



Digital Marketing as a tool to integrate immigrants in Finland: Case Company StartUp Refugees

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This research project delves into the marketing techniques employed by StartUp Refugees, a governmental organization dedicated to helping immigrants integrate into the Finnish labor market. The main objective is to gain an understanding of how their digital marketing tactics impact integration in Finland.

Through this research, the aim is to provide insights that can enhance digital marketing efforts of StartUp Refugees and contribute to the field of digital marketing for immigrant integration. The thesis outlines the research methodology, digital marketing tools, data collection, and analysis, with an emphasis on interviews conducted with StartUp Refugees management, immigrants who have utilized the organization's services, as well as immigrants who are unaware of StartUp Refugees.

The project involves analyzing StartUp Refugees digital marketing strategies, identifying the challenges they face, and exploring opportunities for improvement by using SWOT analysis and interviews with members of the StartUp Refugees management team, immigrants who have benefited from their services, as well as individuals who are unaware of the organization's existence.

Key findings reveal that StartUp Refugees effectively utilizes social media platforms, content strategies, and promotional campaigns to engage with immigrants. Challenges include budgets, for the most part. However, there are also opportunities through partnerships and incorporating community feedback mechanisms.

This research offers recommendations for collaboration storytelling techniques, accessibility improvements, and implementing community feedback mechanisms to enhance marketing strategies. The insights gained from this study contribute knowledge to the field of marketing for immigrant integration.

Keywords: Digital marketing, immigrant integration, non-governmental organization, qualitative research, social media.

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1 Introduction

1.1 Objective of the thesis

This study aims to examine how StartUp Refugees utilizes digital marketing, namely social media, that can help immigrants find StartUp Refugees, thus facilitating a connection with immigrants and further speeding the integration. By analyzing these digital marketing strategies and their outcomes, the research intends to emphasize the significance of marketing, social entrepreneurship, and immigrant integration.

1.2 Chosen topic

The chosen topic for this thesis lies in its potential to guide both research and practical efforts towards immigration integration. By examining the marketing strategies employed by StartUp Refugees, this study contributes to our understanding of how entrepreneurship and marketing play a role in immigrant integration. Furthermore, it offers recommendations and best practices that can be utilized by profit organizations, public agencies, and social entrepreneurs working in this field.

Considering the increase in migration and displacement, understanding strategies for immigrant integration is essential for fostering social cohesion, economic growth, and multiculturalism. However, it is important to note that this study focuses on Finland, where immigration has also seen growth. According to Tilastokeskus, there were 50,000 immigrants in Finland in 2022. The main countries people moved from to Finland were Russia, Sweden, India, Estonia, and the Philippines (Number of Immigrations Nearly 50,000 in 2022 - Statistics Finland 2023).

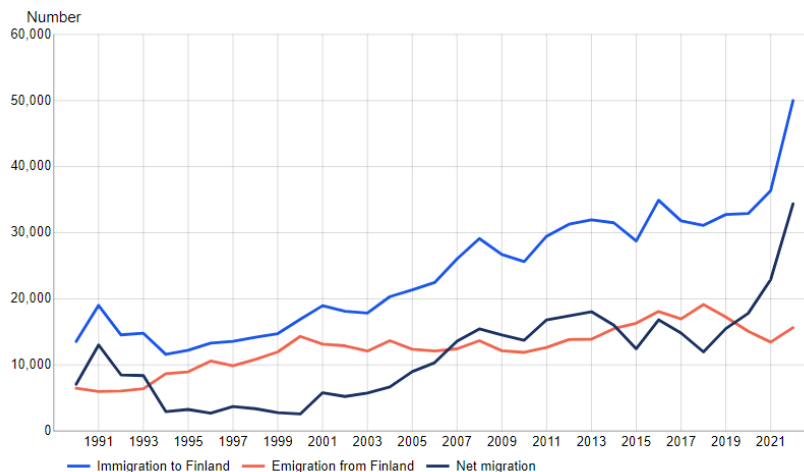


Figure 1 Immigration, emigration, and net migration 1990-2022 (Tilastokeskus 2023)

The goal of this thesis is to shed light on marketing strategies implemented by StartUp Refugees in Finland to help facilitate the integration of immigrants. The aim is to provide insights for academics and the public who are working towards creating a welcoming and inclusive society for immigrants and refugees.

1.3 Briefly about StartUp Refugees

Established in 2015 StartUp Refugees is dedicated to expediting the integration process for newcomers by providing them with guidance and support to tailor their CVs according to Finland's labor market requirements. Moreover, they assist individuals in securing employment through StartUp Refugees. Recognizing that entrepreneurship plays a role in integration, StartUp Refugees empowers individuals by enabling them to attain independence, foster social connections, and contribute meaningfully to Finland's economy (StartUp Refugee 2023). StartUp Refugees is a known organization in Finland that assists refugees and immigrants in finding employment opportunities and integrating into society and its labor market.

The combination of entrepreneurship and social assistance presents an opportunity to explore the impact of marketing on integration, financial autonomy, and cultural exchange.

