

Regarding mobile advertisement for email, many times who the email is "From" would only display about 20-25 characters, and the subject lines 35-40 characters. It is important to only add necessary and important keywords when sending emails to AIESEC Global Volunteer prospects. Furthermore, unique landing pages are a must, assuming most of the Global Volunteer applications would be done through their own landing page and not on email. A few things to consider when designing the Global Volunteer mobile-friendly landing page: the link has to be easy to locate, any images are re-sizeable for different devices, and that the page is functional both horizontally and vertically. (Marketo, 2019b.)

SMS, or "short messaging service", is an important marketing strategy in comparison to emails, it is said that the customer's open rate of SMS' are four times more than an emails. In such cases it could be beneficial for potential Global Volunteer prospects because whilst internship matters can be discussed in long details over an email, it can also be dealt with really quickly and efficiently with real-time SMS exchanges. However, it is rather complicated since SMS' are still supposed to be professional yet they are a very personal form of contact. It is suggested to keep the text under 160 characters, avoid slangs, offer valuable Global Volunteer content, and should possess a call-to-action feature. A call-to-action, in marketing, is a form of advertisement or promotion that's designed to receive immediate response in order to seal a deal. In this case it wouldn't be as important as sealing a deal, rather have the target audience going from a 'lead' to a 'prospect'. (Marketo, 2019b.)

Regarding mobile applications, it can support organizational goals like drive engagement or encourage more Global Volunteer awareness and applications. With mobile applications, AIESEC in Finland can easily present the different leadership development opportunities that are available and add extra cool features that users find interesting. They may also want to make sure that the app encourages user engagement in order to build credibility and loyalty among their customers. Conversions of 'prospects' to 'customers' can be done through push notifications. They are messages and alerts that are sent from the app to the user who is interested. (Marketo, 2019b.) For example, when a Global Volunteer prospect was searching for leadership programs in Greece on their desktop but weren't able to find any, they can urge the potential customer to download the app and wait for the push notification to alert them that a position is available.

5   Conclusions

The conclusion presents a brief summary of the suggested marketing strategies, alongside an evaluation of this thesis, and the learning outcomes for the author. Before concluding, it might be beneficial to repeat the main thesis objective once more: To create a marketing guide that aims to maximise marketing activities, increase sign ups, and promote Global Volunteer. Additionally, the sub goals are: 1) Aiming to strengthen the marketing knowledge of AIESEC's marketing responsible and 2) Suggest a variety of marketing strategies that are able to raise Global Volunteer awareness through means of physical and digital marketing.

5.1   One Page Summary

The strategies that were explored are benchmarking events and posters, social media channels Facebook and Instagram, and mobile and email marketing. Additionally a social media content calendar was created to help AIESEC market Global Volunteer through said social media channels.

Marketing Global Volunteer through events are incredibly beneficial, it gives the target audience a great sense of personal touch and credibility. Therefore, utilizing all types of events, both online and offline (see chapter 4.1), can really attract new customers and increase brand awareness. It is recommended for AIESEC to host more online events, live stream events, and virtual events with guest speakers to increase target audience viewership and potential engagement. Additionally, based on focus group findings, AIESEC are recommended to repetitively (weekly) produce Global Volunteer posters that include different country options where leadership development programs can be completed in, as well as strategically place them for more brand awareness.

Social media marketing is considered the more suitable method for AIESEC to market Global Volunteer, because of its larger potential reach and versatility. It is recommended to promote the AIESEC app, as well as present Global Volunteer internship openings because apps are known to be more user friendly, and are quicker access. Current Facebook and Instagram activities are great, however to really push for more engagement, awareness and applications, it is recommended to utilize the different features available. Influencer have access to larger audience and can persuade others by virtue of their authenticity and reach. In addition to influencers, there are a lot of Global Volunteer customers who are currently on internships, creating content on those would also be very attractive. For example, a one minute video with calm background music with global volunteer participants stating one thing they have learnt or developed about themselves whilst on

exchange. Furthermore, the free metrics provided by the social platforms are crucial in marketing or remarketing. It provides data to help show which type of content or posts are doing better than others.

Lastly, mobile and email marketing can be effective when integrated, especially when marketing material are mobile friendly. The author encourages AIESEC to implement SMS as a key marketing strategy, given that they provide call-to-action option and a landing page, because it is a great way to gain exposure and encourage website clicks as sometimes target audiences pay more attention to SMS' than a marketing video due to it's personal touch.

5.2   Project Evaluation

The product-based thesis followed the project tasks (PTs) listed and explained in chapter 2, section 2.1. It was agreed in the very beginning that the completion date would be flexible, as no date was set it gave the author a chance for a lenient approach. A clear and simple objective was outlined by the commissioning company from the beginning, so that the author could focus on more customized marketing strategies.

