



*Strategic Marketing Plan for  
Silver Lining Creation Ry*

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<p><b>Abstract:</b></p> <p>The Aim of this study was to develop a strategic marketing plan for case organization, Silver Lining Creation Ry (SLC) which is a not-for-profit social media organization based in Finland but works in global prospects. It seems that practicing strategic marketing planning enhances the ability of NPOs to sustain, reach the resources and achieve the objectives. Thus, this study helps SLC for a long run and improves the performance to reach the resources. The study literatures were based on the marketing theories which precisely focus in strategic marketing planning process in detail. The qualitative research method was used by interviewing SLC's board of directors (BODs) to gather the data and the information required to analyze the SLC's situation. Additionally, as the solid background information, case study was reviewed as well as SLC reports were consulted. Thereby, the final analysis was summarized to develop final strategic marketing Plan in same structure as theoretical part and SLC internal analysis part. Based on this study results, it is concluded that SLC has not yet performed strategic planning elements literally. Moreover, the basic strategic plan guide was developed to road-map the SLC's future achievements and better performance. The final guide basically will help SLC to widen the volunteer network, brand image and reach the financial resources by segmenting donors, branding SLC image, positioning the SLC brand and delivering promotion and fundraising activities through marketing mixes.</p>	
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## **ABBERRIVATIONS:**

NGO	Non-governmental Organizations
NPO	Not-for-Profit Organizations
SLC	Silver Lining Creation
Ry	Rekisteröity yhdistys(registered Non-for-profit Organizations in Finland)
BOD	Board of director
CEO	Chief Executive Officer
GSDM	Global South Developmental Magazine
ICNPO	International classification of nonprofit organization
UNAIDS	Joint United Nations program on AIDS

## **FOREWORD**

I would like to express my gratitude to Peter Milden, my supervisor for mentoring and helping me with my thesis process. The great inspiring factor to study about non-profit organization being a business student was all about SLC and the motivation up until now are increased after the study related to Non-profit Marketing and the challenges in this sector.

I would like to thank Mr. Manoj Kumar Bhusal for being a motivative figure within the organization as well. Additionally, Mr. Som Raj Nepal for proofreading the final version of this study and helping me to avoid basic errors. Last but not least, thanking you all friends who were with me supporting and caring me during my studies in Finland.

# 1. INTRODUCTION

## 1.1 Background

In today's dynamic and sophisticated market it seems that there is increasing demand of welfare activities. The need of social assistance has been major priority in civil society. The organization such as non-profit is one of the major figures of civil society and they are working to maintain balance on the society taking part in various public welfare activities. In fact, the number of not-for-profit organizations (NPOs) has grown rapidly lately. The increasing interest over past ten years has been seen in public sector. In present context, non-profit organizations act as a critical player in twenty-first century. According to Anheier (see Sargeant p.26), "*the number of International NPOs climbed from 13,000 in 1981 to 47,000 in 2001. They have become truly global in scope.*" This is obvious because of the growing number of help seekers in the society.

In this regards, a growing concern an NPO has, is to have sustainable approach to reach their objectives. The non-profit organization are experiencing great hurdle from the very start of growth and development of the organization. The non-profit sector is the subject to concentrate in this study to understand and practice the strategic business approach by the non-profit organization. More precisely, the strategic marketing plan for the NPOs is the main study which helps NPOs to navigate their future actions. As stated in Andreasen & Kotler (2008 p.6), "*Nonprofit organizations are created and funded because individuals, corporations, and sometimes the government believe that some social challenge needs to be addressed.*"

The major challenge of non-profit organization is to influence the behavior of the people and that is all what marketing is about. Though, many of NPOs fail to have marketing engines but rather more focus on the needs of the beneficiary than the donor and scarcely reach the fund. Plummeting public support has driven nonprofit organization to take marketing approaches. A number of positive changes have been seen after the holistic marketing orientation by an organization suggested by literatures.

Hence, the subject in this paper is to study more precisely the background literatures and develop strategic marketing plan for the case organization. The author's interest arose during his practical placement with one of the Non-for-profit social media organization called Silver Lining creation Ry (SLC). SLC has objectives to visualize the social problems via visual mass media, which are considered as effective tools to reach the target audience. SLC was chosen in this study because the author himself monitored the lacking strategic approach in practice. The strategic communication to pull consumer in term of volunteerism, donation, networking, and support in the project are some of the critical drivers that SLC has not realized yet even though they have touched the marketing surface somehow. The author argues that this is only possible with strategic marketing plan and it is of paramount importance for SLC now to strictly develop the plan for sustainability.

The research scope emerged during author's internship. Concerning the particular case of SLC, to the author's best knowledge, there is poor practical based approach of marketing concept. This was determined during author's internship in SLC. Since, the past marketing campaign by SLC did not bring out wide changes and need of proper marketing strategic plan to sustain and reach the target donors. Thus, with this knowledge in author's mind, there is need of Strategic marketing plan guide for SLC. This guide as a product of this study will be developed and implemented in SLC practice. This will help SLC to strategically step for future growth, to reach the resources and communicate with the audience to win their interest and ultimately reach the objectives. It should be noted that, not-for-profit organization (NPO) and non-governmental organization (NGO) here in this study are taken as a one case because of similar 'non business' activities.

## **1.2 Aim of the research**

The purpose of this research was to create a strategic marketing plan for SLC so that the organization may overcome some of the challenges such as approach to the public, to widen the area of network for sustainable practice, future growth and approach to resources which is needed to sustain in the challenging market. By the same token, the

basic objective of this research paper is to analyze the strategic plan that SLC has performed in order to sustain or to grow so far. Similarly, also to identify the major failing approaches in SLC practices according to strategic marketing planning theories. By virtue of this analysis, the ultimate objective is to suggest appropriate strategic marketing planning guide for positive changes as a positive social impact to reach their objectives in future. This could be also supportive for other NPOs to understand the marketing concepts in nonprofit organization. Whereas the key findings of this study may also help to those small or newly grown NPOs to plan their strategy for future growth ,public interest, active members, and also approach to the resources. Thus, the main aim of final strategic marketing plan is to win the level of public trust, approach to the potential customer who participates in SLC projects, acquire volunteers, gather donations, charity support, and SLC promotion as well as increase the network in global prospect near future.

### **1.3 The purpose statement**

*The purpose statement of this study is " to develop a strategic Marketing plan for Silver Lining Creation Ry that will help the organization to sustain and achieve its objectives in future "*

### **1.4 The problem statement**

The Nonprofit organization realized the importance of marketing since 1980s and early 1990s due to lack of capital resources, charity activities and hard sustainability, even though the number of NPOs are increasing day by day. Therefore, this increase of NPOs is creating competition within each other. On the other hand, surviving on the leading business world and demanding public interest has been another tough challenge for the non-profit sector itself.

The topic of the study is “Silver Lining Creation Ry: Analyzing and developing the strategic marketing plan”. The main research problem is “How Silver Lining Creation Ry can widen the area of network and also approach to the stakeholder for the support of resources as well as their interest to the organization and its project?” The sustainable approach to reach their objectives is the major highlight of this paper. This study determines the road map for SLC by analyzing the external and internal environment.

Here, the authors propose Herzlinger’s comments on Harvard business review on nonprofit (1999 p.1), “*we entrust nonprofit and governmental organization with society’s most important functions-educating our minds, uplifting our souls, and protecting our health and safety. Lately, however, the public’s faith in these institutions has been seriously undermined by revelations of wrongdoing and mismanagement. Can anything be done to restore the public’s confidence?*”. This is truly stated and all NPOs experience similar aspects of problems during the whole developmental phase and winning public confidence is the other influencing challenge that a strategic marketing planning can help to overcome.

For that reason, the scope of the research is to analyze the practiced marketing approaches by SLC based on existing marketing theories and related service marketing approach, and develop the roadmap to reach the mission. The expectation with this plan is also to motivate the Silver Lining creation’s operational unit and implementing the effective strategic marketing plan to win the level of public trust. Thus, to analyze SLC current situation, related questions were developed to interview the board of directors and develop the strategic marketing plan by analyzing the organization’s present situation and also based on existing marketing theories supported by other relevant background information.

## **1.5 Structure of the study**

The structure of this study is divided into seven different parts. The very first part introduces the background, aim and problem statement of this study whereas also defines the research question and brief introduction about the client organization. The second part is a theoretical part which is a presentation of related literature review so

that literature review supports the analysis and final plan formulation as an aim of this study. Furthermore, the third part summarizes the whole theoretical part with table which shows the elements that will be used to analyze and present final strategic plan. The fourth part is a methodology part which demonstrates research methods of this study followed by fifth part that analyses the client organization's situation. The sixth part then is the final strategic marketing plan for the client organization based on theory and analysis part. Finally, the seventh part concludes as a discussion of the results and recommendation for the further research with the limitation of this study.

## **1.6 Client Organization Introduction in brief**

Silver Lining Creation Ry is a not-for-profit social media organization based in Finland. SLC was established in 2009. The organization consists of independent documentary makers, script writers, development activists, freelance writers and students. The organization believes that means of mass communications such as the visual media can be used as effective tools for experience sharing, knowledge disseminating, motivation building and thought provoking. However, SLC has produced four main documentaries, four issues of Developmental Magazine (Global South Developmental Magazine) which is global with global correspondents and Global South Online TV. In present, SLC has seven Executive board members and twenty nine country correspondents. SLC raises the fund to operate the organization by organizing small fundraising events, selling homemade documentary DVDs. Even though, SLC has solid objectives, the organization seems to have lack of resources and active members as a volunteer. Thus, this is the area of concentration as findings of this study.

## **2. THEORETICAL PART**

The theoretical part describes the review of literature carried out by author and is classified into three parts. The Initial part covers the fundamental understanding of NPOs, characteristics and classification. The second part reviews the challenges for

NPOs and thus the third part shows, the marketing concepts in NPOs. It is very crucial to understand the basic definition of NPOs precisely to get the whole picture of the topic because the organization must understand the nonprofit sector, their characteristics and ability to classify the organization before making any strategic plan.

Thus, one of the clear understandings could be drawn from Sargeant (2009 p.4), the not-for-profit Sector is addressed in different terminology such as the third sector, independent sector, Nonprofit sector, charitable sector and voluntary sector. These are labeled depending upon the country where organization exists. NPO varies with the objectives and the activities they perform which can be either public or private sector. However, NPOs are defined as, organizations that exist for the benefit of the society, for providing physical goods and services, not for gain or profit, as a result, do not distribute profits or surpluses to shareholders or members (Sargeant, 1999).

## **2.1 Characteristics of Nonprofit Organizations**

It is a great significant fact that the characteristics of non-profit are different than that of the business organizations. Hence, it is crucial to understand in what sense it contrasts each other so that this study of NPO is understandable and it would be very beneficial for SLC to characterize the organization so that they truly have NPO identity.

According to the Handbook on Non-Profit Institutions in the System of National Accounts, (2003, p.26) the international classification of nonprofit organization characterizes the basic features of non-profit organization in 5 parts, *(a) Organizations, that (b) are not-for-profit and, by law or custom, do not distribute any surplus they may generate to those who own or control them, and that are (c) institutionally separate from government, (d) self-governing and (e) non-compulsory.*

According to ICNPO, (see Salamon & Anheier 1996 p.2-3) In particular, they are:

*Organized-* The most important element for a non-profit organization is to possess the characteristic of ‘‘Institution’’ in some extent. The term ‘characteristics of institution’ here includes internal organizational structure, solid goals, reliable structure and

activities, concise organizational boundaries which differentiate members and nonmembers.

*Private* -They are not a part of the apparatus of government which means they are not isolated by government. Being, private does not signify that non-profit organization would not get government support and also that government officials be a part of an organization. The basic idea of being private in this context is that non-profit organization maintains separate institutional identity than that of political body or governmental institution and does not apply government authority.

*Self-governing (equipped to control their own activities)* - The non-profit organization must be able to control their own activities even if they are institutionally separate. This denotes that they need to have their own internal bureaucracy.

*Non-profit-distributing* - The profit generated by the NPOs should not be distributed to their board staff or members but rather invest back to their mission. Thus herein, NPOs are qualified as a non-profit if the profit generated is reinvested for their mission or goals. Non-profit organization should not have purpose to generate personal profit. This is the major element to mark off NPO with other business organization.

*Voluntary*—The NPO includes the voluntarism activities. They must comprise the concept of voluntarism clearly. There are two related consideration in this part, which are: In one hand, Organization must involve volunteers on their transaction. It can be as a volunteer member or board staff. On the other hand, there should be non-compulsion voluntarism.

Thus it is clear to understand that the all NPOs have common characteristics but the way they work and the objectives they hold might be different than each other.

## **2.2 Classification of Nonprofit Organizations**

Sargeant (2009, p.20-21) refers the Hansmann's review of classification of NPOs areas; the identification of non-profit organization should be on the basis of source of income and the way they are controlled. They can be donative non-profits or commercial nonprofits. The nonprofit that receives the abundant amount of support such as income from donation then they are termed as 'donative' whereas the nonprofit that receives the support from selling of goods and services then they are termed as 'commercial' nonprofits. However, the nonprofits that are absolutely controlled by donor, customers, or some combination of the same are termed as 'mutual' whereas the nonprofits that are empowered by BODs then they are termed as 'entrepreneurial'. The organization might hold two or more grouping or characteristics such as donative mutual, donative entrepreneurial, commercial mutual and commercial entrepreneur. Hansmann also argues that the classification of non-profits would help to select the type of strategies and implementation. Consequently, it is crucial to classify the organization beforehand while developing the strategic plan. So that, it helps to figure out which area of classification it stands and make a positioning decision of the organization for strategic marketing plan.