Over the years, StartUp Refugees has implemented projects and activities to fulfill its mission. These include mentorship programs, training sessions, and providing help with CVs. Recently, the organization has also embraced marketing strategies to engage with entrepreneurs, expand its reach to a wider audience, and raise awareness about the valuable contributions immigrants make to Finland's economy. At present, StartUp Refugees has employed 1609 individuals, trained 924 business teams, offered 12,000 opportunities and collected 8302 profiles (StartUp Refugees Front Page 2023)

1.4 Purpose of the thesis

This thesis serves two purposes:

Firstly, it aims to examine and analyze the successful digital marketing strategies utilized by StartUp Refugees to facilitate the integration of immigrants in Finland.

Secondly, it seeks to evaluate how these tactics can be further improved.

1.5 Framework of the thesis

The first chapter of this thesis serves as an introduction where the author sets the context of the study, outlines the objectives of the thesis, and introduces Startup Refugees as a case company. In this section, an overview is provided to lay the foundation for discussions. Initially, there is a focus on understanding marketing as a concept, its core principles, and how it plays a crucial role in facilitating interactions with refugees.

The second chapter presents a depiction of Startup Refugees, providing a perspective on the company's current digital marketing strategies.

The 3rd and 4th chapters, known as the literature review segment, serve as an introduction to digital marketing concept that are essential for this study. It encompasses theories and models used in marketing, which form the basis for subsequent analysis.

Moreover, chapter 5 delves into the research methodology, where interviews are conducted with distinct parties: StartUp Refugee Management, immigrants that found a job through Startup Refugees, and then immigrants that are not aware of the company. This chapter also includes an examination of data collection procedures and ethical guidelines.

Chapter 6 is the core section of this study, as it presents the findings derived from data obtained through interviews. By employing analytical methodology, this section aims to address the research question by examining the outcomes of these interviews. It sheds light on the perspectives of interviewees and identifies areas for improvements, challenges faced, and promising opportunities for the company. This chapter also includes an analysis of the company's strengths, weaknesses, opportunities, and threats (SWOT analysis).

Chapter 7 represents insights from conducted interviews, and Chapter 8 provides recommendations for enhancing marketing strategies based on insights gathered from interviews.

The subsequent chapter 9 in this thesis focuses on drawing conclusions. It offers an overview of research findings while evaluating and dissecting the results. Ultimately, it concludes by providing recommendations for utilizing marketing tools for the case company.

2 The StartUp Refugee company

2.1 Overview of StartUp Refugees

StartUp Refugees is a non-governmental organization based in Finland that has played a vital role in helping immigrants and refugees integrate into Finnish society. Since its establishment in 2015 the organization's primary focus has been empowering newcomers by facilitating their access to employment opportunities and supporting entrepreneurship.

StartUp Refugees firmly believes that meaningful employment is crucial for integration. By acting as a bridge between immigrants, Finnish employers, and the wider business community, the organization has effectively connected newcomers with jobs, assisted them in starting businesses, and encouraged their participation in the Finnish workforce. The core values of StartUp Refugees are "Hands On", "Based on Need", "No False Promises", "Everything is Possible" and "Together" (StartUp Refugee. Our Story 2023)

With factors such as conflicts, climate change and economic inequality leading to increased migration worldwide there is an urgent need for solutions to swiftly integrate immigrants into the labor market. Startup Refugees was established precisely to address this need (StartUp Refugees 2021). Asylum seekers, refugees and other immigrants can receive support from Startup Refugees in finding employment opportunities while also developing their skills and exploring endeavors.

Their network consists of over a thousand individuals, encompassing businesses, government employees, non-governmental organizations (NGOs) universities, churches, research institutions, communities, and individuals. (StartUp Refugees. About Us 2023)

The organization "Startup Refugees" has been recognized for its significant work in helping refugees and immigrants find employment and support entrepreneurship in Finland. They were awarded the title of "Recruitment Industry Developer of the Year" at the Rekrygaala event on November 3, 2022. (Duunitori 2022). Startup Refugees has been working towards the employment of refugees and asylum seekers for several years. They are praised for their concrete actions in supporting the employment and entrepreneurship of Ukrainian and other refugees.

According to Maiju Mitrunen, the program director of Startup Refugees, this award signifies that Finland is finally acknowledging that refugees and asylum seekers possess international skills and talents.

The "Recruitment Industry Developer of the Year" award is given annually to an individual or organization that has made valuable contributions to the development of the recruitment industry over the past year. Last year, the award went to a recruitment experiment promoting diversity conducted by the Finnish Institute for Health and Welfare.

Startup Refugees, as the recipient of this award, is recognized as a strong expert in the employment of newly arrived immigrants, particularly refugees and asylum seekers. The organization is praised for its efforts to provide job and entrepreneurship opportunities to those who face difficulties in entering the Finnish job market or have weak or nonexistent networks in Finland (Duunitori 2022).

The award's justification also highlights how Startup Refugees effectively utilizes a diverse network of companies, public-sector actors, communities, educational institutions, and individuals.

In conclusion, Startup Refugees' work has been deemed impactful and vital in promoting equal opportunities for employment, and they are recognized as a leading figure in the field of refugee and immigrant employment support in Finland.