The theory framework, literature books, and academic articles were selected from the point of convenience of accessibility, its reliability, and relevancy to suggested marketing strategies. This proposed a challenge of reliability, because of determining which books were more reliable than others, thankfully they were suggested by peers and academic professionals. The risk analysis (section 1.4) outlined the challenges the author would face. Gathering participants to attend the focus groups was in fact difficult, but not impossible, as a number of participants were able to ask their networks and colleagues if they were able to participate. Furthermore, understanding current methods (PT 2) was made simple and time effective with email interviewing, the answers received were simple, clear and straight to the point.

A heavier emphasis on social media marketing was opted for in this Thesis because of the target audience. The target audience was clear from the beginning, youth (ages 18-25) regardless of their studentship, although preferably students. Youth spend most of their time on the internet, hence the marketing strategy suggestions on Facebook and Instagram.

5.3   Further Research Recommendations

The product of the thesis focuses on presenting general marketing methods the case organization could and should indulge in to reach the project objective that was outlined in the beginning. Implementing the product to real life practices without extending the research may result in unwanted outcomes. Therefore, this section will provide AIESEC further research recommendations after reading and understanding this thesis.

If the commissioning organization chooses to implement the thesis' findings, it is recommended to crunch the numbers together, carefully monitor, control and evaluate every marketing decision that must be made. In order to be time efficient, the organization should use their own knowledge and organization culture to their advantage because internal communications and understanding is best when and if existing.

In the given recommendations of the thesis, it is important to outline that today these findings may be valuable, however it does not guarantee that these methods will be at use in the future. It is crucial for the marketing responsible of AIESEC Global Volunteer to be up to date with the ever changing world of technology and the internet. Immediate results sometimes may not be resulted with these findings because with everything it takes time and effort and sometimes a bit of luck. Therefore, the author recommends the commissioning organization to constantly search for the most updated information that is available and utilize it to the advantage of marketing Global Volunteer. Finally, it is recommended for the organization to think outside the box, different innovative marketing practicalities emerge every day and therefore it is important for the marketing responsible to stay alert.

5.4   Learning Outcomes

From this thesis, the author has gained a deeper understanding and is able to compare different marketing strategies and select a suitable platform for the organization. A lot of the information on this thesis required researching, thus author has improved his abilities to search for information online and offline, and ensure validity of results. Gradually, as the thesis came along, the author has also been able to improve the attitude, and motivation towards learning about the topic in question. Finally, the thesis provided the author a chance to work with a case organization allowing the author to apply theoretical knowledge to real life situations to better customization of knowledge.

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Appendices

Appendix 1. Example and Snapshots of Global Volunteer Opportunity from their webpages.