## **2.3 Non for profit Challenges**

Not-for-profit sectors are truly surrounded by the challenges, formalities, and specific limit of activities they can perform. Among them some of the major challenges are to win the public interest and the lack of resources. The limited resources seeking the support could be very much of difficult task for NGOs. Thus, Challenges could exist in various shape and size. One of them more specifically is funding or access to the public who support them by any means to operate and reach their mission. Approaching to the public and the fund is another challenge to go through during whole mission accomplishing cycle.

According to Viravaidya &Hayssen in UNAIDS best practice collection (2001 p.1), the unsupported circumstances need firm initiations and motivations for NPOs to attain their objectives. However, the need of transparency, accountability and to maximizing

the limited resources seeking unlimited needs are some of the obligations to perform to sustain on the crowded NPOs market. Indeed, different NPOs hold different principle but there exist common dilemma, which is 'lack of Fund', and is the most crucial part of any non-profit organization is to achieve their objectives. There are no such verified methods to overcome these challenges but it is absolutely significant to choose the most appropriate channels and must determine which core activities and implementation strategies are the most belonging and appropriate to their goals Thus, the planning and formulating strategies for challenges are the best way to start for the mission accomplishing journey.

## **2.4 Marketing concept in Non for profit Organization**

The non-profit marketing concept has a history of studies by marketing gurus. This idea of studying the concept of marketing in nonprofit organizations started in the series of articles by Kotler & Levy, Kotler & Zaltman, and Shapiro between 1969 and 1973.

The nonprofit sector has grown tremendously in last three decades. The growth has been seen rapid with greater interest in the sector of non-profit marketing. The developing new strategies in non-profit marketing would work better than the traditional marketing strategies. The growing number of practice in twenty-first century is forming new ideologies which have brought greater interest in non-profit sector. Non-profits did not apply marketing techniques until 1960–1970, but it is now a well-accepted practice (Informaworld p.184). Thus, to support this fact Dolnicar & Lazarevski (2009 p.277) also argue that, varieties of marketing strategies could be used by NPOs even if their true mission cannot be modified according to market-needs. The practice of marketing strategies could be implemented to find out the right consumer which is 'segmenting market', build the 'brand' or goodwill by 'product positioning', communicating with the potential consumer by 'advertising' through the channel where they use frequently that is 'place'. Therefore, this could be some of the clues to understand that the NPOs are market oriented even though they deny in practical that marketing is for business sector.

## 2.5 Non Profit Consumer

The basic and the most important question that has been raised in non-profit sector is the blur picture of consumer identity. This is very much required for NPO to identify their consumer in order to serve them or search them to get any kind of possible support. Sargeant (2009 p.36) discuss the Kotler & Levy arguments in late 1960s about the relevance of the marketing concepts to non-profit organizations argued that all the non-profit organizations have customers but they may not refer them. The following *Table 1* of literature shows the typical customers for a various purposed non-profit organizations as-

*Table 1: Typical customer of nonprofit organizations*

Category of Organization	Key customer groups
Charities	Volunteers, Individual donors, corporate donors, charitable trusts, recipients of goods or services
Arts organizations	Visitors, Audiences, corporate sponsors, Arts funding bodies
Healthcare Trusts	Patients, Visitors and relatives of patients, general practitioners, Insurance companies, Government funders
Education	Students, Alumni, Industry, Research funders, local communities, Local or national government

However, the other simple illustration made by Andreasen & Kotler (2008 p.75), are three types of publics that are important sources of resources in non-profit sector. They are target *audiences/clients, donors and volunteers*. The relative importance of the three will vary. A non-profit whose mission is to support needy individuals need to pay primary attention to donors. Non-profits that offer products and services need to focus on both target audiences and donors, since target audiences rarely provide all the income needed. Undoubtedly, all the non-profit organizations have customers and they need to figure out distinctly before planning their organizations behaviors so that the organization knows the customers priority.

## 2.6 Key Concepts of Marketing

### 2.6.1 Marketing

There are numerous marketing concepts developed by marketing gurus. Marketing term is wide area of activities, which is always misunderstood as selling and advertising. Moreover, Sargeant (2009 P. 34) defines the term marketing developed by Kotler & Fox as, *"Marketing is the analysis, planning, implementation and control of carefully formulated programs designed to bring about voluntary exchanges of values with target markets for the purpose of achieving organizational objectives. It relies heavily on designing the organization's offerings in terms of the target market's needs and desires and on using effective pricing, communication and distribution to inform, motivate and service the markets"*.

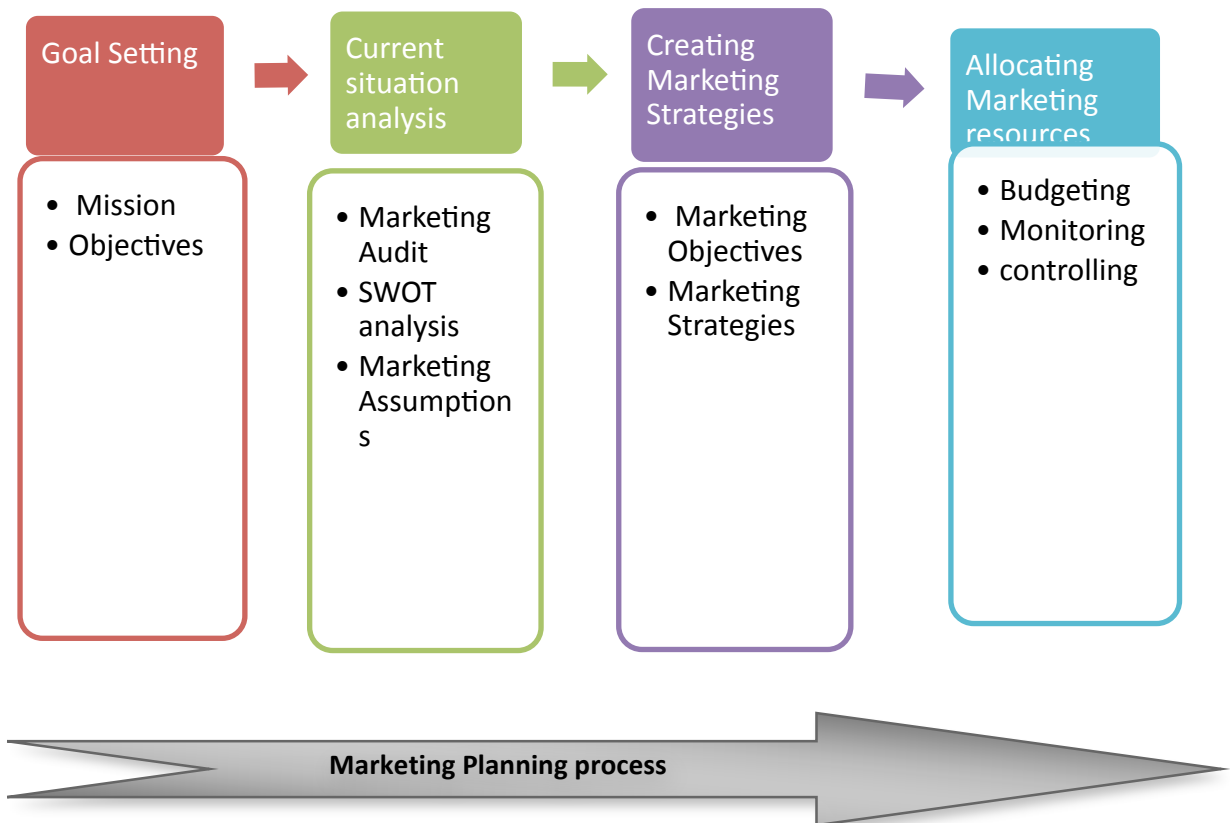
### 2.6.2 Marketing Planning Process

*"It is important to do what is strategically right than what is immediately profitable"* (Kotler, Quote). NPOs at this instant, practicing the marketing planning process so that they identify their opportunities, set their core objectives and develop a strategy to procure their goal. Lately, Marketing planning is considered as a very first priority of development within an organization because it covers the road map for the whole team and directs them to reach their objectives. *'Failing to plan means planning to fail'*. It provides the motivation of systematic thinking as well as enforces the organization to shape up their policies and objectives (Kotler et al. 2005 p.49).

However, the previous literature by Brassington & Pettitt (2000 p. 888) defines the planning process as; Planning is a systematic process or an activity that develops the overall framework to achieve future goals and performing activities. This helps to select the best opportunities and option and also start implementing best activities that suits to achieve the objectives of the organization. Thus the marketing plan guides the organization clearly to know the best action and Sargeant (2009) mark out the core marketing plan in three dimensions:

1. Where are we now?
2. Where do we want to be?
3. How are we going to get there?

The framework of marketing planning process should concentrate above three components and address the questions. The *Figure 1* illustrates the Marketing Planning process in general.



*Figure 1: Strategic marketing Planning process (modified from-tutor2u, www)*

### **Mission Statement**

A Mission statement is the first and prime step for the strategic planning.

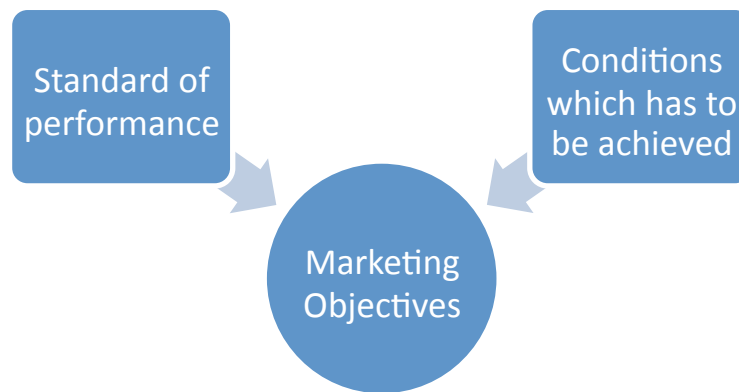
*A formal statement in an organization's strategic plan that describes the overall purpose of the organization and what it intends to achieve in terms of its customers, products, and resources (Solomon et.al 2008 p.42-43).*

Developing the mission statement sounds simple but it needs to answer basic questions: What is our purpose? Who are our customers? What value can /should we offer to these customers? The mission statement is neither too broad nor too narrow. *An organization should strive for a mission that is feasible, motivating, and distinctive.* In a sense of being feasible, an organization should not make it “Mission impossible”. The organization should be motivating so that volunteers or anyone connected to that organization feels worth spending time and effort. The distinctive mission works better because people always feel better to be associated with the organization which works differently with great excellence. (Andreasen & Kotler 2008 p.67-68)

### **Organization overall objectives**

After the Mission statement established, the next immediate step to set about is to develop organizational overall objectives. *The corporate objectives and strategies needs to be consistent with the direction provided by the mission statement.* (McDonalds & Payne 2006 p.81)

The objectives should be specific, measurable (so firm can tell whether they’ve met them or not) and also attainable. Attainable in this term means ‘realistic objectives’ which can be obtained so that the employees associated with the organization do not get frustrated or affected even working so hard but no satisfaction of accomplishment. Here, measurability stands for the objectives that can be stated numerical terms, for example, an organization might have 20 percent increase in profitability. This could help them to judge the situation and make some changes on the unproductive sector. (Solomon et.al p.45). The two major quantitative terms used to set marketing objectives according to, McDonald & Morris (2004 p.70)

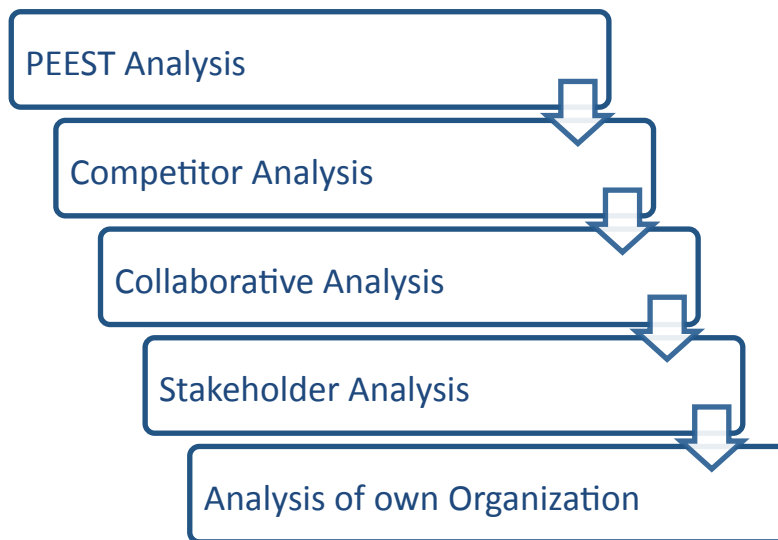


*Figure 2: Marketing Objective (Source: A complete guide in pictures)*

### **The Marketing Audit**

A marketing audit systematically overviews the vital information that measures the organization situation. A marketing audit sets and helps to understand the service organizations to know how the external environment relates their functioning. The marketing audit also helps to understand and determine the internal strength and weakness relation to the external opportunities and threats. The audit needs to be fairly estimated review so that the organization acquires accurate information to select a position in its particular environment based on known facts (McDonald & Payne p.88). Hence Kotler et.al (2005 p.69) defines marketing audit *as a comprehensive, systematic, independent and periodic examination of company's environment, objective, strategies and activities to determine problem areas and opportunities, and to recommend a plan of action to improve the company's marketing performance.*

According to McDonald and Payne (p.88-89), the marketing Audit provides the answer of the following question; where is the company now? The typical framework of Audit consists as shown in *Figure 3*.