2.2 Current digital marketing efforts

StartUp Refugees understands the power of marketing in order to effectively connect with its targeted audience. The company recognizes the importance of engaging and being visible in today's era. StartUp Refugees provides information to immigrants and refugees through their website and social media channels. They use content marketing to provide resources on entrepreneurship, job search, and Finnish culture. To keep their audience informed about events, training programs, and job openings, they utilize social media marketing. StartUp Refugees also leverages media platforms like Instagram, LinkedIn, and Facebook to create a community and share success stories (StartUp Refugees LinkedIn 2023).

StartUp Refugees currently boasts a marketing presence with an established online platform and active engagement on social media platforms. The organization has effectively utilized its website and various digital channels to reach its target audience (StartUp Refugees website & Socials 2023). By focusing on social media marketing, as it is an effective way to represent a non-governmental organization like StartUp Refugees.

3 Digital marketing in general and in refugee Integration

3.1 Digital marketing in general

According to Tuten and Solomon (2014) marketing can be seen as a series of actions aimed at providing clients with information. There are two divisions in marketing: digital and traditional. Traditional marketing techniques include newspapers, TV ads, and billboards. On the other hand, digital marketing has completely transformed the market by utilizing devices as its primary strategy. Digital marketing, as the name suggests, utilizes technology to establish connections with clients (Financial Times 2017). At the core of marketing is managing a company's performance and visibility (Chaffey & Smith 2017). Websites and social media platforms are used to create a presence.

Digital marketing refers to using channels, platforms, and technologies to reach and influence a target audience. These channels encompass platforms such as websites, search engines, social media sites, email services, mobile applications, and online advertising. The scope of marketing includes a range of strategies like search engine optimization (SEO) search engine marketing (SEM) content marketing, email campaigns, and social media promotions, among others listed above. (Chaffey & Smith 2017).

In the sections below, this thesis will delve deeper into each of these features, providing a thorough understanding.

Digital marketing has become extremely important for businesses and organizations due to the reasons listed below, according to Shaddam Hossein (Linkedin.com 2023).

Broader Reach: It enables businesses to transcend boundaries and connect with an audience.

Cost Effectiveness: Compared to marketing methods, digital marketing often offers a budget-friendly approach, to reaching the intended target audience.

Measurable Outcomes: Digital marketing campaigns can be meticulously. Analyzed, facilitating data driven decision making processes.

Personalization: It allows for focused marketing efforts enhancing customer engagement and conversion rates.

Competitive Edge: Businesses that embrace digital marketing gain an advantage in the marketplace (Ryan, D. 2016 Understanding Digital Marketing).

3.2 Digital marketing in refugee Integration

Digital marketing plays a role in facilitating the integration of refugees not only within Finland but also on a global scale. The rise of technology has revolutionized how governments and organizations approach refugee integration. In Finland, a country known for its refugee policy, digital marketing has proven to be a tool in aiding the integration process. While refugees themselves put in effort to integrate successfully, it also requires time and resource investments from governments, local authorities, businesses, and non-governmental organizations (UNHCR 2023).

3.3 Role of digital technology

Access to knowledge and resources has greatly improved thanks to technology. In Finland, this has led to the utilization of platforms for disseminating information about refugees' rights, available services for them, and pathways to integration. For example, the Finnish Immigration Service maintains a user website that offers information for refugees arriving in the country (Finnish Immigration Service 2020).

International organizations like the United Nations High Commissioner for Refugees (UNHCR) leverage technologies to engage with refugees worldwide at a global level. UNHCR's website and social media platforms serve as channels for sharing information, raising awareness about refugee issues, and mobilizing support (UNHCR 2021).

4 Theoretical approach

4.1 Digital marketing tools



Figure 2 Digital marketing tools (Jain, S 2019)

There are many tools within digital marketing (see Figure 2), such as search engine optimization (SEO), website marketing, content marketing, social media marketing, and email marketing, to name a few (Kingsnorth 2022). This chapter will cover and describe different digital marketing tools that are used throughout businesses. Each tool offers its own advantages that can be leveraged.

In Finland, digital marketing tools like email marketing, search engine optimization (SEO) social media marketing, and content marketing are widely employed to disseminate information to refugees and support integration programs. Government websites and NGO platforms frequently utilize these tools to reach an audience (Finnish Immigration Service 2020).

4.2 Search engine optimization (SEO)

Search engine optimization, commonly referred to as SEO, refers to a collection of tactics and strategies used to increase a website's exposure on search engines like Google and Bing.

Higher ranks in search engine results pages (SERPs) for particular keywords or phrases related to the content of the website are the main goal of SEO (Moz 2019).

SEO involves optimizing web content with the aim of ranking in search engine results pages (SERPs). It enhances a website's visibility and organic traffic, making it an essential component of digital marketing (Chaffey & Smith 2017).

Key elements of SEO are explored below:

- On-page SEO: This involves optimizing website content and structure, strategically incorporating keywords into the content, creating meta descriptions, and ensuring a mobile-friendly web design. On-page SEO is crucial because it helps search engines understand the website's purpose (Moz 5 2019).
- Off-page SEO: Off-Page SEO focuses on enhancing a website's reputation and credibility. This is achieved through tactics such as earning links from websites. These external links indicate to search engines that one's website is reliable and trustworthy (Moz 2019).
- Technical SEO: Technical SEO addresses aspects of a website. It includes optimizing site speed, utilizing XML sitemaps, and organizing the URL structure effectively. Technical SEO ensures that search engines can efficiently navigate and categorize websites (Moz 6 2019).