Step 1. Select "Product" as Global Volunteer. You may wish to also select time and place of the internship, as well as "Filter" the different options. Link:
https://aiesec.org/search?type=1&earliest_start_date=2019-04-10&sort=relevance
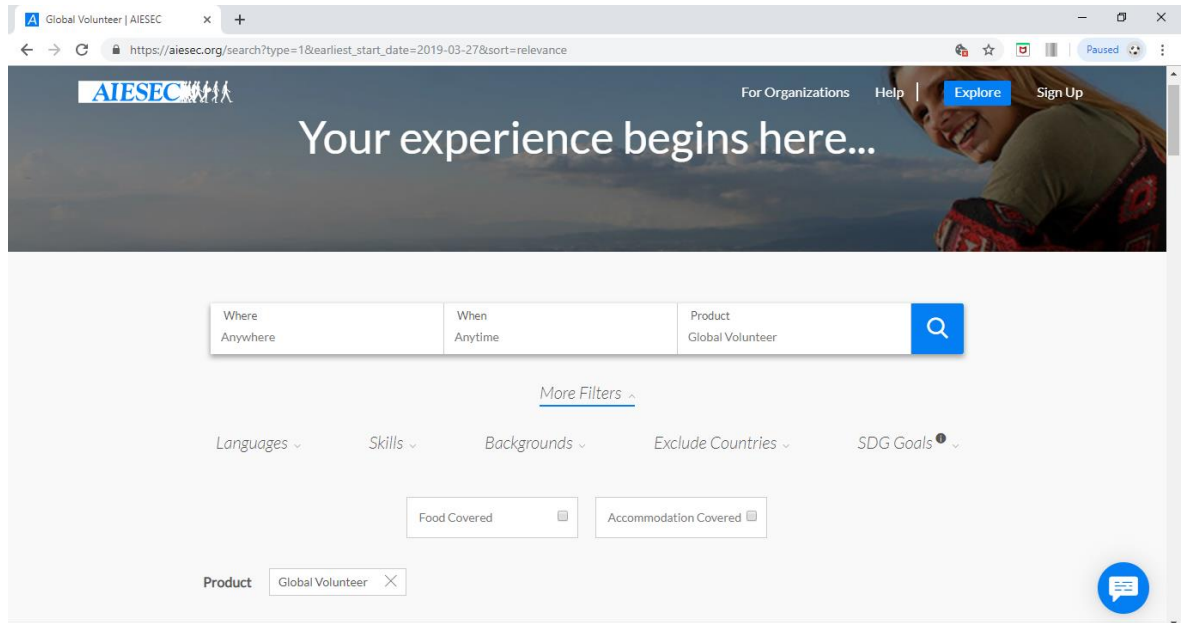
Step 2. Browse through different Global Volunteer Opportunities
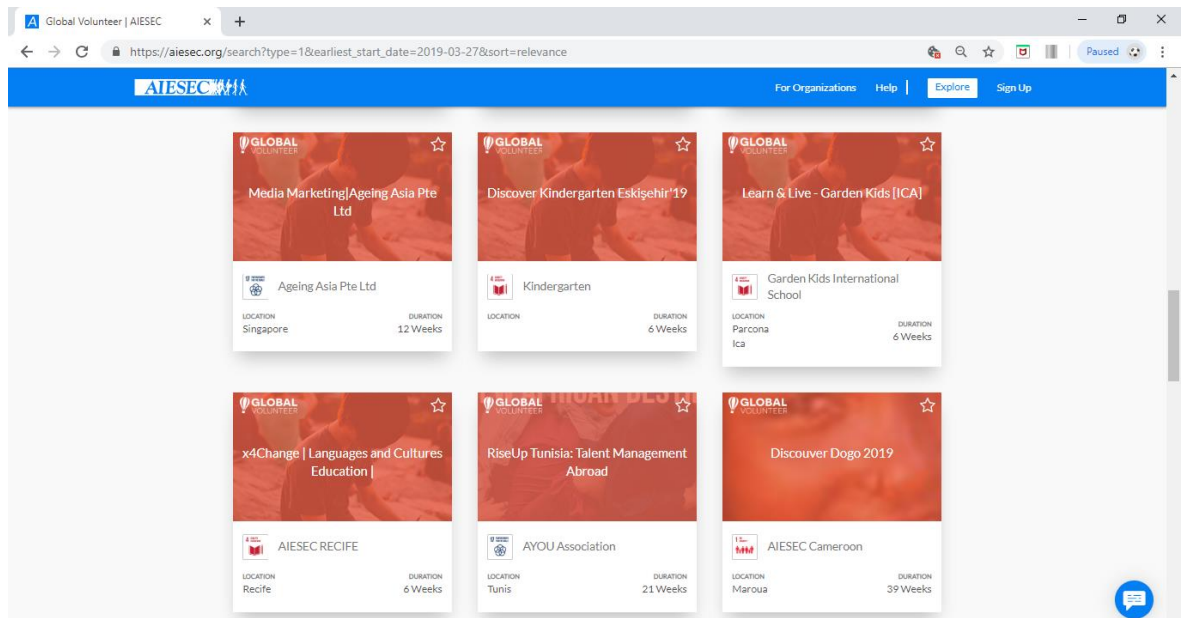
Step 3. Select the Global Volunteer internship you find most appealing. Check its "Prerequisites" and "Visa and Logistics"

The Start and End dates are given, alongside with duration, salary expectations and available positions.

Step 4. Login to Apply. Create a personal account and apply for Global Volunteer Internships.

Appendix 2. Email interview questions for AIESEC physical marketing staff.

Questions based on current physical strategies.

1. What physical marketing methods are you currently using, where and which channels?
2. If there have been any changes, what were they and how recent has it been?
3. What are the current plans for the future regarding AIESEC physical marketing?
4. Are there any similarities between your international and local physical marketing strategies, and if so please elaborate.

Appendix 3. Focus group discussion questions/topics.

General branding questions

In general, name one brand that you are most familiar with, and how have you become familiar with it?

In general, which channels are best when searching for brand information?

Specified questions and topics for current 'Global Volunteer'

Are you aware of AIESEC's product 'Global Volunteer'?

"Volunteering is not as important as a paid job", discuss.

What are your first impressions when looking at 'Global Volunteer'? What immediately attracts you?

Given an opportunity to abroad to complete an internship, where would you go?

How would you like to be approached by AIESEC for internship opportunities?

Face to face is the optimal form of approaching potential customers, discuss your opinions.

Future developments for 'Global Volunteer'

If you had to change one thing, in terms of marketing 'Global Volunteer' what would it be?

When looking for internships/volunteer jobs, what information are you looking for in the description?

Appendix 4. Best Times to Post on Instagram

Figure 16. Global Best Times to Post on Instagram (Later 2019)

Appendix 5. Mistakes to Avoid on Facebook

AIESEC in Finland are currently doing an excellent job in creating Global Volunteer content, they provide quality edited photos and a great descriptions. However there are a few mistakes Rouhiainen (2016a) suggests to avoid. Firstly, it is important to not only post texts, the reason for this is because Facebook users engage more when emotions are on display. The inclusion emojis and questions at the beginning of each post are a good way to portray positive tones to posts. In addition to those, it is beneficial to post video content since Facebook eagerly promotes them more than still photos, given their competition with YouTube for video showcasing. In such cases, videos do attract more audiences provided they are a good length. Facebook Live is a tool that most organizations do not do quite often. Given the reach that AIESEC in Finland already has it is important to utilize this method to boost Global Volunteer brand awareness. The target audience are youth of

Helsinki, a very common interest for youth is to travel. With their large number of youth fol-lowers, AIESEC can show them that it is possible to travel with purpose through the Global Volunteer leadership development programs they provide.