*Figure 3: The typical framework for a marketing audit by Sargeant (2009 p.83)*

### **PEEST Analysis**

It is all the way important for an organization to understand and analyze its environment before making the planning process. The process of examining the environment typically begins with the ‘macro’ environment which might have impact on an organization. These are the factors where organization may have little control but it affects the organization during plan cycle. The typical framework for the PEEST analysis by Sargeant (2009 p.83) contains; **P**olitical, **E**conomic, **E**nvironmental, **S**ocio-culture and **T**echnological (PEEST).

### **Competitor Analysis**

Solomon et.al (2008 p.83) defines competitive intelligence -*The process of gathering and analyzing publicly available information about rivals*. In this stage of the audit, the nonprofit competitors are categorized by Sargeant (2009 p.85) in three categories, they are: *1.Competitors for resources 2.Competitors for provision of nonprofit services 3. Organizations with competing mission*

According to McLeish (2011 p.95), *Most nonprofit organizations live in a highly competitive environment. When an organization's managers undertake all that is involved in an external analysis, they usually confront other nonprofit organizations that are also part of their environment, have similar causal offerings (often to the same audience), and therefore function as competitors. (Competitors in the nonprofit world are organizations that offer program substitutes or the same value fulfillment to the stakeholders in question).* Also, Sargeant (2009 p.85) supports that the competitions exists and to survive within the competitive environment in the market, following checklist should be analyzed by nonprofit organization.



*Figure 4: Checklist for competitive environment analysis*

### **Collaborative Analysis**

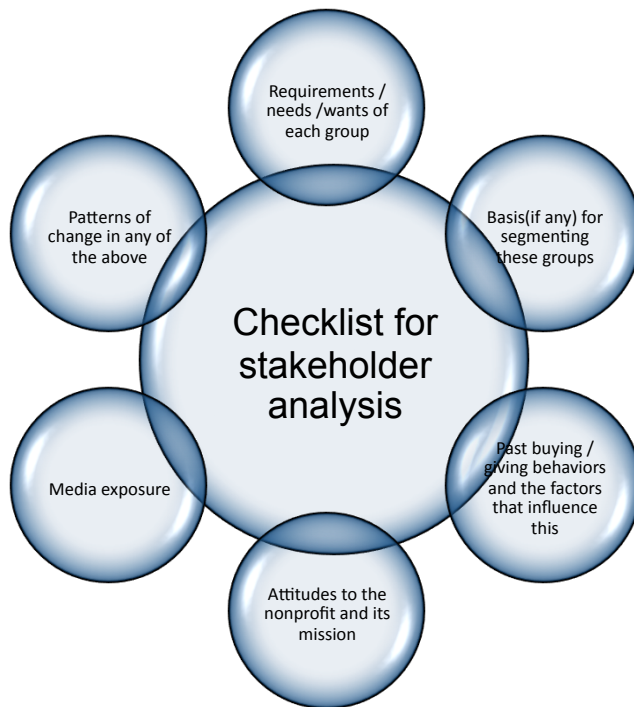
At this point of time, the organizations identified that the working in corporation has many direct benefits in ground level from non-profit organizations. The history shows that most of the corporations have supported non-profit organizations directly such as by contributing money, providing their experts and the services, facilities and also sought to achieve social objectives (Andreasen & Kotler 2003 p.239). Collaboration is one of the important aspects for key strategic issue. Thus, it will direct the organization

in fundraising audit to analyze where the organization have collaborated successfully and the factors that had key role for success in the past. The organization should determine the essential learning from the collaboration so to find any approach to work in partnership. If there is a need to work as a partner, it is effective to conduct the background research on the desired organization. An approach to potential partners could then be added up to the marketing strategy/tactics (Sargeant 2009 p.86).

Andreasen (Harvard Business review on Nonprofits 1999 p.112) also supports the collaborative part of the marketing and adds; *they can assess their organization to see how it can add value to a corporate partner. They can identify those companies that stand to gain the most from a cause-relating marketing alliance. And they can take an active role in shaping the partnership and monitoring its progress.* And also believes that, *In order to survive, nonprofit organizations must develop explicit ties with for-profit corporations.*

### **Stakeholder Analysis**

Freeman (1984) defines the stakeholder as, *all those group and individuals that can affect, or are affected by, the accomplishment of organizational purpose.* It is wise to outline the each stakeholder's interest before conducting the marketing audit. The main aim of stakeholder analysis is to identify appropriate stakeholders and describe their needs, attitudes, behaviors etc. (Sargeant 2009 p.86). It is also essential to understand the needs and behaviors of each group for the development of strategy, at least the given information are critical:

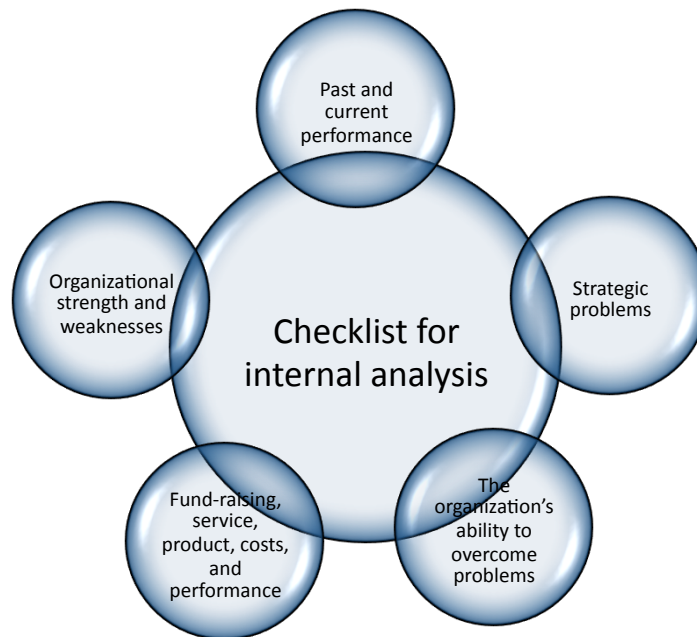


*Figure 5: Checklist for stakeholder analysis*

Espy (1986 p.35); the stakeholders are the big booster for the success. There is great importance of stakeholders because those are the people who will help the organization to serve their customer and also potential supporters for funding and positive word of mouth.

### **The internal Analysis (Analysis of own organization)**

According to Sargeant (2009), after the External analysis, the organization should review the internal aspects through a competitor profile or try to analyze how others view the organizations activities. Thereupon, after summarizing the basic internal factors, it is then credible to audit organizations own marketing activities. The central idea here is to study and take the measure of past performances like, what has worked well and what has not. The proposed checklist proposed by McLeish (2011 p.123-124) for the NPOs, which are the key elements to be regarded while analyzing the organizational internal factors;



*Figure 6: Checklist for internal Analysis*

### **SWOT Analysis**

This is the stage of analysis where the overall organization's evaluation is performed that is strengths, weaknesses, opportunities, and threats of the organization. It includes the organizational internal and external marketing environment (Kotler & Lane 2006 p.52). Likewise, McDonald & Payne (2006 p.140) acknowledge, SWOT analysis as most important task that is visible in strategic marketing plan and if it is well analyzed then it helps to set the basis of objectives and strategies of the organization. Sargeant (2009) remarks that, at this stage of analysis, the data that has been gathered are filtered so to avoid and limit the most relevant factors for the development of strategy. SWOT analysis addresses the following issues;

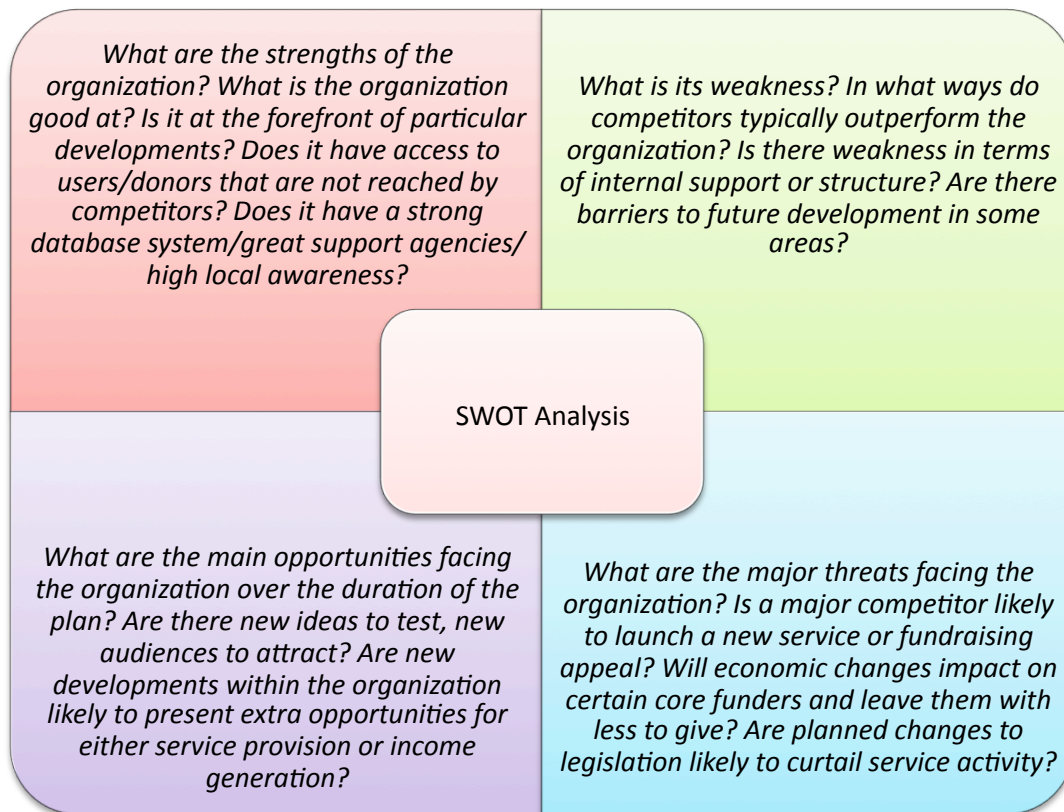


Figure 7: Checklist for SWOT analysis

### **Key Assumption**

McDonald & Payne (2006 p.145) present the understandable meaning of key assumption which defines that; this step is to build the basis for objective and strategy setting. The aim of this part of planning is to determine particularly the elements that are crucial for success and failure of the strategic plan. The key assumption should consider in what ways it impact on the organization overall and also each market segment of the organization.

### **Setting Marketing Objectives**

Sargeant (2009 p.123) describes the objectives as the most critical part of the strategic plan and the organizational success can only be measured via objectives. The achieved success can be concluded in terms of objectives; Which means if the objectives are set it can be concluded as if the objectives are achieved or not and that answers the success or

failure. Thus, without the objectives, there is no benchmark of activities which are assessed and one can only brainstorm the planner's aims. Not having objectives set could waste the resources and there is no mechanism of the case. However, the other important factor that counts while writing the objectives is the style of setting the objectives. A marketing objective should be specific, measurable, achievable, relevant, and time scaled.

### 2.6.3 Nonprofit marketing Strategy

Drucker (1990 p.45) defines the old saying that, *"intension don't move mountains; bulldozers do. In non-profit management, the mission and plan – if that's all there is – are the good intensions: strategies are bulldozers. They convert what you want to do into accomplishment"*. In this respect, Sargeant (2009 p.124) defines that, after the objectives are set keeping in mind that the plan will achieve, the plan to accomplish are possible to address. Thus, the approach of organization's objective accomplishment is termed as 'marketing strategy'. In this prospect, Sargeant (2009) lists, the basic issues as a strategy that need to be addressed to meet the organization's objectives are:



Figure 8: Elements of marketing Strategy

### **Collaborative strategy**

Non-profit organization may partner with other non-profits, governments or may initiate partnership with business because of mutual benefits, assistance, financial support or other accessible advantages. Thus, it is very crucial for non-profit organization to identify right partners with whom they can work mutually either in respect to revenue generation or service delivery (Sargeant 2009 p.128). Collaborating provides the organization to get informed about unaware activities that have not been followed in practice and also support the partners in many ways to tackle the problems together.

### **Competitive Strategy**

Andreasen & Kotler (2003 p.77) argue the verifiable truth that there appears increasing number of non-profit competition in twenty-first century but the terrible fact is that many non-profit organization disagree with the existing competition. The non-profit organization believes that the competition arises only in business sector and only private sector possesses competitive characteristics. There is no doubt that the competition exists, for an instant, the competition between organizations for resources, customers and volunteers.

Hence, there is the need of competitive strategy to achieve competitive advantage and decide on what basis an organization will compete. According to Porter's (1980) argument, the competition between organizations is either on the basis of lowest cost provider or on the basis of serving or characterize in different way (See Sargeant 2009 p.129) As a further consideration, McLeish (2011 p. 179) attributes four value proposition components where Strategic competitive advantage depends; Where you compete, The capabilities you bring to the market, What you do in the service market, What donor, customer, volunteer and client realizes in value.

For this reason, the importance of knowing the competitors activities is essential. The argument by Brassington & Pettitt (2000 p.858) in this context precisely recommends to analyze environment because *'No organization operates in isolation. The organization is not free to develop a business and marketing strategy without reference to the competitive environment'*.