4.3 Website marketing

Website marketing involves a range of strategies and techniques aimed at drawing in visitors to websites and effectively engaging them. The main objective is to boost web traffic and ensure user interaction. This part of the thesis delves into the approaches commonly employed in website marketing (Patel 2019).

- Pay-Per-Click (PPC) Advertising: This is a method that lets businesses reveal the advertisements on search engines and social media platforms. Advertisers incur costs when their ads are clicked, making it a cost-efficient means of driving traffic (Chaffey & Smith 2017).
- Content Creation: This involves developing pertinent content hosted on websites to attract and retain visitors. The content can take various forms such as blog posts, videos, and infographics among others. It helps establish the website as an authority within its industry (Patel 2019).
- Email Marketing: This strategy revolves around sending targeted email campaigns to a group of subscribers. Its purpose is to promote products, disseminate information, or deliver content. Building and nurturing an email list is form an aspect of this approach (Patel 2019).

4.4 Content marketing

Subsequently, the thesis moves on to discuss content marketing, which is a marketing approach that focuses on creating and sharing valuable, informative, and captivating content to connect with a specific target audience (Hanlon 2021). The main goal here is to provide value rather than directly promote products or services. Creating and sharing relevant content forms the foundation of marketing. This includes writing blog posts, articles, creating videos, and designing infographics that are meant to attract, educate, and engage audiences. The following key aspects of content marketing are examined below:

- **Content Strategy:** This involves developing a plan that outlines what type of content will be created, who it is intended for, and the main objectives guiding the content marketing efforts (Baker 2021).
- **Blogging:** This means regularly writing and publishing valuable articles on the website that answer questions and interest the audience (Baker 2021).
- **Infographics:** This is about using visual content, like charts or diagrams, to explain information in a way that's easy for the audience to understand (Baker 2021).
- **Video Marketing:** This is all about making videos for platforms like YouTube or adding videos to the website to engage users (Baker 2021).
- **eBooks and whitepapers:** These are like comprehensive guides that show off expertise and give a lot of value to the target audience (Baker 2021).

4.5 Email marketing

Email is still an effective way of connecting with individuals on a personal level and building strong relationships. Email marketing campaigns serve the purpose of nurturing leads, converting prospects into customers, and retaining existing customers (Perricone 2022). Here's how it works:

- **Building an Email List:** This involves collecting email addresses from individuals through methods like sign-up forms on websites, social media channels, or other relevant platforms (Perricone 2022).
- **Segmentation:** Subscribers are categorized based on their preferences, behaviors, or demographic attributes. This allows for personalized and relevant content to be sent to each segment (Perricone 2022).
- **Email Campaigns:** Different types of emails are created and distributed as part of campaigns. These can include newsletters, product announcements, promotional offerings, and educational materials (Perricone 2022).

- **Analytics:** Monitoring the performance metrics of email campaigns is crucial. Metrics such as rates, click-through rates, and conversion rates provide insights that help refine email marketing strategies (Perricone 2022).
- **Automation:** Automated email sequences can be set up to trigger based on actions or events. For example, welcoming subscribers. Following up on abandoned shopping carts (Perricone 2022).

By implementing these strategies, businesses can harness the power of email marketing to engage with their audience in a way that drive success in their endeavors.

4.6 Social media marketing

Social media has transformed the way businesses engage with their target audience, making it a powerful tool for promoting brands and fostering customer interaction. Platforms like Facebook, Instagram, LinkedIn, and X (Twitter) are utilized to promote content, products, or services and drive traffic to websites.

In social media marketing, the goal is to connect with an audience by creating and sharing content across these platforms. This includes posting updates, sharing multimedia materials, and engaging with users to achieve marketing objectives (Smith 2017).

This approach has become crucial because it allows businesses to reach audiences, enhance brand recognition, and nurture customer relationships. Additionally, it enables businesses to participate in real-time conversations and adapt to changing consumer preferences (Kaplan & Hoenlein 2010).

By utilizing platforms such as Facebook, X (formerly Twitter), and Instagram businesses can establish connections with their target audience while also raising awareness about their brand and encouraging customer engagement (Smith & Zook 2011).

In Finland, social media plays a role in integrating refugees into society. Local governments, along with NGOs and volunteer organizations, leverage social media platforms to create communities that showcase integration stories while providing support for refugees.

For example, the Facebook group called "Refugees, in Finland - Pakolaiset Suomessa" serves as a platform where locals and refugees can interact, exchange information, and build connections (Facebook; Refugees in Finland 2021).

Organizations like StartUp Refugees, which function as governmental organizations (NGOs) leverage social media marketing to highlight the accomplishments of immigrant entrepreneurs and inspire others to follow suit. They share stories about immigrant-led businesses and how

they positively contribute to economies and communities on their Facebook, LinkedIn, and Instagram pages (StartUp Refugees 2021).

4.7 SWOT

A SWOT analysis is a framework that evaluates both the strengths and weaknesses as well as the external opportunities and threats of an organization (Kotler and Keller 2016). When applied to StartUp Refugees, this analysis can provide insights into their digital marketing strategies and areas where improvements can be made.