Additionally, not engaging with the profiles around you is considered a mistake, for exam-ple if AIESEC in Finland were to engage with a user who is directly linked to Global Volun-teer they can really gain exposure to the profile's Facebook connections. Nowadays or-ganizations and companies would hire ambassadors, preferably somebody with a big Fa-cebook audience to raise brand awareness. AIESEC could utilize individuals going or have been on Global Volunteer internships to spread the word of mouth. Sometimes influ-encers may be considered more important than paid advertisements because of his/her loyal fan base. AIESEC may want people with large amounts of followers (5,000-10,000 or more followers) to post promotional content. However, in this case, the budget is un-known, therefore it is wiser to engage with profiles and personally ask them if they'd be willing to like, comment and share any Global Volunteer content than pay for influencers to do so.

Appendix 6. Mistakes to Avoid on Instagram

Aiesec_fi would like to avoid not being active on their Instagram account, because by as-suming profiles will naturally find and follow you often leads to disappointment. Start post-ing interesting and eye catching content, follow relevant accounts with similar profile inter-ests and comment on posts of followers with a larger follower base. The next mistake to avoid is by not responding to comment fast enough. Aiesec_fi has the potential to raise Global Volunteer awareness to many students and youths given their number of followers on Instagram, 2355 as of 1st of March 2019, and popularity of Facebook. They are ex-pected to receive several comments on their posts, and it is important to keep notifications on in case the comment requires a response from the social media marketing manager responsible. Additionally, posting the same type of Global Volunteer content may becom-ing boring to users and it can lead to users unfollowing you. As mentioned above, posting different content each time is also a risk because it lacks consistency to the users liking. I have created an example of a social media calendar in the next subchapter to give an idea of what types of content could be posted weekly basis, including the best times of the day to post.

As mentioned earlier in the previous subchapter, careful editing of photos and videos are necessary to add personality to posts. Adding personality to posts can come from adding texts, artwork or by topping up your images so they look crystal clear and not pixelated for

Users. It is recommended for Aiesec_fi to use material from participants who have completed or are on their Global Volunteer internships because it could be the best way to add personality to posts. Lastly, there are always new influential profiles that Aiesec_fi can discover and engage with. For example, if a profile with a considerably large amount of followers is willing to help promote, they can encourage the influencer to promote Global Volunteer posts by commenting, and reposting to raise awareness and increase engagement.