### **Segmentation Strategy**

According to Andreasen & Kotler (2003 p.143), target audience is the good marketing start that accomplish the objectives of the organization. For that reason, the target audience comes in first priority while setting out the marketing strategy. Nevertheless, the target audience appears in different structure, shape and size, and the basic problem of the planner or the marketing executive is to overcome the complication of the target audience identification.

The Simpson (1994:564) definition Cited in Sargeant (2009 p. 131) defines, *"the process of dividing up a market into two or more parts, each having unique needs and then developing products and related marketing programs to meet the needs of one or more of these segments"*.

The other criteria that need to be considered to divide up the market are formulated by Andreasen & Kotler (2003 p.140) as given,

1. Mutual exclusivity: *Is each segment conceptually separable from all other segments?*
2. Exhaustiveness: *Is every potential target member included in some segment?*
3. Measurability: *Can you measure the size, motivation, ability to act, and so on of the resulting segments?*
4. Reachability: *Can the resulting segments be effectively reached and served?*
5. Substantiality: *Are the resulting segments large enough to be worth pursuing?*
6. Differential responsiveness: *This criterion is useful if the segment respond alike to different amounts, types, and timings of strategy. In such cases, although it*

*may be conceptually useful to develop separate segments in this way, managerially it is not useful.*

### **Positioning Strategy**

After defining the target market, an organization needs to determine its positioning strategy which goals to shape or improve the image of the organization in the target market. Sargeant (2009 p.147) defines as *the minds of those target market what a particular organization's services can offer (or stand for) in relation to the others on the market*. This strategy is to put the organization in such a position where the organization wants to develop 'a me too' strategy. Which means, entering the competitor periphery so that public can make a comparison when they consume the product or services? Or, maybe the organization wants to put themselves away from their competitors, so that they can offer on the basis of their marketing mixes (learnmarketing.net, www).

### **Branding Strategy**

In non-profit sector, there are still some misconceptions such as creating a brand might lose a sense of what made them distinctive. However, the branding value of non-profits has been seen lately. The brand conveys the significant benefits in regards to non-profit's fundraising ability campaign and also achieve mission related goals. Thus Branding acts as a device that allows the public to recognize a specific non-profit organization that may have form of brand such as name, trademark, or logo (Sargeant 2009 p.156).

The other explained argument by McDonald & Payne (2006 p. 175) shows that increasing importance of the service organizations has made the organizations conscious about the creation and development of brands that depicts a source of competitive advantage. And also, according to McLeish (2011 p.210), when there is too much of the alternatives then the brand plays as a shortest, most efficient path for potential

satisfaction and release of tension. Hence, brand also bears as a prominent figure in consumer purchase decision.

### **Tactical Marketing Mix**

Marketing mix consists of the elements that have various offerings from the organization. The traditional model of 4P's includes (Product, Place, Price, Promotion) whereas additional 3P's for service sector includes (People, Processes and Physical goods).

#### Product/service

According to Wolf (1999 p.163) *nonprofit sector are not product-driven, but mission-driven*. At this point, the non-profit sector focus to the service rather than product centered. This is one of the components of marketing mix which when examined helps an organization to determine the requirement of target market. However, one can ensure if the organization delivers right product or services to their potential customers and stakeholders (Sargeant 2009 p. 181).

Kotler & Lane (2006 p.402) defines service as; *A service is any act or performance that one party can offer to another that is essentially intangible and does not result in the ownership of anything. Its production may or may not be tied to a physical product.*

#### Price

Sargeant (2009 p.191-193) outlines, one of the other content that is related to marketing mix is price. Price in non-profit organization can be charged in many activities such as entrance fee, tuition fees, service charges, donations, contributions, etc. The pricing in the context of non-profit organization can be charged according to these setting:

- (1) Cost plus
- (2) what they can afford,
- (3) Penetrating pricing
- (4) Skimming
- (5) Competitor matching
- (6) Pricing to achieve organizational objectives.

## Place

The element 'place' is concerned with the issue such as *the degree of accessibility required to a service , how the service will be distributed to clients, the level of control required over intermediaries that might be used, and the geographical coverage for the service that is desired.* (Sargeant 2009 p.195)

## Promotion

It is an important element of marketing mix where an organization communicates its offerings to the potential consumer. Wolf (1999 p.165) states that, when potential consumer do not have any idea what the organization does and is not aware of the organization existence, then they are not willing to respond to the request of help for support and involvements in the organization. Therefore, the promotion is critical marketing mix that presents the organization's behaviors and the need of support. The existing literature by Sargeant (2009 p. 198) defines the Delozier (1976) definition of promotion as; *'the process of presenting an integrated set of stimuli to a market with the intent of evoking a set of responses within that market set and setting up channel to receive, interpret and act upon message from the market for the purpose of modifying present company messages and identifying new communication opportunities.*

## People

People as a marketing mix element are most essential part here to promote their services. They are employees, volunteers or could be someone who participate organization to provide the service. Duker (1990 p.113) states that *the people decisions are the ultimate- perhaps the only – control of an organization. People determine the performance capacity of an organization. No organization can do better than the people it has.* These people acts as a key role for NPOs to make believe their clients or donors that the objective, mission they have is critical for them for a good change or in practical.

## Process

The process is the chain of activities that a customer or the beneficiary has to go through to get the services being provided. At this point, all the services provided by an organization are evaluated by customers. Thus, it is crucial to answer the question; which elements of the process are regarded as the most important factor for their satisfactory experience? To answer this, it is most favorable to draw a flow chart of the whole process with the component identify the matter of concern. (Sargeant 2009 p. 206-207)

## Physical Evidence

The NPOs need a great trust to be established in front of the donors or related clients. So, this element of marketing mix is where the client appraises the quality of service by physical evidence attached to it. Service product are intangible and for that reason it is of great importance that the organization focus on those tangible cues attached and need to assure if they convey the right message. The cues may includes as; premises, facilities, dress, reports etc (Sargeant 2009 p.207-208)

## Marketing Budgeting

*Budgeting is one of the most important planning tools in the development function. A budget reflects the philosophy and values of an organization.* Budgeting needs to be done in coordination of the organization's administration, staff, volunteers and board of directors, and it could be time consuming. The goal of budgeting should result the anticipated revenue and the control of all the expenses. (Greenfield 2001 p.53).

The budgeting can be determined by various steps and it can be successful if it is done in realistic or practical ways. The budget can be set by the following methods (Sargeant 2009 p.210):

1. Percentage of last year's sales/donations
2. Percentage of budgeted year's sales/donations
3. Competitor matching
4. What can be afforded

## Scheduling

The strategic plan could be short or a long term. Here, scheduling maps the whole tactics in a time frame, so the mechanism of marketing planning is easier and organizationally focused. This step also helps to divide the responsibilities over time.

The best way to create the time frame is by creating Gantt chart.

## Monitoring and Control

Monitoring and controlling as an action plans are one of the evaluation- activities which help managers to predict if they have implemented the right task accordingly, so the positive result are expected. This is to be done time to time so that the implemented plans present the marketing goals.

## **3. SUMMARY OF THEORITICAL PART**

Firstly, the theoretical part of this study introduced the definition of the NPOs for basic understanding of their role. Secondly, presented the characteristics of NGOs featured by Handbook on Non-Profit Institutions in the System of National Accounts (2003) to recognize the worth character which structure them truly Nonprofit and the Hansmann's classification of NGOs were defined to class what kind of category the concerned organization belongs . Thirdly, the challenges of NGOs were presented so that the planning and required strategies could be developed to overcome those meaningful challenges.

Later, the introduction of Marketing evolution and the need of marketing practice in non-profit sector were discussed to motivate the NPOs to use marketing tools and prioritize it as a significant role to reach the mission.

Lastly, the explanations of marketing planning process in detail were presented to get acquainted with every element of the strategy for planning .Comparing several authors'

literatures, the conclusion can be drawn that the practice of marketing in non-profit seems more adapted presently and also shows the significant role of marketing tools to approach, communicate and deliver the organizations capabilities through product or services. The literature argument verifies the genuine reasons that marketing planning does enforce the NPO's ability to achieve their objective in future.

The contents from theoretical part will be used to analyze Silver Lining Creation Ry's situation in next step of this study. The table 6 below shows the summary of the whole step that was adopted to define marketing planning process and follow the same contents for analysis. Consequently, the final strategic plan for SLC is developed using the same element of theoretical part and analysis. The *Table 2* shows the elements of strategic marketing planning which were used in theoretical part of this study and the other side the final strategic marketing plan.

*Table 2: Summary of Theoretical part and final plan*

<b>Theoretical Part</b>	<b>Final Strategic Marketing Plan for SLC</b>
<b>Summarizing</b>	Summarizing <ul style="list-style-type: none"> <li>• Introduction-Silver Lining Creation Ry</li> </ul>
<b>Goal setting</b> <ul style="list-style-type: none"> <li>• <b>Mission</b></li> <li>• <b>Corporative Objectives</b></li> </ul>	Setting SLC goals <ul style="list-style-type: none"> <li>• SLC Mission</li> <li>• SLC Objectives</li> <li>• Classification of SLC</li> </ul>
<b>Situation review</b> <ul style="list-style-type: none"> <li>• <b>Marketing Audit</b></li> <li>• <b>SWOT analysis</b></li> <li>• <b>Key Assumption</b></li> <li>• <b>Setting marketing objectives</b></li> </ul>	Situation review <ul style="list-style-type: none"> <li>• Marketing audit</li> <li>• SLC SWOT analysis</li> </ul>
<b>Nonprofit marketing Strategy</b> <ul style="list-style-type: none"> <li>• <b>Merger/collaborative strategy</b></li> <li>• <b>Segmentation strategy</b></li> <li>• <b>Positioning strategy</b></li> <li>• <b>Branding strategy</b></li> <li>• <b>Tactical marketing Mix</b></li> </ul>	Nonprofit marketing Strategy <ul style="list-style-type: none"> <li>• SLC collaborative strategy</li> <li>• SLC Segmentation strategy</li> <li>• SLC Positioning strategy</li> <li>• SLC Branding strategy</li> <li>• SLC Tactical marketing Mix</li> </ul>

<b>Allocating marketing resources and monitoring</b> <ul style="list-style-type: none"> <li>• <b>Budget</b></li> <li>• <b>Scheduling</b></li> <li>• <b>Monitoring and control</b></li> </ul>	Allocating marketing resources and monitoring <ul style="list-style-type: none"> <li>• SLC Budget</li> <li>• SLC Scheduling</li> <li>• SLC Monitoring and control</li> </ul>
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Thus, proceeding towards the aim of this thesis, the following methodology part describes the process of data collection during this study, Introduction and the case study analysis of SLC. Consequently, the conclusion is drawn to recommend the author’s strategic marketing plan for SLC. The author has used all of those theories from theoretical part of this study and has defined every element in analysis part thoroughly.

**4. METHODOLOGY FOR BACKGROUND INFORMATION**

The research-design helps to understand the method of the research conducted and procedure of data collection. This study conducted was qualitative in nature because *‘Qualitative research is especially important in the behavioral sciences where the aim is to discover the underlying motives of human behavior’* (Kothari 2004 p.3).The interview questionnaire was designed following the Strategic marketing planning process and the concept of ‘non-profit marketing’ literature. Basically, the theoretical part of this study is followed to analyze SLC situation step by step. Additionally, the case study was undertaken as background information. Neale et.al (2006 p.3) presents the Yin (2003) definition , *‘the case study is a story about something unique, special, or interesting-stories can be about individuals, organizations, processes, programs, neighborhoods, institutions, and even events. And also support the statement as, the case study gives the story behind the result by capturing what happened to bring it about, and can be a good opportunity to highlight a project’s success, or to bring attention to a particular challenge or difficulty in a project’*

Thus, this study is based on the evidence of interview to the Board of directors of SLC, Author's observation during work placement, and the past annual reports provided by SLC.