5 Research methodology

5.1 Research design

The study's research design adopts an approach aimed at comprehending how StartUp Refugees employs digital marketing strategies and their influence on immigrant integration in Finland. Qualitative research has been selected due to its capacity to explore the perspectives, experiences, and insights of StartUp Refugees management, immigrants who have benefited from their services, and those who are yet unfamiliar with the organization.

To gain insights from both the marketing personnel at the organization and the immigrants who have engaged with StartUp Refugees, interviews and data analysis will be carried out. The study aims to provide practical recommendations for enhancing digital marketing initiatives in support of immigrant integration.

5.2 Data collection & qualitative interviews

The interview process will involve conducting semi-structured interviews with participants. These interviews will be conducted face-to-face, through calls and emails sent to participants with questions, allowing for conversations. One interview will be audio-recorded with participants' consent to ensure accuracy in data transcription; the others will send the answers through email; and a few interviews will be conducted face-to-face.

Sampling: For interviews with StartUp Refugees management, a purposeful sampling approach will be used, selecting key personnel with significant knowledge and involvement in the organization's digital marketing efforts.

For interviews with immigrants benefiting from StartUp Refugees, the author formally approached the Startup Refugees company, inquiring if they would facilitate interviews with individuals who have been engaged with their organization as employees and are willing to participate in the research inquiries outlined in the thesis. A discussion was held with the

company, resulting in the successful acquisition of informed consent from the selected participants. This ethical procedure ensures that the study obeys to established research standards and respects the confidentiality and anonymity of the participants, aligning with the ethical principles governing this research attempt.

For interviews with immigrants unaware of StartUp Refugees, a random sampling approach will be used to ensure a representative sample of the target population.

Thematic analysis will be used to examine the verbatim transcripts of the recorded interviews. Finding reoccurring themes, patterns, and insights within the interview data is the first step in this approach. The research's objective is to obtain important conclusions about digital marketing techniques and their effects on immigrant integration through accurate data analysis.

5.3 Interviews with StartUp Refugees management

To gather insights into the implementation of marketing strategies, semi-structured interviews will be conducted with key members of StartUp Refugees management. These interviews will delve into aspects such as the organization's marketing efforts, challenges faced during implementation, and achieved outcomes. By engaging in end-to-end discussions with management representatives, this research aims to uncover the details surrounding their digital marketing tactics. The knowledge gained from these interviews will be crucial in understanding the strategies employed by StartUp Refugees to promote integration.

5.4 Interviews with immigrants benefiting from StartUp Refugees

To assess the real impact of digital marketing on immigrant integration, interviews will be conducted with immigrants who have found employment or entrepreneurial opportunities through StartUp Refugees. These interviews will focus on their experiences, the role of digital marketing in their journey, and the benefits they have gained. Immigrants' voices are essential in evaluating the effectiveness of these strategies in real-life integration scenarios.

5.5 Interviews with immigrants unaware of StartUp Refugees

To gauge the organization's reach and potential for broader impact, interviews will also be conducted with individuals who are not yet aware of StartUp Refugees. These interviews will explore their awareness of immigrant integration initiatives and their views on the role of digital marketing. Understanding the perspectives of this group will provide valuable insights into the organization's outreach and the potential for expanding its reach.

5.6 Participants anonymity and consent

The interviews conducted with immigrants ensure participant anonymity by not disclosing their personal information if not given consent. Consent to participate in interviews is obtained from the interviewees, emphasizing transparency and respect for their privacy.

5.7 Validation of findings

The qualitative data collected through interviews with StartUp Refugees management and immigrants who have interacted with the organization provides valuable insights. These findings are validated by the consistency of responses and common themes observed across interviews. The diverse perspectives of the interviewees add depth and credibility to the analysis.

5.8 Dependability of data

The data gathered from interviews conducted with different groups, including StartUp Refugees management, immigrants who benefited from the organization's services, and unaware immigrants, offers a multifaceted view of the organization's digital marketing strategies. This diverse data collection approach enhances the dependability of the findings and strengthens the overall analysis.

In conclusion, StartUp Refugees employs a digital marketing approach that aligns with ethical guidelines, focusing on providing valuable support and information to immigrants seeking integration in Finland. The data collected from interviews highlights the organization's impact, challenges, and potential areas for improvement in their digital marketing efforts, making it a valuable resource for enhancing their services and outreach in the future.

6 Findings

6.1 Challenges and opportunities

While StartUp Refugees has achieved accomplishments, it faces challenges. The diverse nature of groups presents a communication hurdle, as communities may require customized approaches. Moreover, the rapidly evolving landscape necessitates adaptation to new platforms and technologies.

However, these challenges bring forth opportunities for growth and innovation. By investing in tailored marketing strategies for immigrant groups and staying up-to-date with emerging technologies, StartUp Refugees can further enhance its impact.

6.2 Integration with refugee employment goals

StartUp Refugees is closely aligned with the employment goals of refugees in Finland. It collaborates with local businesses to identify job opportunities and connect qualified candidates with employers. Through its digital marketing efforts, it promotes job openings and career development resources.

Through their marketing efforts, StartUp Refugees not only contributes to the integration of immigrants but also addresses Finland's labor market needs. This integration is essential for the long-term success of both newcomers and the Finnish economy (Appendix 1, Interview "For StartUp Refugees Management").