Marketing Guide for AIESEC Product Global Volunteer
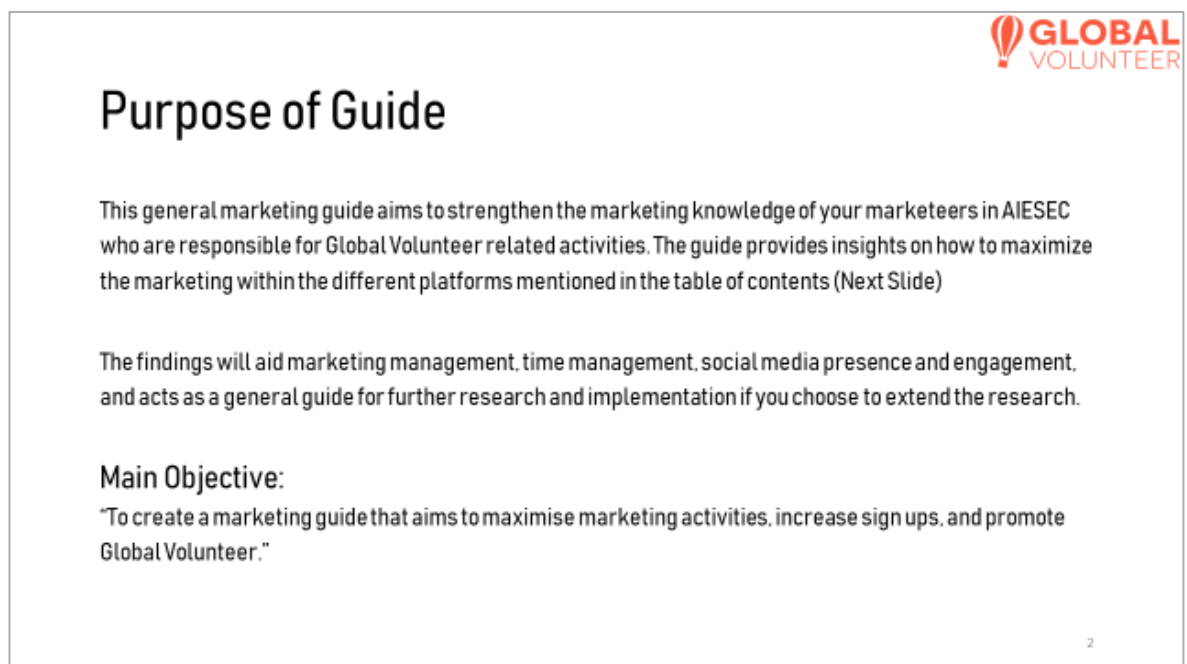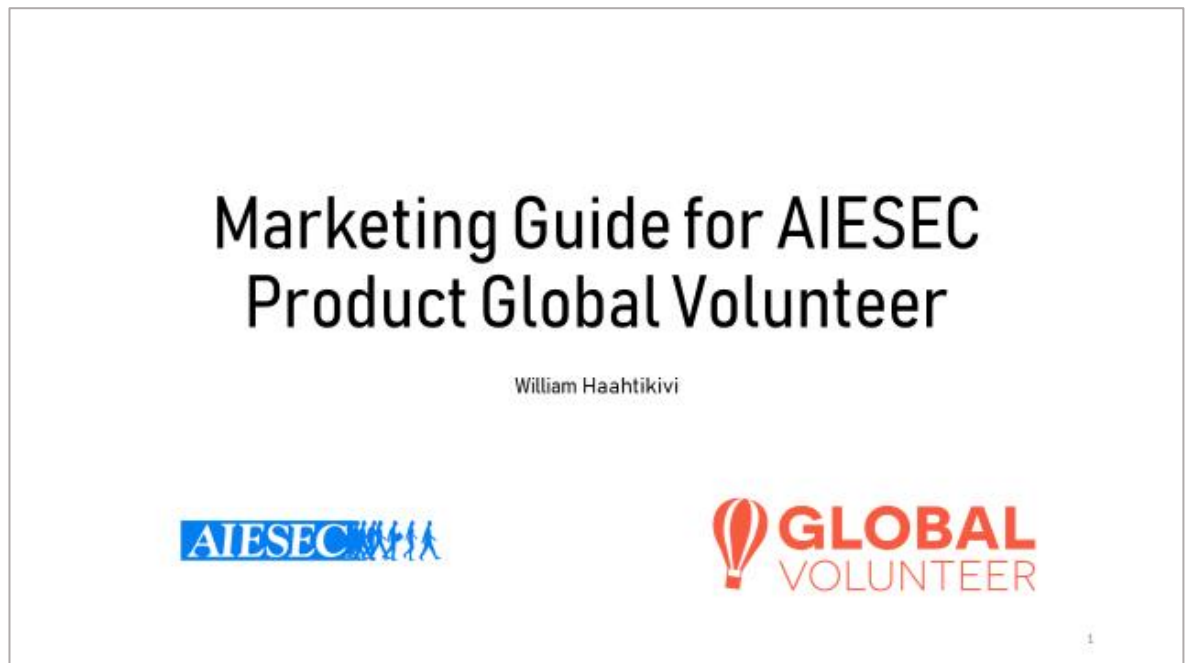
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   - Facebook Insights
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   - Editing and Managing SoMe Content
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3

Physical Marketing

4

Physical Marketing
Event Marketing

Main Global Volunteer marketing goals from event marketing:

- Generate Leads
- Customer Engagement
- Build Brand
- Product education and training
- Drive demand
- Customer Upsell

Achieved goals are also used to measure performance succesfulness compared to benchmarked organization

GLOBAL VOLUNTEER

Type of events recommended to market Global Volunteer based on research

Online Events:

Webinars

Virtual Events

Live Streaming

Physical Events:

Breakfast/Lunch /Dinners

Seminars

Gatherings

5

Physical Marketing
Poster Marketing

GLOBAL VOLUNTEER

Recommended steps in poster creation:

Poster's physical qualities have to be near mint condition	Colors that complement each other
Repetion is a key. Create new poster contents every week	Headline and call-to-action are BIG and BOLD
Calm and peaceful background images	Prioritise messages, only add keywords, contact information

WARM TONES

COMPLEMENTARY COLORS

COOL TONES

6

Facebook Strategy

Facebook
Use Facebook Business Tools and Ecosystem

Facebook Business Page
It allows the page to market the product and increase brand awareness.

Facebook Canvas
Create interactive post or Ads that stands out in user's mobile newsfeed.

Facebook Local Advertising
Ability to target the preferred target audience in the direct geographical locations.

Facebook Local Services
A platform where buyers can browse products and services.

Family of Apps

Integrate Whatsapp and Messenger:
1. One-to-one messaging.
2. Encourage users to leave whatsapp details for contact.
3. Respond in a timely manner.

Facebook
Paid Facebook Ads & Post Engaging Content

Journey of paid Facebook Ads

Outline the marketing objectives → Choosing Ad format and creating Ad → Seleting the audience

- Segementation: Location, Demographics, Interests.