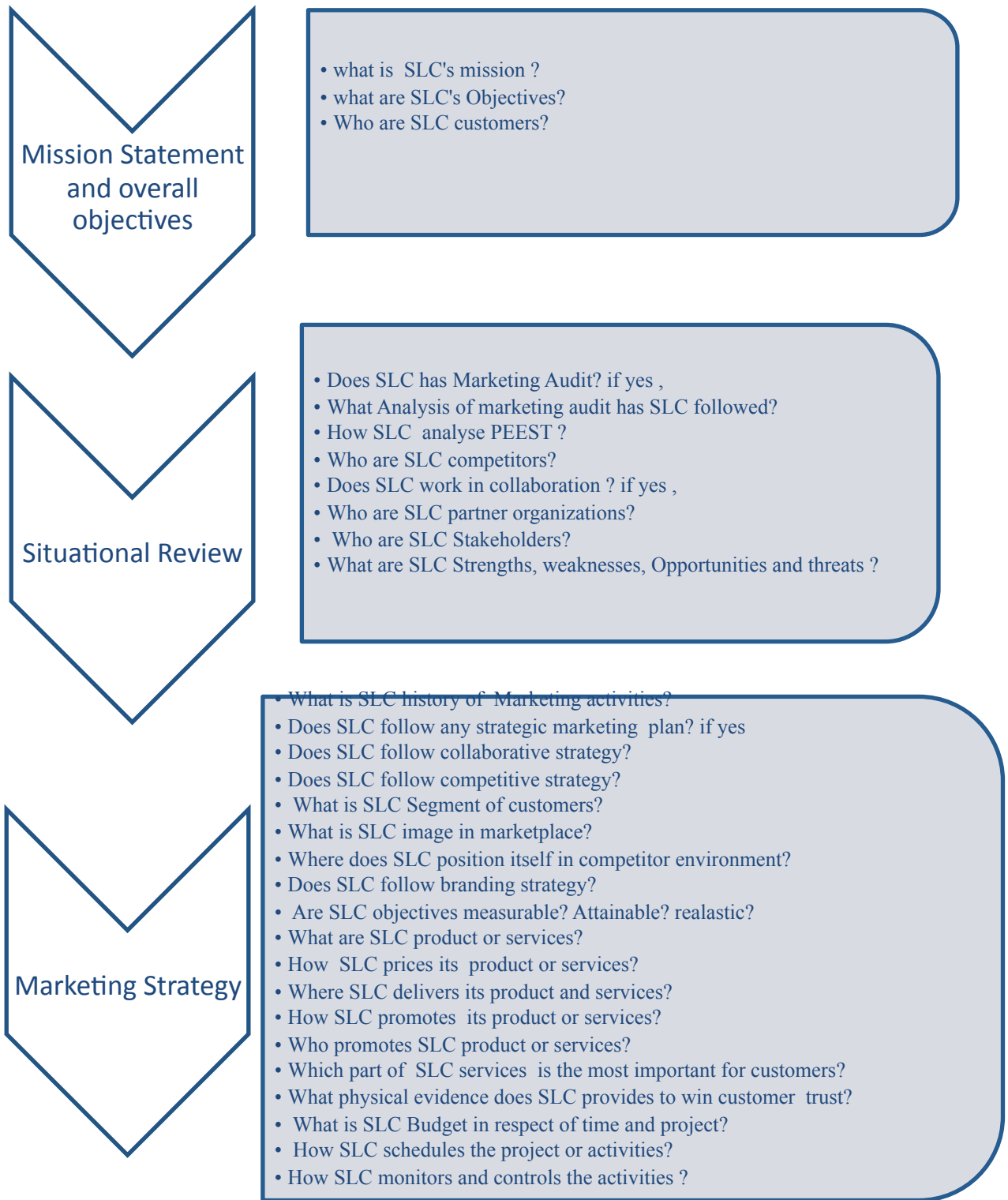
#### **4.1 Data collection plan**

The BODs of SLC as a stakeholder of this research was interviewed face-to-face .The interview was undertaken in semi-structure form which means the interview was flexible and more explanatory in nature. The interviewed BODs were the potential source of the organization that could answer the marketing aspect more literally and ponder the organization. The interview was conducted with three of the BODs as listed Manoj Kumar Bhusal (Director/Chief Editor), Sudip Joshi (Project Co-coordinator) and Suraj Chand (Producer/Presenter Global South Development TV). The BODs were interviewed in different time so that the different prospects could be drawn. The other source of information was organizations official website and the author's personal observation during six months of internship. The additional source of information was reviewed as a background information i.e. SLC annual reports 2009 and 2010, membership feedback form, and SLC project participant's reports. The interview was undertaken face to face in order to avoid the misunderstanding of the marketing terminologies and ask more open question as freely as possible if necessary. The conversation was smooth and explanatory. The another reason for the interview was to save the data collection time, BODs attitudes towards marketing practices and straight forward situation analysis in detail so the best failure area could be figured out.

Some of the great advantages of face-to-face interview are to get the response in depth, presents the right meaning of the question and also physical product can be seen. (marketingteacher.com, www). With this in mind, the aim of the interview question was also to view annual report and discuss in more depth for better understanding.

## 4.2 Developed Instruments

The interview questions were developed based on the theories that have been discussed in theory part of this study (see summary table). The means of obtaining the respondent answer was by noting down to the pre-structured questions and the answer were obtained via noting down the answers and also by audio taping their response for the clarity. The major Interview questions are shown *in Figure 9*, which covers each element of strategic marketing process and is able to reflect SLC practices of internal planning and also the external analysis according to SLC BODs.



*Figure 9: Interview Questions asked to SLC BODs for analysis*

### **4.3 Data Analysis**

Thus, the data from all the sources (i.e. interview results, annual reports, and official website) were gathered and reviewed to analyze the present situation of SLC which aimed to establish appropriate strategic marketing plan.

### **4.4 Validity and reliability**

Given that, the information was collected by interviewing the board of directors, they are valid and reliable according to the SLC's practice and also based on literature reviewed on the related topic. The author by all means believes that the information presented is worthy to analyze the SLC-situation and critical for the whole study to develop the final strategic plan. The interpretation of collected data was analyzed critically to reflect the problem area as accurate as possible.

## **5. CASE STUDY ANALYSIS AND REFLECTION**

The main aim of the interview was to find out the every element of marketing planning process that Silver Lining Creation Ry has performed so far, and SLC future plan to approach for the capital resources and the public interest. This part of the study is the most valuable and conclusive analysis of Silver Lining Creation Ry. Since the interview questionnaire was constructed to cover all the aspects and elements of strategic marketing planning process, so this specific area of the study paper will evaluate the Board of director's attitude towards organization's SWOT analysis and their future vision. The analysis of every element of strategic planning process is done here according to the interview of board of director's response and background information. Thus the evaluation of the interview result is analyzed and defined one by one according to the planning process and in same structure.

## 5.1 Introduction to the case Organization

Silver Lining Creation Ry (SLC) as a case organization is a choice of study. SLC is a not-for-profit social media organization based in Finland. SLC was established in 2009. The organization consists of independent documentary makers, script writers, development activists, freelance writers and students. The organization believes that means of mass communications such as the visual media can be used as effective tools of experience sharing, knowledge disseminating, motivation building and thought provoking. The key projects as a service of SLC includes, Green Dreams, Global south Development TV (GSD TV), Global South Development Magazine (GSDM), Sildistance.



Figure 10: Silver Lining Creation Ry, Official logos. Source; [www.silcreation.org](http://www.silcreation.org)

The brief Introducing of the project in general are;

*Green dream* - The ecological project concerned with environmental protection issues.

*Global South Development TV* - The online TV that shows the live documentaries and the visual projects concerned with developmental and social issues.

*Sildistance* - The Distance learning course called ‘‘Fundamentals of Social film making’  
’Sildistance is an open platform where participants from different part of the world participates and produce the final project as a documentary product of this course.

*Global South development Magazine* -GSDM is a magazine which is published quarterly which covers the developmental issues.

However, Silver Lining Creation Ry has produced four Main documentaries, four issues of Developmental Magazine (Global South Development Magazine) which is global with global correspondents and Global South Online TV. At this moment, Silver Lining Creation Ry, Finland has six executive board members as a board of directors and twenty nine global reporters in different countries. Silver Lining creation raises the fund to operate the organization by organizing small fundraising events, selling homemade documentary DVDs. Hence, the final aim of this study is to analyze and develop strategic marketing plan which will enforce the base of the SLC and plan in such a way to reach the donors and members for support.

## **5.2 Goal Setting**

There are three major questions that an organization should answer in order to set their goals effectively. As mentioned in literature review, what is our purpose? Who are our customers? What value can/should we offer to these customers? These are very serious elements to add into the statement.

According to the CEO of Silver Lining creation Ry, They have the definite mission and objectives. Their mission statement as stated, *“we believe that modern means of mass communication can be used as the tools for raising concerns, combating injustices, connecting communities and finding alternatives”* Silver Lining Creation as a social media organization which aims to disseminate the community based issues through their visual tools. The organization’s overall objective is to promote active citizenship, user participation, volunteerism and citizen journalism. Which means their overall purpose is to promote the social activist and community based issues through their channel and make positive changes as a result in the society. He also adds, “It is our vision to see the world’s voiceless populations having their say over the matters of their concerns and priorities”.

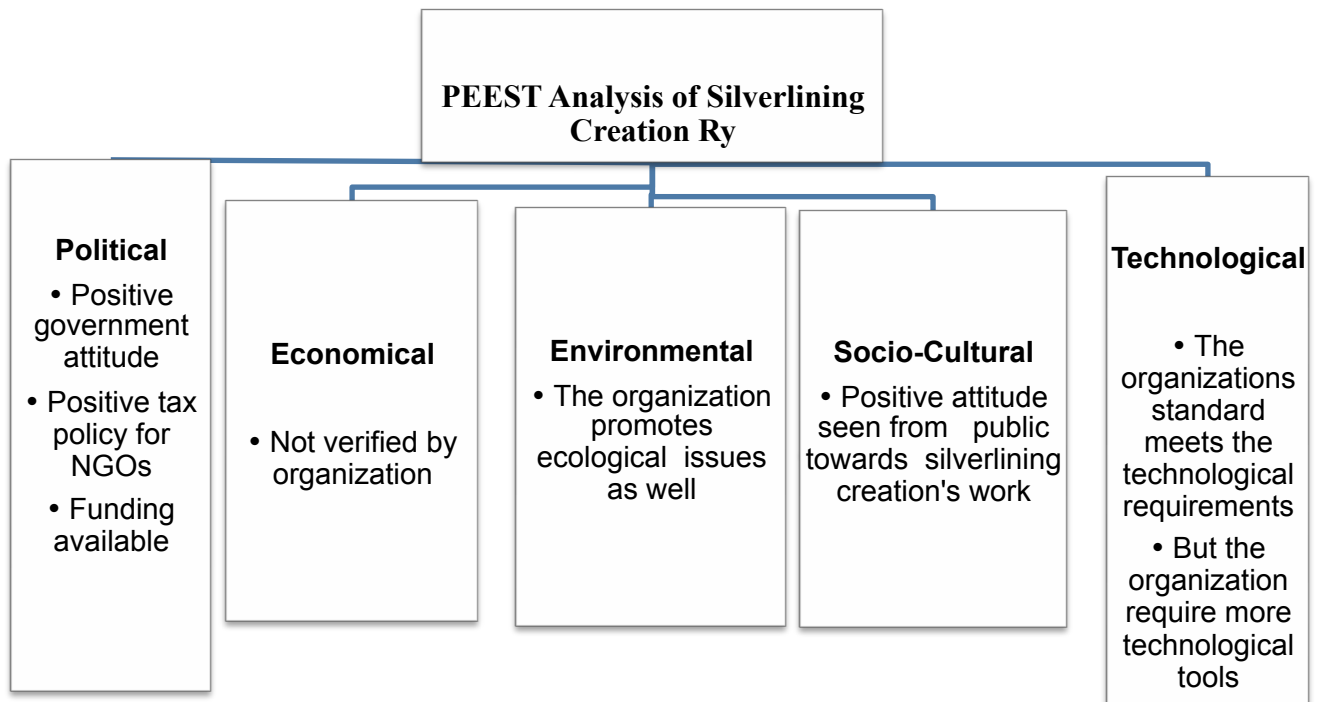
### **5.3 The marketing Audit**

The critical planning process starts with the determination of the organization- situation which all comes in marketing audit process. The basic marketing audit concludes the question; where is the organization now? Where do we want to be? And how we will get there? As reported by the board of directors, the organization lacks the marketing audit. There has been no marketing audit till the date. Though some of the marketing audit element has been reviewed earlier by BODs but in general the SLC's marketing audit seems to be undefined.

### **5.4 PEEST Analysis**

For this matter, the question regarding marketing audit was placed in the interview to the BODs to scan what practices the organization has performed. The conclusion gathered in terms of marketing audit questions after the interview with executive director and also with project coordinator of Silver Lining Creation shows that, they have realized the positive vibe in political point of view because the very first moment while starting up the organization, there was no bureaucratic hassle to register the nonprofit organization in Finland. This shows the positive government attitude towards the non-profit activist.

Sudip Joshi (Project coordinator) adds, "We have behaved according to our objectives and performed all the formalities to the government support but we have no marketing audit yet". Therefore, *Figure 11* shows to make sure SLC stands well in PEEST analysis.



*Figure 11: PEEST analysis of Silver Lining Creation Ry, according to Board of directors*

## 5.5 Competitor Analysis

The major challenge that a non-profit organization could face is growing number of non-profit organizations. There are numerous existing non-profit organizations and there is steady competition to get the funding because they need the same resources to reach their objectives. According to the executive director, the competition they have faced is not only with the non-profit organization but also with the for-profit organization that has same mission. To persuade public interest is another competition the organization came across during these years.

The executives are fully aware of the fact that there is competition but there is no clean-cut area of competition determined by the organization, so that they could analyze what strategies are used by the competitors or in what area of organization planning should be directed in order to divert stakeholder's interest or attract capital resources. It is crucial to review what competitive skill the organization has because this is the

fundamental element where public pays attention towards. The Darwin's theory "Survival of the fittest" would best suit in this context. This is because non-profit organization's survival entirely depends on organization's capabilities to attract the interest of stakeholder. Those who are capable, they do survive in the competitive non-profit world.

## **5.6 Collaborative Analysis**

The document provided by the Silver Lining Creation Ry, shows that they have worked in collaboration with some international organization. As far as author's participation during placement, he had participated to the promotional events organized by Silver Lining Creation Ry with other partner organizations such as Colorful Espoo and clipkino. The CEO acknowledges that they have international partners but not many. They usually collaborate with the other organization when they organize the events or participate in the events organized by the other organization. Silver Lining creation has been offered to work in partnership with some organization at the moment but not officially agreed yet. On that account, Silver Lining Creation has performed the partnership events in the past but there is no such consistent organization with whom they can work for a long term in order to establish win-win situation. The approach seems poor in regards to search of reliable organization to collaborate in future.

## **5.7 Stakeholder Analysis**

The typical important stakeholders are those who can effect or are affected by the organizational activities. The basic stakeholders of Silver Lining Creation are board of directors, volunteers and the international regional reporters as mentioned by project coordinator. They are the key figure for the positive word of mouth. The organization has identified the potential stakeholder but there is no stakeholder segmentation done yet, however the organization has experienced the realistic public interest towards the mission of the organization.