6.3 SWOT - analysis for StartUp Refugees

Strengths:

Strong online presence: StartUp Refugees has effectively established a presence through their website and active engagement on various social media platforms. This enables them to reach an audience of immigrants and refugees in Finland (Lawrence 2009).

Deep understanding of immigrant experience: The organization possesses knowledge about the unique challenges and needs faced by immigrants and refugees in Finland. This understanding allows them to tailor their marketing initiatives effectively. They also have employees from diverse backgrounds who make it easier for newcomers to integrate into Finnish culture.

Active and engaged community: StartUp Refugees has nurtured a community that serves as a platform for sharing success stories, resources, and information. This fosters a sense of belonging among both immigrants and locals.

Weaknesses:

Adaptation to rapid digital changes: The fast-paced nature of digitalization poses a challenge. Staying updated with technologies, platforms, and trends can be demanding in terms of resources and may require adaptation (Cezim 2023).

Resource limitations: Non-governmental organizations often face limitations when it comes to resources. While StartUp Refugees has made progress in marketing, budget restrictions may restrict the extent of their digital marketing campaigns.

Opportunities:

Emerging digital trends: StartUp Refugees can explore emerging trends like video marketing, maybe TikTok, virtual events, and chatbots to enhance user engagement and expand their outreach (Cezim 2023).

Reaching underserved communities: By tailoring their marketing strategies to cater to the needs of immigrant communities, StartUp Refugees can broaden their impact and connect with a more diverse audience (Cezim 2023).

Strategic partnerships: Collaborating with other NGO's, government agencies, or local businesses can open doors to new resources and broader reach for digital marketing efforts (Cezim 2023).

Threats:

Evolving government policies: Changes in government policies related to immigration and refugee integration could potentially impact the organization's mission and the demand for its services.

Changing immigrant demographics: Shifting demographics among immigrant and refugee populations may require adjustments in digital marketing strategies to effectively reach and assist newcomers from various backgrounds (Ferrell, Hartline, and Hochstein 2021).

Digital privacy and data security: Increasing concerns about digital privacy and data security may impact how StartUp Refugees collects and uses data for its digital marketing initiatives (Ferrell, Hartline, and Hochstein 2021).

Incorporating these insights from the SWOT analysis into future digital marketing planning can help StartUp Refugees continue its mission to facilitate immigrant integration while addressing potential challenges and capitalizing on opportunities.

6.4 Digital marketing analysis

Upon analyzing StartUp Refugees digital marketing strategies aimed at facilitating integration into Finland's job market, several noteworthy observations and insights come to light.

Online presence and outreach:

StartUp Refugees utilizes a combination of social media platforms, including Facebook, Instagram, LinkedIn, and YouTube, to connect with immigrants seeking job opportunities in Finland. These platforms serve as valuable channels for giving information about their services, job openings, and success stories. Additionally, Telegram is utilized to reach

Ukrainian immigrants, recognizing the importance of tailoring communication channels to specific immigrant groups.

Content strategies:

The organization uses a range of content strategies to connect with their target audience. This includes sharing information about their work, the opportunities they provide, and the heartwarming success stories of immigrants who have benefited from their services. They leverage video content on platforms like YouTube and Instagram to effectively convey information and personal experiences, making their messages more relatable and accessible.

Challenges:

One of the challenges faced in their digital marketing efforts is the difficulty of accessing and posting in various Facebook groups relevant to immigrant communities. These groups often require the use of personal Facebook accounts and may involve coordination with group administrators, making it a time-consuming process. Additionally, budget limitations restrict their ability to engage in paid advertising, which could significantly expand their outreach.

Unexplored opportunities:

To enhance the effectiveness of marketing in supporting integration, StartUp Refugees recognizes the potential benefits of having more financial resources at hand. With a budget, they would be able to invest in paid advertising and extend their reach to newcomers and companies.

The organization's digital tool, "Match Made in StartUp Refugees," holds potential for further development. Enhancing its features to better cater to the needs of immigrants and integrating automated systems for registration, course enrollment, and advisory service appointments could streamline the process, making it more accessible and efficient.

Additionally, venturing into emerging platforms like TikTok or similar channels to provide engaging content with advice, information, and encouragement related to employment, skill development, networking, and entrepreneurship could tap into a younger audience.

Future outlook:

In the future, digital marketing for immigrant integration through StartUp Refugees might evolve into automated and integrated systems. These systems could allow individuals reading online content to directly register for services, courses, or advisory sessions, creating a seamless user experience and increasing conversion rates.

6.5 Data analysis

In this section, key insights are summed up from interviews with StartUp Refugees management, immigrants benefiting from StartUp Refugees, and immigrants unaware of the organization. The data integration process facilitates the development of a comprehensive understanding of the digital marketing strategies employed by StartUp Refugees and their impact on immigrant integration in Finland.