- Increase Brand Awarness
- Increase Global Volunteer Lead Generation
- Increase Reach

- Image, Video, Carousel?
- Editing Tools (See page 20)

Measuring Ad success with Facebook Insights ← Publishing the Ad

- Website clicks, post Engagements, Global Volunteer subscriptions

Recommended to Focus on fan-centric content:

Most Popular Type of Posts (SproutSocial 2018a)
- Stories
- Quizzes
- How-To-Guides
- Opinion Pieces
- Shocking Statistics

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Facebook
Use Facebook Insights

Funnels:
Track user journeys from first touchpoint to the end goal.

Customer Lifetime Value:
See the worth of each customer over the course of several months.

Analytics:
Use this to check engagement rates between posts.

Track previous posts so AIESEC can recreate successes.

(Adespresso 2018)

10

Facebook Likealyzer Analysis

Likealyzer Activity analysis of 'AIESEC in Finland' Facebook Page

ACTIVITY
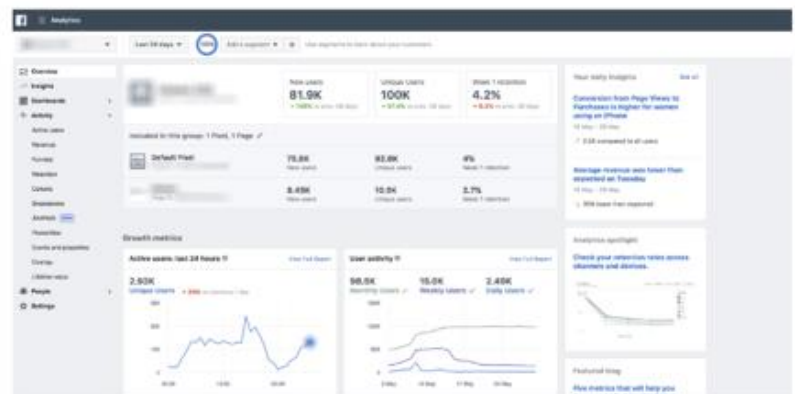
Not a very active page presently.

31%

| Photos | 86% | Notes | 5% | Videos | 10% |

0.7 Posts per day
A Facebook page should optimize its number of posts per day in order to increase user engagement. Posting too little or too much can damage engagement.

650 Average post length
The length of a post matters. Our research shows that posts whose length ranges between 40 - 100 characters on average will produce more engagement with users.

3 Pages liked
Curiosity and dialogue between pages encourage cross domain interest and improves overall engagement.

0 Native Facebook videos
Native Facebook Videos are the most engaging type of content on Facebook. Pages that take advantage of them are very likely to improve their overall engagement level among their followers.

Global Volunteer
Duration varies - 400€
Why do we provide Global Volunteer experiences?
Our Global Volunteer projects around the world exist because as AIESEC, we choose to shape what we do around what the world needs. We have committed to Less

Likealyzer analysis done on 26th February 2019.

Positives	Negatives
86% of the page is made up of Photos.	10% Videos: post more video content.
0.7 Post per day rank: The page is active.	31% Overall Page rank: Be more active by engaging with other pages and profiles.
The Facebook Page actively markets Global Volunteer content.	650 Average Post Length: It is encouraged to keep it 40-100 characters.
13,918 followers as of 7th April 2019: Big community to market Global Volunteer.	0 Native Facebook Videos: Uploaded and created on Facebook. Most engaging type of content.

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Facebook Global Volunteer Post Analysis

AIESEC in Finland
March 15 at 10:50 AM

In English Below

Vapaaehtoistyö on mainio mahdollisuus soluttautua uuteen kulttuuriin ja kokea se aivan eri tavalla kun turistina. Tänä talvena voit kokea Taiwanin, "Aasan sydämen". Luo profiili ja hae vapaaehtoiseksi jo tänään osoitteessa bit.ly/VolunteerWithAIESEC

Blending in with the locals is the most unique way of discovering a new culture. The best way to do this is through volunteering. This winter you ca experience the "Heart of Asia"! Sign Up and become a Global Volunteer already today at bit.ly/VolunteerWithAIESEC

Post length could keep shorter based on LikeAlyzer analytics.
Could add Emoji or question/s at the end of the post.

Excellent emphasis on country of internship (Attracts user attention)