## 5.8 SWOT Analysis

The internal analysis of Silver Lining Creation covers the SWOT analysis. This part evaluates the organization's Strength, weakness, opportunities, and threats. The organization existing SWOT analysis was reviewed to discuss once again in interview with Executive director. The board of directors finalizes the SWOT analysis every year to better understand the situation and set their objectives on that basis. The SWOT analysis provided during interview concludes;

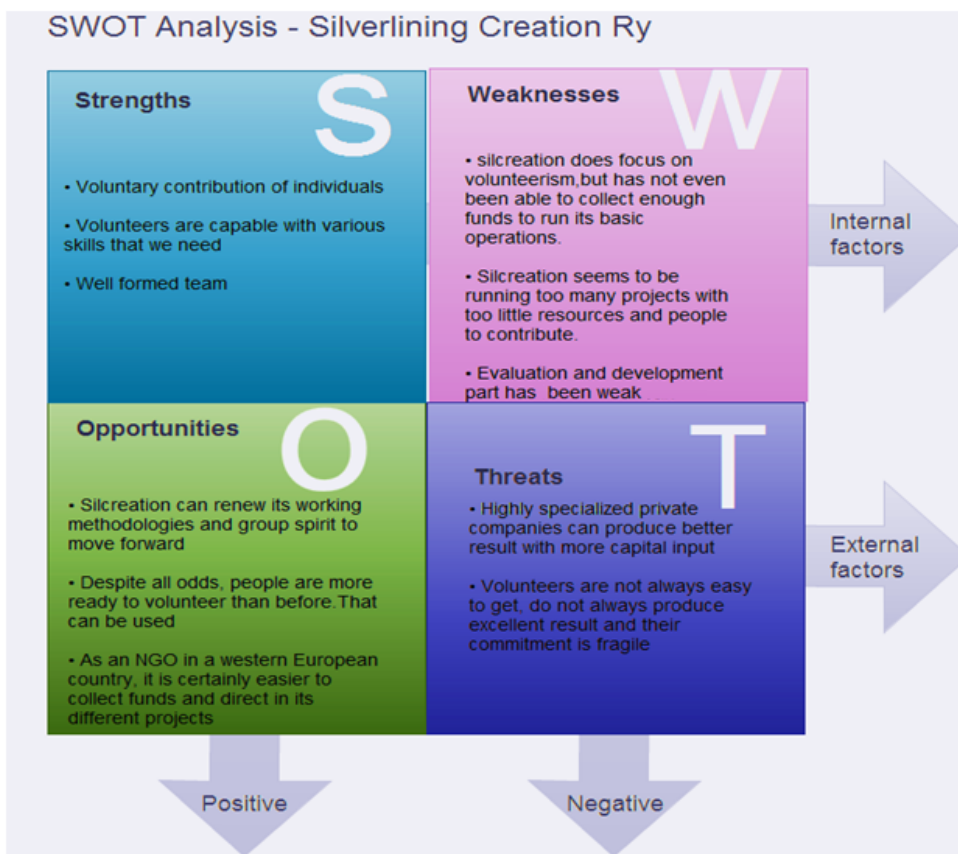


Figure 12: SWOT analysis of Silver Lining Creation Ry (provided by SLC CEO)

## 5.9 Marketing Strategy

Marketing strategy converts what organization wants to do in accomplishment. The overall strategy aims to reach the organization's objective. Thus this part acts as a skeleton of the whole strategic marketing plan. As stated in interview, it is clear that

SLC has not practiced yet the planned strategy but practiced some of them loosely. The each element of marketing strategy was analyzed after face to face discussion with the BODs. These are the basic issues that need to be addressed to meet the SLC objective. This part concerns the question, how will SLC get there?

### **5.9.1 Collaborative Strategy**

The collaborative events has been performed in past as discussed earlier in collaborative analysis section. There is no typical collaborative approach accomplished by SLC but the opportunities of partnership with other organization were determined as informed by CEO.

### **5.9.2 Competitive strategy**

Even the contemporary non-profit sector demonstrates the existing competitive market whereas SLC has not followed the competitive strategy up to now because BODs are unaware of the competition.

### **5.9.3 Segmentation Strategy**

The segmentation strategy is totally blurred and no approach was regulated until this moment. But the social networking sites such as 'Facebook' and 'YouTube' have been used as a target market to disseminate information and their product or services.

### **5.9.4 Positioning strategy**

The very essential strategy was lacking in SLC planning process. This strategy aims to shape organization's reputation in the target market. Even though image of the organization seems positive considering the fact in the report which means public

interest is quite inclined towards SLC's work. However, in reality it has been hard for SLC to find someone as a volunteer, as a member or as a donor to sacrifice time and effort.

### **5.9.5 Branding Strategy**

In this context, Organization is proud of its brand image. If the comment of Manoj Bhusal (Executive director/ CEO) is concerned, Silver Lining Creation has strong brand recognition among the public. He adds, "We have an impressive logo and the brand name because we have been said several times as a feedback from members and other outsiders". Additionally, the author himself observed the feedback from the members that SLC has made a great impact and has made an excellent image among the competitors in terms of brand attention but the brand message in SLC are totally not conveyed to win public trust. The public shows the impression but they are not ready to sacrifice their resources for SLC.

### **5.9.6 Tactical Marketing Mix**

#### **Product / Services**

SLC provides number of product and services. As a product, the organization has documentary DVDs, global south developmental magazine (GSDM) whereas the form of service are Distance learning course which is an online film making course called 'Sildistance' and also helps to make documentaries concerned with any social or community based issues. The organization promotes the independent documentary makers, script writers, development activists, freelance writers and students to experience sharing, knowledge disseminating, motivation building and thought provoking. The organization itself has determined to serve what the target market needs.

The project coordinator of the organization argues that the media outlets in the very recent atmosphere are either politically or ideologically biased; are swept away with

news or topics of market importance or focused for a lucrative business. At the same time, the cost of producing documentaries, films or sharing views for ordinary people are expensive than ever in the mainstream media platform. As such, the SLC provides an open and accessible platform not only to learn basic skills of social filmmaking for free but also gives them opportunity to discuss, mutually learn and foster their views with likeminded people. It is also very crucial to exploit the expanding space of social networking which gives an immense opportunity to share the views cheaply and quickly. The integral parts of SLC discourse are the users' who take control of what they want to say and share. They not only have the ownership of the SLC endeavors but also have a platform to have their say heard. Thus, they believe the services they are providing are the need of this century and wants of voiceless population.

### **Price**

The organization aimed to tag the price according to the consumer will. At the very initial time, the organization had no charge for those who are interested in product or services provided. In other words 'what they can afford' was the organization's flexibility in term of price. According to Executive director, *"we never expect any specific charge but the operational cost was heavy for us after sometimes. We realized, the organization needs some operational costs to sustain and promote our objectives. Then we decided to charge 'cost plus' strategy which means identifying what it costs to provide the service and adding on a profit margin if appropriate"*.

The organization collects the operational costs through the documentary DVD sale, membership fee (yearly), donations, BODs contributing fixed amount every month to support the organization's operational cost.

### **Place**

At present, the best accessible channel for NPO is internet which is less costly in sustainable phase. In regards to the social network, the most common ways to distribute product or services is from official website.

The organization offers the ‘Sildistance’ course and the GSD magazine through the official website which has been very accessible internationally. These are major services that the organization is providing at this instant. The Producer/Presenter of Global South Development TV eloquently acknowledges; *“there are no geographical boundaries because of the web media .we are connected better because we are social media organization; we reach our consumer very well in this context. We have gone global through this platform”*. The financial support is the most needed by SLC at this moment to produce more product and services and in proper location where participants can gather and have their say, use the service, volunteer physically. In practical, the interested people buy the product from the SLC’s official site. The other channel where they provide product is in every event they participate or other promotional activities they perform.

### **Promotion**

The promotion was the most common marketing practices accomplished by the organization. The regular means of promotion were done by participating in the partnership events, the film screening events, charity events. These were physical approaches where the organization promoted the services and product. The other means of promotion was determined through the social networking site mainly from Facebook. The official Facebook fan page contains about four hundred members who are interested at SLC work. They are promoted and also motivated for SLC promoting on their network by word of mouth. The positive promotional result was determined because many of SLC’s Facebook members participated in distance learning course by SLC, participated in film screening events and in GSD magazine issues. The author believes this is measurable achievement for SLC. The numbers of participants are increasing steadily informally but promotions through right channel to right audiences are deficient to support SLC voluntarily and formally.

### **People**

The main and only promoters for SLC are BODs themselves, the official members, and the volunteers who participated in every work of SLC. The interview responses from

BODs show that the executive personnel working within the organization are very diligent, the members are devoted, the global reporters are very interested and have a strong zeal, the distance learning participants are quite interesting and determinant, the organizational fans are supportive. The people within the circle of SLC are divulging the clear signal that they somehow believe the organization and they have approached the certain level where mission accomplishment in future is seen.

### **Process**

The most important element of marketing activities for customer satisfaction concerned with the organization is still ambiguous. This is due to the lack of huge services and products.

### **Physical Evidence**

The organization seems to have some clue where they have been providing the physical evidence to make believe the participants about true aim. The physical evidence for instance is that SLC is providing currently are, certification of distance learning course and tangible developmental magazine for free to the subscribers, collection of the charity to flood victims in Pakistan could be some of them. The organization publishes the yearly report where all the activities are transparent. There could be other physical evidence that the organization still is unaware. The CEO reports; *“we have tangible evidence but the people needs to be educated, I mean they believe us but the strategic approach might be the missing element to attract the donors and volunteers to give up time, effort and charity. We have not yet followed the strategic approach which I think is the major resource attraction”*.

### **Marketing Budgeting**

There is no marketing budgeting identified. The organization's expenses are random as per the random events. There is no thorough planning for marketing budget because of inadequate amount of capital resources.

## **Scheduling**

The organization is aware of the scheduling the events, BODs internal meeting and the members feedback and are organized. Even though, the scheduling of implementation planning fails because there is no concrete strategic planning process within the organization. They have planned to schedule the basic activities strictly and followed them wisely although the vital scheduling of planning is a major drawback of the organization.

## **Monitoring and control**

The executive director mentioned in interview and provided the organizational annual report which shows there is a blameless monitoring and control activities performed in past. The organization's flaw has been monitored and controlled so far. He adds, the organization is equipped with motivated personnel but what is lacking here is precise marketing plan to direct the organization towards achievements.

## **Conclusion of analysis**

Herewith, by drawing the conclusion from analysis part of this study, the major drawback that SLC experiencing is not having enough capital resources, volunteers, supporters and members. This is obvious because SLC has not followed the planning. It is also imperative that SLC should characterize as suggested by ICNPO because it lacks the characteristic as mentioned in theory part 'Organized'. Therefore, by considering the major need of the SLC and developing the strategic plan could be more realistic approach to overcome some of the challenges. At this situation, SLC should focus the strategic marketing plan to communicate in most effective way and attract the resources. The conclusion of SLC internal analysis strongly poses the lack of strategic planning. Thus, in next section author will formulate the strategic marketing plan which is the main aim of this study. However, being non-profit in nature, SLC has very limited source of information available to create full marketing strategic plan. The strategic marketing plan developed will be based on theoretical part of this study, concluding

SLC's interview analysis with BODs, SLC official website, annual report and internet sources of non-profit literature.

## **6. STRATEGIC MARKETING PLAN FOR SILVER LINING CREATION RY**

### **6.1 Executive Summary of Silver Lining Creation Ry**

Silver Lining Creation Ry (SLC) is a not-for-profit social media organization based in Finland. SLC was established in 2009. SLC aims for experience sharing, disseminating knowledge, motivation building and thought provoking in global prospect. The organization consists of independent documentary makers, script writers, development activists, freelance writers and students. The key projects as a service of SLC includes; Green Dreams, Global south Development TV (GSD TV), Global South Development Magazine (GSDM), Sildistance. Furthermore, the major customer groups are Students, Alumni, Industry, Research funders, local communities, Local or International government, Volunteers, Individual donors, corporate donors, charitable trusts, or any recipients of goods or services.

### **6.2 The concept of SLC marketing Strategy**

The concept of marketing strategy in SLC is to win the level of public trust, approach to the potential customer to participate in SLC projects, donations, support for charity fund, promote and increase in global prospect.

The slightly new modified SLC's current mission statement adds the term 'Global society' to make it more precise and customer centered. Also, all the objectives that SLC aims does not explains clearly in term of realistic, specific and measurable so it has been listed precisely by the author i.e. the possible objectives which can be distinctly understandable not only by SLC stakeholders but also by general public. Given that, these objectives follow the content of "structured objectives" that can be aim to success in future.