The Startup Refugee management interview analysis:

The interview with the management team of Startup Refugees unveiled valuable insights into the organization's core objectives, future aspirations, and their digital marketing strategies for facilitating the integration of immigrants and refugees into Finland's workforce. The interview questions were communicated via email, with the team at Startup Refugees providing thorough responses (as outlined in Appendix 1 Interviews). In total, three individuals were interviewed, each offering a distinct perspective:

- Anna Diallo, who serves as the Chief Financial Officer, and has contributed her expertise to Startup Refugees for a duration of two years.
- Kati Lievonen, who holds the position of Head of Business Program, and has dedicated nearly five years to the mission of Startup Refugees.
- Anni Lehtonen, who fulfills the role of Communications & Brand Manager, and has been an integral part of the team since April 2022.

Startup Refugees is dedicated to speeding up the integration of newcomers into the labor market. Their long-term vision revolves around finding solutions to address the challenges faced by people forced to move due to conflicts, climate change, and economic disparities.

Digital marketing strategies: Regarding marketing strategies Startup Refugees employs a variety of media platforms such, as Facebook, Instagram, LinkedIn, YouTube and even Telegram to effectively connect with immigrants and refugees.

Promotional campaigns: The organization has conducted several promotional campaigns and created videos to highlight immigrant success stories and provide information on entrepreneurship, job opportunities, and support services. These campaigns aim to inspire and educate immigrants while showcasing the positive impact of Startup Refugees.

Challenges and future opportunities: Challenges include limited marketing budgets and the time-consuming process of finding and accessing relevant Facebook groups. The interviewees also expressed the need for more resources to produce in-house videos and expand into

platforms like TikTok. Paid advertisements and Google ads were suggested for reaching a wider audience.

Future development: The organization plans to develop its digital tool, "Match Made in Startup Refugees," to better serve newcomers' needs. The tool aims to provide automated and integrated solutions for registering for courses, advisory services, and job matching directly through online content.

Partnerships: Currently, there are no specific plans to partner with other groups or businesses in Finland for online efforts, but future collaborations could enhance their digital marketing impact.

Immigrants employed via Startup Refugees interview analysis:

The interviews conducted with immigrants who got employment through Startup Refugees provided valuable insights into their experiences and the role of digital marketing in their path to integration. The interviewees represented a range of nationalities, including Afghans, two Iranians, and two Iraqis (as detailed in Appendix 1 Interviews). The author established contact with these individuals through the StartUp Refugee. The age range of the interviewees spanned from 25 to 40 years. Notable participants in these interviews included Tahere Yousufi, Roja Ranjbar, Mahsa Hammami, Ahmad Fareed Fattah, and Karrar Maykhan. The interviews were conducted via email and phone calls.

Assistance with job search: Immigrants expressed gratitude for the support they received from Startup Refugees in finding employment. The organization assisted them in creating resumes, submitting job applications on their behalf, and providing guidance throughout the hiring process.

Awareness: Most interviewees initially learned about Startup Refugees through recommendations from friends or acquaintances who had successfully secured jobs through the organization.

Online channels: Social media platforms like Facebook, Instagram, and WhatsApp played a significant role in connecting immigrants with job options and information about Startup Refugees' services. Facebook groups and online communities were particularly effective.

Impact of employment: Finding employment through Startup Refugees had an impact on the lives of immigrants by bringing stability, boosting self-esteem, and fostering a greater sense of integration within Finnish society.

Training and classes: Some interviewees participated in training and mentoring programs offered by Startup Refugees. These programs provided valuable skills and connections relevant to their job searches.

Community engagement: While not all interviewees actively engaged in the community, they recognized Startup Refugees as a friendly and supportive organization. Building friendships and connections within the community is an area with potential for further development.

Reaching more immigrants: To reach more immigrants who are unaware of Startup Refugees, interviewees suggested collaborating with government agencies, offering language practice sessions, and focusing on youth programs and internships.

Digital Marketing Strategies: Interviewees stressed the significance of using easily understandable language in online content to cater to individuals with limited proficiency in Finnish.

Immigrants unaware of StartUp Refugees interview analysis:

The interviews conducted with immigrants who were unaware of Startup Refugees provided insights into their information-seeking behavior and the challenges associated with reaching this group. The interviewees selected for this study are people within the author's personal network, including friends and family members. In total, 12 messages were sent out to ask about their familiarity with StarUp Refugees. For those who were not familiar with the company, the author asked if they could participate in an interview. Ultimately, the author received a total of four responses (see Appendix 1 Interviews). These responses included three individuals from Afghanistan and one from Iraq. The interviewees in this study were Freshta Rahim, Ellaha Ayoubi, Ahmed Al-Shaher, and Mohammad Yousuf. The interviews were conducted both in person and via email. The age range of the participants fell within the bracket of 20 to 30 years.

Information sources: These immigrants typically seek job information and assistance through trusted friends, family members, or community leaders. They rely on recommendations from people they know.

Online preference: While some use the internet for job information, they prefer face-to-face interactions or guidance from people they trust. The usability and language accessibility of online sources influence their choices.

Awareness gap: The lack of awareness about Startup Refugees among this group may be attributed to exposure to sources of information and unfamiliarity with Finnish organizations.

Online information channels: Google and Facebook groups related to specific communities or languages are common sources for job information. Simplified flyers and social media presence can help reach this target group more effectively.

Desired services: Unaware immigrants expressed the need for assistance in understanding Finnish work culture, language learning, and job market navigation.