Ask questions, create a Global Volunteer topic of debate. E.g. Ask users "Achieving environmental sustainability has never been easier, what do you think?"
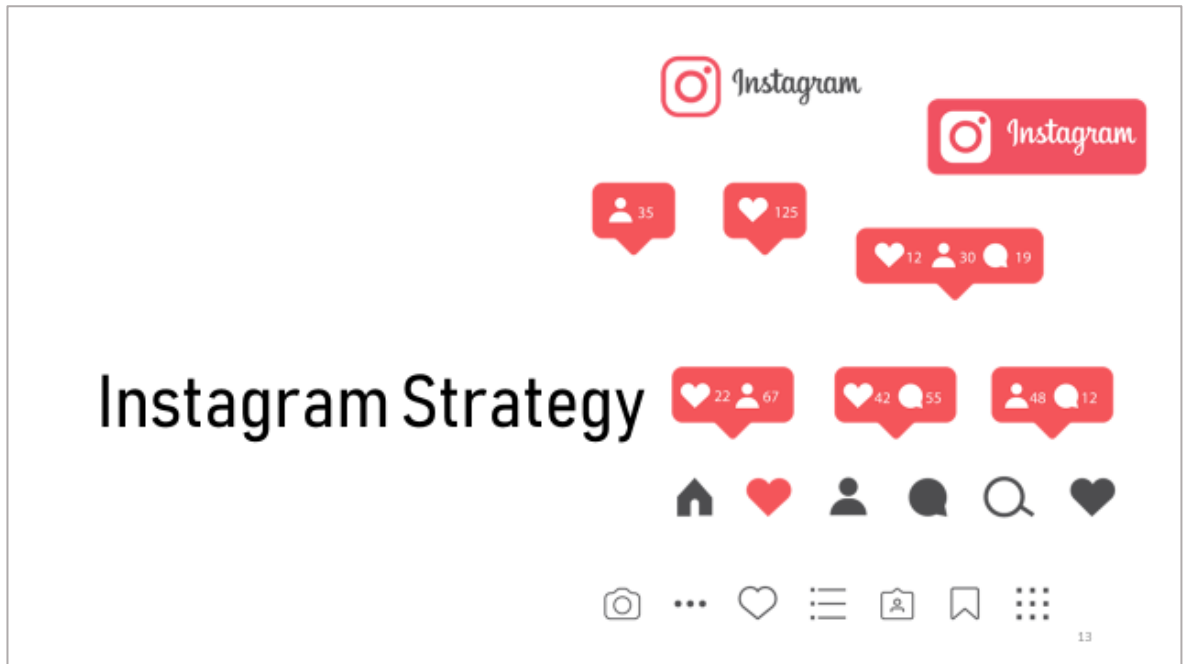
Good inclusion of Global Volunteer logo, raises awareness.

Good calm background: beautiful and eye catching.

Encourage more profiles to share. E.g. Staff member's personal accounts.

Explore Taiwan

Like   Comment   Share

2 Shares

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Instagram Strategy

Instagram

Research competitors:
- Style of content
- Benchmark Themes
- Shout-outs
- Giveaways / Competitions
- Utilization of influencers

Suggested content types for Global Volunteer:
- Posts featuring Influencers
- Behind the scenes
- Images that show engagement
- User generated content
- Vlogs/Blogs
- Photos/Videos
- Customers already on Internships
- Announcments/Competitions

GLOBAL VOLUNTEER

Improve Global Volunteer marketing /Instagram by:

- Meticulously edit your photos and videos
- Posting A LOT of content (Photos, Videos, IG Stories, Competitions, Votes)
- Using Hashtags and Emojis correctly
- Measuring post with insights (E.g. Instagram Insights)
- Being creative and different.
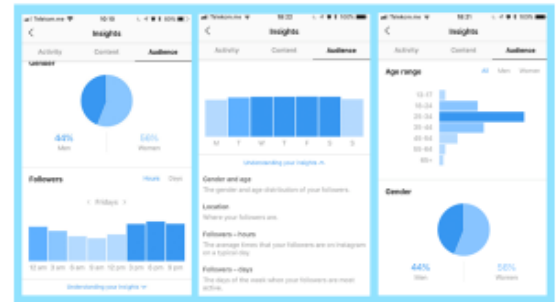- Comparing how competitors use instagram to promote their profiles

Instagram

Use Instagram Insights:

- Most engaging posts
- Best times to post
- Unique audience activity
- When users are most online/active
- Segments, e.g. Customizing posts to a specific gender

(Later 2019)

Example of what Instagram Insights may look like

Influencers

An influencer can encourage new unique profiles to like, comment, and engage with Global Volunteer content on 'Aiesec_fi'. Direct message profiles with high influencial followers, and collaborate with them.

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Instagram
Edit And Manage SoMe Content

Example of Hashtags and Emojis to use

#GBFI #GlobalVolunteerFi #Finland #Travel #FinlandGlobalVolunteer #Helsinki #AIESEC #HelsinkiGlobalVolunteer #AIESECFi

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Free Photo/ Video Editing Apps		Social Media Management Apps	
Quik	Quik: Create awesome videos. Beautiful transitions, effects, music sync.	Promo Republic	Promo Republic: Tools to manage multiple accounts, create marketing content, schedule in advance.
Magisto	Magisto: Turns your photos and videos into magical video stories.	relaythat	RelayThat: Switch between projects, content manager, headline generator.
Snapseed (Google)	Snapseed: Photo editing app. Enhance photos and apply digital filters.	SmarterQueue	SmarterQueue: Smarter scheduling, convenient curation, advanced analytics, Smart Automation.
Ps	Adobe Photoshop Express: Photo magic at your fingertips. Fast, powerful, and easy editing.	Trello	Trello: Keeps track of all projects, information at a glance, integrate with different apps, always in sync.