### 6.2.1 Mission

“we believe that modern means of mass communication can be used as the tools for raising concerns, combating injustices, connecting communities and finding alternatives in global society”

### 6.2.2 Objectives

- To promote community based issues such as social injustice through their channel and make positive changes as a result in the society
- To promote active citizenship, user participation, volunteerism and citizen journalism via GSD magazine
- To Promote expertise in sharing their experiences, opinions and community based issues through Global south developmental magazine via GSD Magazine
- To Promote Community based issues through SLC’s visual media channel Global south development TV via GSDTV
- To promote and document the community based issues through SLC’s home documentary productions via GSD TV
- To promote the visual media as a effective communicating tool for raising community based issues by training Social filmmaking course via Sildistance course via Sildistance

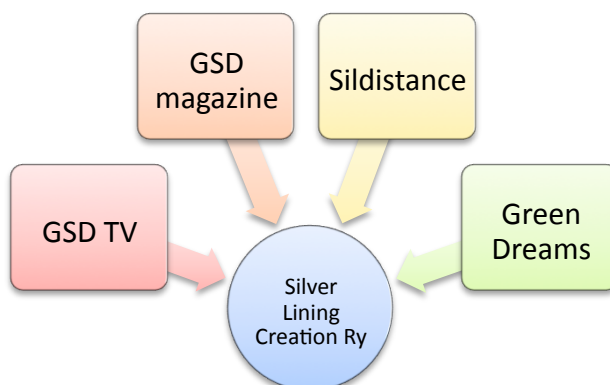


Figure 13: SLC and its projects

### 6.2.3 Classification of SLC

It is essential to classify SLC at this point before the analysis and the strategy formulation because it will help to benchmark and develop strategy of the organization. In this fashion, SLC is classified currently as a ‘commercial entrepreneur’. This is because SLC has been gathering revenue by selling product or services (Commercial) and controlled by BODs (entrepreneurial). Admitting the fact, that SLC needs donation now so, it should be classified as ‘donative’ NPO. The organization should start focusing on those projects where SLC has possibilities to acquire donations.

### 6.2.4 SLC SWOT analysis

The Given SWOT is the analysis of author’s own observation during placement, interview with BODs, provided annual reports and the website activities of SLC.

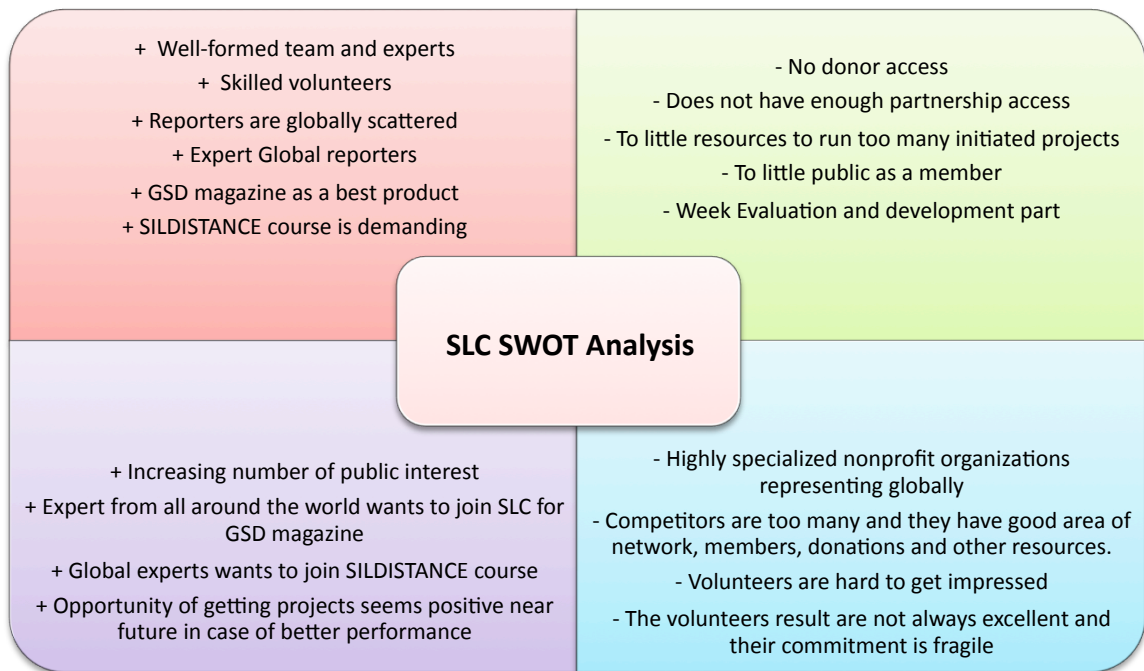


Figure 14: SLC SWOT analysis

Putting up, Andreasen & Kotler (2008 p.55) quote “*Marketing planning must simply start with target audiences in deciding how to describe, package, price, and distribute a given behavior change program*”. This understanding is critical in SLC situation because of not having SLC’s target audience; this is of more focus as a first priority in developing the marketing strategy in this case.

### **6.2.5 SLC segmentation strategy**

SLC’s main aim is to promote active citizenship via modern means of mass communication globally. Though SLC is a non-profit in nature and also it has scope of global mass communication, at this moment its segment of market seems to have been homogenous. This is not the case how SLC reaches its target audience because generalizing the whole market as one target would rather make SLC’s communication blurred. It is like blindfolding and shooting.

In this prospect, there is a need of narrowing the focus of SLC market. The homogenous market should be divided into some meaningful group of target audience so that SLC prioritize the need of the small piece of target audience first. As referred to the weakness analysis (see SWOT) of SLC, the lacking capital resources, too many project, no donor access, no official partner organizations, too little public as a member are the fundamental weaknesses. Thus, these weaknesses are the motive element to segment the market according to what prioritized to SLC. As far as author understands, segmentation could be done according to the SWOT analysis giving the priorities of SLC needs of operational support by donors, corporate partners, and online audiences. The donors are the first priorities here because SLC needs donation and to operate the international project, this is the only way out to reach the funding. The one way of segmenting the target audience is by profiling donors. The lack of financial resources is one of the dominant needs for SLC lately. The donors are the one who could support SLC to overcome some of the financial challenges to reach their objectives. Thus, to value this concern, the donor segmentation is most needed action. According to Sargeant (2009 p.258), it can be done by ‘Donor profiling’. The profile of donor can be created by using SLC existing database or could be obtained from the various online

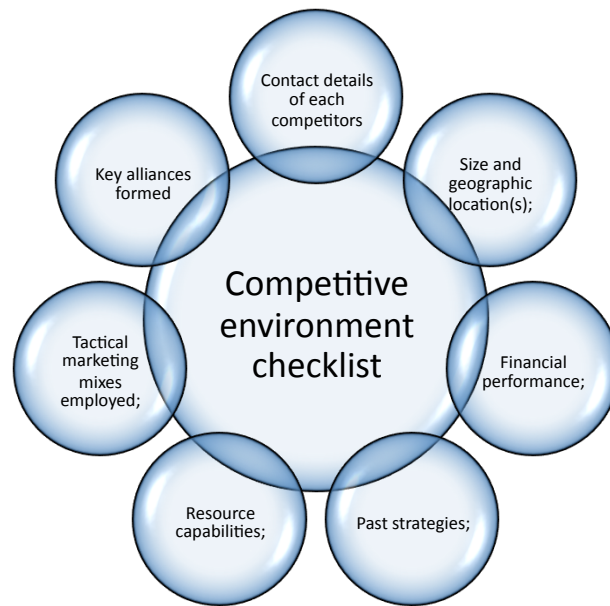
database sources. The term 'Donor' could include individual donors, corporate donors, corporate sponsors, research funders, national or international governments, volunteers etc. These donors should be segmented on the basis of the project and the region of project that is going to held. The consideration while donor profiling is to identify if the target donors match the facts;

- Giving higher sums
- Giving in certain ways
- Responding to different media
- Responding to certain types of message

The final and not to forget consideration while segmenting SLC potential customer is to answer the element such as mutual exclusivity, exhaustiveness, measurability, reachability, substantiality, differential responsiveness. This should be done by dividing the donors regionally so that it is easier to promote SLC's project according to their behaviors as listed above. It is smart to start from local region.

#### **6.2.6 SLC Competitive Strategy**

The competitor environment should be known by the SLC. The competitors might aim for same resources, deliver similar services and aims same mission. Thus, the competitors in global prospect of SLC are tremendous in number, for example the organizations who operate the function being nonprofit in nature are competitors and social media networking organization such as YouTube, Facebook, twitter are some of the successful nonprofit media organization. Analyzing their competitive advantages would be very much helpful for SLC. Applying Sargeant checklist (2009 p.85),it can be suggested that SLC should at very first, collect the contact details of possible and successful NPOs and try to get access to their strategies as mentioned in checklist given in figure.



*Figure 15: Competitive environment checklist*

### **6.2.7 SLC Collaborative strategy**

Since SLC aims to serve globally, the collaborative strategy acts as a key role to search the possible partners around the globe which might not necessarily have the same mission or nonprofit in nature but various nonprofit or even for profit organizations are seeking to work in partnership to expand the mission geographically. The one of the possible cooperative partner could be KEPA. KEPA is an umbrella organization based in Finland and has roughly three hundred members which includes national and international. KEPA's network is the great start to expose SLC and get acquainted with information required. KEPA is interested for global issue and accept other organization as a partner in terms of convinced mission. Similarly, the other umbrella organization could be possible for partnership and also business or commercial organization could be targeted as a partner for future collaboration. The author has listed the reason and strategy aim of SLC to go partnership with other organizations which includes:

- to widen the area of network
- to reach valuable resources



- to participate in charity work and involve the partners to support SLC’s charity work
- to motivate the members of partner organization to involve in SLC’s project
- to follow some of their competitive advantages
- to excess source of information to develop further strategy
- to escalate SLC exposure to public, media and promotion activities
- to collaborate with KEPA’s member organization individually

### 6.2.8 SLC Branding Strategy

Considering Andreasen & Kotler (2008 p.182) summary of branding concept, the branding strategy of SLC would reflect its mission and values. The SLC brand would show up social contribution, deliver a promise to SLC target audiences and stakeholders. Nevertheless, the significant consideration while branding SLC is to understand the target audience in contrast to the competitors target audiences. The elements of branding in SLC shown in figure prioritize the brand name and logo, the brand promise. The meaning of SLC brand reflection on the *Table 3* depicts what has been followed as a brand strategy in SLC at this moment.

*Table 3: Official logos of SLC (www.silcreation.org)*

SLC Brand Logos ( currently)	What SLC Logo reflects? (Currently)
	Official Brand logo , brand name ,brand promise i.e. <i>films for a better world</i>
	Brand logo, Brand name, Brand promise – <i>Magazine for development</i>
	Brand logo, Brand name, Brand promise i.e. <i>TV for development</i>

 	<p>Brand logo, Brand name, Brand promise i.e. <i>working for Green</i>, Brand Symbol</p> <p>Official logo, Brand name</p>
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### **Slogan**

The SLC Project such as GSD magazine, Global South developmental TV, Green dreams should be included with Brand slogan. The slogan helps the brand to attach the public emotionally. For example, the winning public emotions with the slogan created by of Red Cross society “If you cannot give a life, you can save a life”. If possible every project of SLC should attach with the Slogan.

### **Logo**

The other improvement strategic element would be exercising every logo of the SLC project that identifies and differentiate the SLC and its campaign. For example, Red ribbon logos of Red cross society for AIDS campaign.

### **Brand Promise**

The SLC branding shows the brand promise but the project SILDISTANCE should be attached with the brand promise as well. However, the following question should be answered while developing the brand strategy of SLC as shown in *Figure 16*.

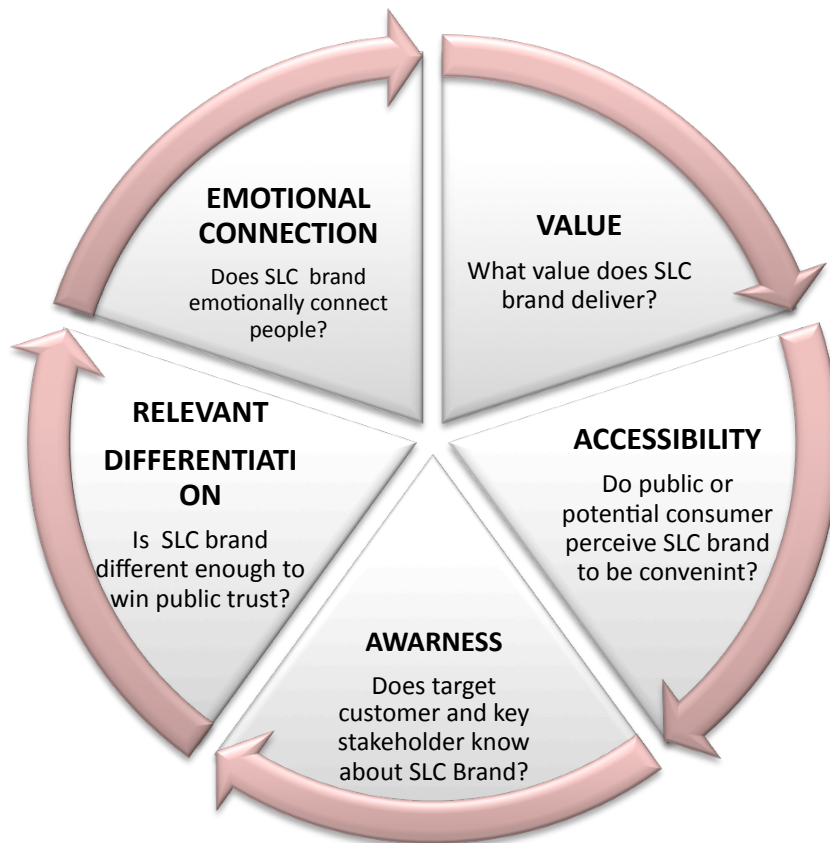


Figure 16: Core branding drivers (modified from brandingstrategyinsider.com, www)

### 6.2.9 SLC positioning Strategy

SLC positioning should then be the other strategic approach and be the first or the unique brand to deliver the documentaries, developmental magazine and film making course to the potential consumer. The positioning of SLC should focus at enforcing brand image which means to get into the mind of consumer when they think first about nonprofit social media organization. With this point in mind, SLC should understand the behavior of potential client or donors towards the competitors and analyze how they donate and support them. Since, donors are reluctant to support any of the startup NPOs; this should mainly focused positioning to the segment of the donors who are most likely to donate or volunteer who are most interested in SLC projects. For example, the donor or volunteers may think the question beforehand while donating or

any kind of support as which development project is most needed among the entire donation seeking NPOs? Thus, it is crucial to understand the segmented donor's field of interest and position in such a way that the SLC brand itself reflects the most important project delivery in respect to the other NPOs. It is essential for SLC to deliver the valuable and positive community change mission which are not offered by other competitors. Furthermore, the positioning of SLC should then start by delivering the services or product to the segment where the project best suits or where there is more possibilities to achieve valuable applause such as volunteering support, donor support and public interest. To conclude, delivering right SLC project to the right segment to achieve the right support is the concrete aim of the SLC positioning. The other possibilities of positioning the brand and captivating donors are by involving them to the project personally. Such as through providing them opportunity to include in GSD Magazine, GSD TV or showing the honor in SLC official webpage.