Applications also applicable to other social media platforms

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Social Media Calendar

Social Media Calendar

Social Media App	Day	Time (24hr clock)	Content Type
Facebook	Monday	09.00	Motivational Post to begin the week
	Tuesday	10.00-18.00	Infographs or articles
	Wednes-day	10.00-16.00	News or Updates
	Thursday	09.00-15.00	Global Volunteer Video + Story
	Friday	09.00-16.00	Global Volunteer Picture
	Saturday	-	-
	Sunday	10.00/14.00-15.00	Global Volunteer Picture
Instagram	Monday	05.00 or 13.00 or 17.00	Motivation Post to begin the week
	Tuesday	09.00 or 11.00 or 16.00	Global Volunteer Picture (Post or Repost)
	Wednes-day	14.00 or 15.00	Global Volunteer Story
	Thursday	-	-
	Friday	12.00 or 20.00 or 22.00	Interactions with influencers
	Saturday	18.00 or 19.00	Global Volunteer Video Story
	Sunday	-	-

It is important to give 1 or 2 days break during the week, to not over post.

There are different content types, more versatility on Facebook, large content platform.

Times of the day:

Instagram: based on 12 million global instagram posts from accounts ranging from 100-1million followers by Later (2019)

Facebook: based on Facebook nonprofit engagment by SproutSocial (2018).

Mobile & Email Marketing

Mobile & Email Marketing

4 Main mobile marketing activities recommended:

1. Mobile-Friendly Websites
2. Mobile Advertising through Email
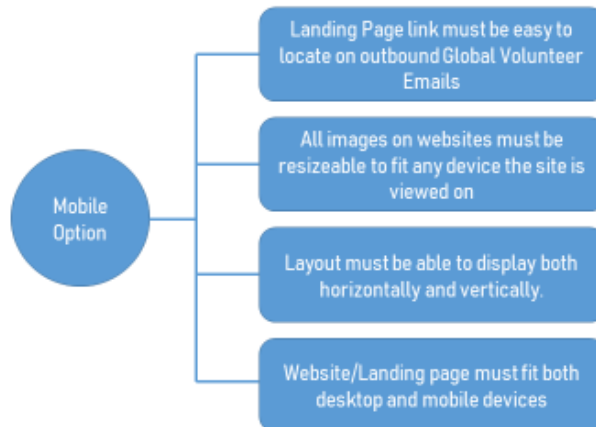3. SMS Marketing
4. Mobile Applications

Definition

Mobile marketing is a multi-channel, digital marketing strategy aimed to reach the target audience through their smartphones or tablets via websites, emails, SMS, Social Media channels, and other relevant apps (Marketo, 2019)

Mobile and Email Marketing
Have Mobile Friendly Websites

Mobile Option

- Landing Page link must be easy to locate on outbound Global Volunteer Emails
- All images on websites must be resizeable to fit any device the site is viewed on
- Layout must be able to display both horizontally and vertically.
- Website/Landing page must fit both desktop and mobile devices

Note:

Prioritize content. Smaller screens means having less space for content.

Any additional links or hyperlinks have to be easy to locate.

Texts shouldn't be too big because it takes up too much space, nor too small because it will make it difficult for users to press on.

Simple step by step subscription link.

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Mobile and Email Marketing
Via Email, SMS, Mobile Application

Via Emails:

- "From" should display 20-25 Characters, "Subject" Line: 35-50 Characters
- Have Keywords and eye catching words in "Subject" line to grab attention.
- Unique landing pages/websites are a must.

Via SMS (Short Messaging Service):

- Be professional by being personal
- Keep text under 160 characters
- Avoid Slangs
- Offer only valuable Global Volunteer content worth reading
- Possess Call-to-action feature

Via Mobile Applications:

- Present Global Volunteer opportunities
- Encourage prospects to allow "Push Notifications"
- Build Credibility by:
    showing feedback from other customers.

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Conclusion (One Page Summary)

- **Physical Marketing**: Host and partner in online and offline events with more guest speakers present. It tends to give young people more incentive to attend and a chance to sign up for a Global Volunteer opportunities.

- **Facebook**: Utilize the facebook ecosystem and make whatsapp the number one form of contact. Recommended because it gives a faster two way communication with potential customers. Use facebook business tools and analytics to analyse the successfulness of posts.

- **Instagram**: Create posts that match the audience's preference, be creative in posts and engage more with the audience. Use Instagram analytics to analyse the successfulness of posts.

- **Social Media Calendar**: Create a calendar to schedule posts on both social media platforms to avoid wasting time. Recommended because it gives the marketeers time in advance to produce the content.

- **Mobile and Email Integrated Marketing**: Use SMS to reach out to your potential customers and direct them to Global Volunteer landing pages. Recommended because there is a higher chance for customers to engage with call-to-actions.

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