#### **6.2.10 SLC Marketing Mix**

##### **Promotion**

The main aim of SLC promotion is to communicate with the segmented donors and the target audiences to support SLC and the project by any means of resources which can be donations or volunteering. Since, SLC has limited budget to advertise, the very propitious promotional activity is to conduct the fundraising events. This can be carried out by involving the SLC volunteers who are the biggest assets of the organization.

The promotion of fundraising should start with the existing SLC country correspondents. There are twenty nine SLC country correspondents around the globe and they are the adequate stakeholders who can promote the SLC because they are involved in SLC projects and are scattered in different countries. The best way here is to setup promotional campaign. The promotional campaign should be aimed 'fundraising' and also 'membership' where a project of SLC with the very effective and emotional aim should be delivered. The Segmented donors should be invited who exist in that region with great appreciation. The target volunteers such as from educational institutions should be appealed to participate too. There should already be segmented

group beforehand so that the SLC limited budget and effort would not waste and accomplish aim of the campaign.

More than that, SLC should continue promoting by all means of social networking site such as Facebook, twitter, YouTube etc. The author recommends strongly promoting SLC through 'LinkedIn' a social networking site where there are many possibilities of attracting the interested experts to work with SLC project and donors who are willing to donate for a cause related campaign. Indeed, it is productive to have SLC profile in LinkedIn and also every stakeholder (including BODs and twenty nine country correspondents) should have official profiles and start to network with the potential audiences and offer the opportunities to be a part of the organization by volunteering. Fortunately, there are many alternatives to promote SLC but the most effective fact is to ability to show the message that touches the target group emotionally for a positive cause.

### **Physical Evidence**

Similarly, the physical evidence is the tangible proof that SLC is working for a good cause. Every project of SLC should be attached with the evidence to make donors, volunteers, members or potential segment to believe that the effort, time and the money they are spending are worth enough and also foresee the long term relationship. SLC should create some materials keeping the budget in mind. The idea in this marketing tool is to show applause to the stakeholders who are working with SLC by any means and the upcoming donors, volunteers or members.

The suggestion is to print SLC brand logo printed T-shirts, hand band, stationary materials or any cheap tangible product for distribution for every campaign and should be distributed to at least all the stakeholders to show the honor. Taking this into account, the best possible way to show the honor is by providing certificate and small award to best volunteer of the year, best country correspondent of the year, the best student of SILDISTANCE project 2011. These are some of the example to motivate the existing stakeholders and win the other public interest. The donor seeks the active organization

thus SLC physical evidence should be delivered to everyone who takes part in SLC somehow so that input of the effort by anyone would make sense for them.

## **SLC Budget**

Even though SLC has collected small sum of budget, it is of great importance to utilize the very limited budget in right place with the right idea and to the right audience to achieve right support.

Along with this concept of being right spending, setting up the budget framework for the whole planning process is essential for SLC to decide before implementing the strategy in practice. It would help SLC to spend the limited money wisely and effectively. This is also a strategy to attract the donors by assuring them that the funds are used appropriately. This is because transparency of money being used in right work is much needed while applying for grants, donations or fundraising. Indeed, it would be hard to make a decision for SLC to function the strategy without total operating budget. The problematic area would be to decide how much budget SLC needs to achieve its goal for the specific period of time and also the amount of funding needed accurately to operate the organization itself aiming for SLC project success. Thus, some of the general investigation should be done that quantifies the lump sum amount to predict for the different project and the expenditures.

In general, the SLC budget should include incoming revenues and anticipated spending. Given all of this brainteaser, SLC should plan yearly or monthly basis. The author strongly recommends to budget in monthly basis for easy controlling and monitoring the activities in case of poor result. Hence, the budgeting could be divided in two categories given as,

**Income** - It depends on SLC income sources. It can be listed according to past income sources and also by predicting possible income sources in future such as membership fees, BODs monthly contributions, donations, program fees etc.

**Expenses** -It should be estimated according to past expenses made and the possible future expenses during planned period. Such as fundraising, events, travelling, administrative expenses i.e. salaries, office supplies etc.

This prediction should be made very realistically concerning past budget report. At the end of the budgeting, the total expenses and total income is finalized to assure the figure of revenues is positive. If the expenses brings bigger figure then the expenses activities are controlled.

**SLC schedule**

As SLC shall note that putting all those plans into schedule is the must do list to achieve the aim of the plan. The bottom line of scheduling is to put the activities that needed to be done such as formulating plans so that the strategies are timely implemented. This scheduling should include the specific responsibility of the BODs, members and volunteers for the specific tasks. The BODs should develop Gantt chart which demonstrates the specific activities with time period. The below given *Table 4* shows the example of the planning process Schedule.

*Table 4: Gantt chart of SLC strategy Planning*

Tasks	Week	Week	Week	Week	Week	Week	Week	Week
	1-2	3-4	4-5	5-6	6-7	7-8	8- 9	9-10
Profiling and segmenting								
Formulate Competitive Strategy								
Formulate Collaborative Strategy								
Formulate branding strategy								
Formulate positioning Strategy								
Formulate promotion Campaign								
Budget planning								
Schduling the strategy								

And also, the developed strategies should be implemented accordingly such as by sketching the implementation map of whole strategies and the promotional activities. Every single strategy should be outlined by timeframe with description of activities and responsible personnel. This should be done as descriptive as possible so that it is followed strictly thoroughly. The below given *Figure 17* shows the example of how should an event scheduled and also should include the promotional activities or events, the place of event, responsible person and budgeting for each.

Activity	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
SLC Fundraising	☺							☺			☺	
SLC Video screening			☺									
SLC Press advertising	☺				☺				☺			☺

*Figure 17: Schedule of the SLC events and promotional campaign*

**SLC monitor and control**

Finally, the implemented scheduling of activities should be monitored by the SLC BODs in order to assure if the plan is in positive favor. In this condition, the expenses are monitored against the SLC budget. If SLC follows monthly budgeting schedule, then the monitoring should be done monthly, so that the quick action could be brought into for improvement and balance in next month budgeting .

## 7. CONCLUSIONS AND MOTIVATIONS

Since, the aim of this study was to develop a strategic marketing plan guide for the client organization Silver Lining Creation Ry, the theory was based on non-for-profit marketing literatures mainly by Sargeant , Andreasen and Kotler because they were the only comprehensive marketing for not-for-profit literature that author could reach as a complete sources of study . Indeed, various literatures such as valid researches, journals and online discussion which were available on internet were also consulted to understand the fair concept of marketing practice in NPOs and presented the simplest possible theory in this study to make reader understand the importance of marketing practice in NPOs.

This study demonstrates the whole strategic marketing plan, even it is a wide topic for this study but the author assumed this whole analysis is essential to restructure the SLC operation plan. The author during his work placement promised SLC to support and mold the strategic plans for positive changes. For this reason in mind, strategic marketing plan is the only means for SLC to understand the approach for resources. It is not possible for SLC to just focus in segmenting the market but also redefining the mission and objectives, delimit the audiences and deliver the limited resources in a way that SLC reaches their aim. Thus, in regards to the essential elements for SLC to implement the best practice with limited resources, it was very important to define the entire element thoroughly. Consequently, it was necessary for the author to cover as much as information as possible to help SLC think critically to the every activities they perform for a valid cause and operate smoothly.

Furthermore, the analysis part exactly followed the theory part so that the author and also SLC would criticize the aggregate summary of the analysis to structure the final strategic plan. The interview was conducted to acquire the SLC situation and the BODs attitudes today and in future. The interview was the essential source of information to know about SLC internally on account of fair judgment. Additionally, as a background information and validity of the summary of interview results the Annual report from 2009 and 2010, official website, feedback form, social networking site (SLC Facebook and YouTube page) were reviewed.

Finally, the Strategic Marketing Plan for SLC was developed considering the very fundamental steps to forward by SLC immediately to reach the aim of the organization. Even though, there are still more information needed by SLC to implement but the road map for the plan was developed indeed.

The highlight as a strategic plan element was donor segmentation because the importance of donors is acutely important to reach capital resources, network and support. Thus the donors could be anyone who not only support voluntarily but also support by funding. This should be given priority so that SLC determines the potential audience at this point of time.

Appropriately, the possible way of reaching the donors and public network is by collaborating with the possible organizations and analyzing the successful competitors' profile so that SLC could develop competitive advantages in future.

The additional possible improvement to attract donors is by modifying SLC brand image in such a way that reflects a very good cause. Thereafter SLC branding was defined to polish and reflect reason to blind trust by donors or potential audiences. The slight change in logos and recommendation to add slogans will reflect the good cause of SLC existence if it follows the branding drivers shown in the guide. Hence, positioning was recommended to follow by SLC to deliver the services and the product to the audience who are only interested in SLC objectives.

Finally, some relevant tactical marketing mix was suggested in guide to communicate with the donors or potential audiences through promotion. Promotion campaign not only would help to raise fund but also communicate with the donors to join the network and support for a good cause that SLC aims. These are the basic activities that SLC should circulate during whole year. These should be frame worked by time and required resources to strictly follow the strategic plan so that SLC in advance can prepare for the resources such as volunteers, budget, and significantly view the upcoming events to participate in future and deliver the strategy.

The author recommends SLC to develop three year strategy plan so that SLC develops the whole strategy in first year, implements it in second year and monitor and control in the third year to formulate new strategy for improvement area. The vision of three years plan is expected to implement the strategic marketing plan so that the benefit of the plan shows up. The discussion above reflects the positive changes that will bring positive achievements to SLC such as potential audience segment, donors' network, more volunteers / members and other potential audience interest, possibility to access more funds, improve brand image, collaboratively work with global partners and strategically plan the organizations limited resources. In fact, these are definite achievement that SLC will have in terms of following the Strategic marketing roadmap provided as a result of this study.

## **7.1 Author's Learning Diary**

In contrast to the fact, the NPOs take the term 'Marketing' as a dirty game. However, author believed that the marketing practice in NPOs is small in figure. The challenges of NPOs for sustainable approach were identified by author during his work placement in SLC. Right from the starting of this study upto the conclusion, the author is familiar with the marketing approaches by NPOs and the whole strategic plan that could help them sustain in hard time. The understood-fact about marketing is, all the NPOs should practice marketing because there is no difference in working methods by business and NPO, no matter it is for-profit or not-for profit both have approach to the market and it is possible only with strategic marketing. As a result, the author was able to gather the findings of basic strategic marketing plan of NPOs and the most crucial factors to consider while formulating strategy and operating the organization in general. Bringing the fact into discussion, the doubted marketing practices by NPOs were verified by the author himself at least and also presented the evidences of the result after implementing the business practices.

## **7.2 Limitation of the study**

This study has limitation and the notable fact is that this study is done for specific strategic marketing plan for Silver Lining creation ry. Thus, this may not be totally useful for other NPOs but this strategic plan does help to understand the marketing concept in small and newly grown NPOs, of course. Also, the Not-for-profit organization (NPO) and Non-governmental organization (NGO) are taken as same case in this study because of the similar characteristics and the market. There is no major difference that affects the whole plan.

## **7.3 Recommendation for Further research**

This study highlights the basic strategic marketing plan elements. The planning is one step of concern but the other step of concern could be ‘strategic approach to donor and quality relationship’. This is the area where further research could be done to support the organization in long run.

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# APPENDIX 1

## The case organization: Silver Lining Creation Ry (Home Page)

The screenshot shows the home page of Silver Lining Creation Ry. At the top, there are three logos: 'Green Dreams' in green script, 'Silver Lining Creation' with a cloud icon and the tagline 'F.L.S. for a better world', and 'SilDistance' with a silhouette of a person holding a camera. Below these are two 'GLOBAL SOUTH Development Magazine' logos. A dark navigation bar contains links for Home, Recent News, About Us, Projects, Partners, Products, Gallery, Membership, Links, Downloads, Vacancies, and Contacts. The main content area features a news item: 'Global South Development Magazine April 2011 issue available' with a 'Download here' link. Two magazine covers titled 'Farmers' Suicides in India' are displayed. To the right, a 'Welcome' section offers 'Sign In or Register'. Below that, a 'Featured Products' section lists 'Shadows of the Street (2010)', 'Micro-Dreams (2010)', and 'The Third Generation (2009) DVD', each priced at EUR 20.00. A 'Recent Videos' section shows 'Micro Dreams(2010) Promo' (690 views, 1 comment) and 'Silcreation in 2008: A video'.

## APPENDIX 2

### Silver Lining Creation Ry Annual report 2009 and 2010