7 Insights from conducted interviews

7.1 StartUp Refugees management

From interviews with StartUp Refugees management, insights were established into their mission and vision. Their primary focus is on expediting the integration process for newcomers into the labor market. To achieve this goal, they utilize social media platforms such as Instagram, LinkedIn, YouTube, Facebook, and Telegram. These platforms serve as channels for disseminating information about their services, training opportunities, and employment prospects. The organization employs campaigns and shares success stories to inspire and educate immigrants. However, they face challenges related to budgets, accessing Facebook groups effectively, and the need for resources to create in-house videos. They are also actively working on improving their tool called "Match Made in Startup Refugees" while exploring partnerships for future development.

7.2 Immigrants employed via Startup Refugees

Interviews with immigrants who found jobs through StartUp Refugees revealed the positive impact of the organization's efforts. They received support in job searching, resume creation, and job applications. Most heard about StartUp Refugees through word-of-mouth recommendations and relied on online channels, particularly social media platforms and online communities, for job information. Employment not only provided financial stability but also boosted self-esteem and helped with integration. Training and mentorship programs were valuable, and there is potential for community engagement to be further developed. Suggestions included collaborating with government agencies, offering language practice sessions, and focusing on youth programs and internships.

7.3 Immigrants unaware of StartUp Refugees

Interviews with immigrants unaware of StartUp Refugees shed light on their information-seeking behavior. They typically seek job information and assistance through trusted personal connections and online sources. Google and Facebook groups are common online channels for job information, but face-to-face interactions are preferred. Lack of awareness about StartUp

Refugees among this group may be due to limited exposure to local information sources and unfamiliarity with Finnish organizations. Simplified flyers and a stronger social media presence were suggested strategies to reach this target group effectively. Desired services include assistance in understanding Finnish work culture, language learning, and job market navigation.

7.4 Synthesis and data Integration

The integration of these insights reveals various perspectives on the digital marketing strategies employed by StartUp Refugees and their impact on immigrant integration in Finland. The organization's efforts are centered on providing support and opportunities to immigrants, with digital marketing playing a crucial role in reaching and engaging with this audience. The use of various social media platforms, along with success stories and promotional campaigns, has proven effective in connecting immigrants with job opportunities and support services.

Challenges, such as limited budgets and difficulties in accessing specific Facebook groups, highlight areas for improvement. The potential for partnerships and the further development of digital tools shows a forward-looking approach to enhancing the impact of digital marketing on immigrant integration. Additionally, catering to the information-seeking behaviors and preferences of unaware immigrants can expand the reach and effectiveness of StartUp Refugees' digital marketing efforts.

8 Recommendations for improved digital marketing

Collaboration and partnerships:

Strengthen partnerships with other NGO's, government agencies, and local businesses to expand the reach of digital marketing initiatives. Collaborative efforts can lead to greater impact.

Mobile optimization:

Ensure that all digital marketing content and platforms are mobile-friendly. Given the widespread use of smartphones, mobile optimization is crucial to reaching a broader audience effectively.

With the proliferation of smartphones, mobile optimization is crucial. Ensuring that websites and content are mobile-friendly enhances the user experience and search engine ranking (Kapoor & Aggarwal 2018).

Storytelling for impact:

Use storytelling techniques to create compelling narratives that highlight the positive impact of immigrant integration. Stories have the power to resonate with audiences on an emotional level.

Accessibility:

Ensure that all digital content and platforms are accessible to individuals with disabilities, including those who may require assistive technologies.

Community feedback mechanism:

Establish a feedback mechanism that allows immigrants and refugees to provide input and suggestions for improving digital marketing efforts. Incorporate user feedback into strategies.

Streamlining Facebook group access:

StartUp Refugees could explore partnerships or collaborations that facilitate easier access to relevant Facebook groups, reducing the time and effort required to post information.

Interactive workshops:

StartUp Refugees could consider conducting interactive workshops on using digital platforms effectively. This could empower immigrants to navigate these platforms more efficiently.

9 Conclusion

9.1 Summary of proposal

This research proposal provides an in-depth analysis of StartUp Refugees, an NGO based in Finland that focuses on helping immigrants and refugees integrate into the labor market. The proposal outlines the research methodology, data collection, and analysis, with an emphasis on interviews conducted with StartUp Refugees management immigrants who have utilized the organization's services as well as immigrants who are unaware of StartUp Refugees.

StartUp Refugees has effectively utilized marketing strategies to engage their target audience. Platforms such as Facebook, Instagram, LinkedIn, YouTube, and Telegram have been instrumental in spreading information about their services, training programs, and job opportunities. The organization's content strategy includes sharing stories of success along with video marketing and promotional campaigns aimed at inspiring and educating immigrants.

Despite their accomplishments, StartUp Refugees faces challenges such as budgets and difficulties accessing Facebook groups. They also require resources to enhance their digital marketing efforts. However, there are opportunities for growth and innovation. This includes exploring emerging trends in marketing while expanding outreach to underserved groups. Strategic partnerships with organizations can also contribute to their success.

Throughout the research process outlined in this proposal, ethical guidelines will be strictly followed. These guidelines include ensuring anonymity while validating findings to ensure the accuracy and dependability of the collected data.

It also recognizes the risks involved, such as limited participation from immigrants and refugees in digital marketing initiatives. This can hinder the effectiveness of integration efforts. If immigrants and refugees do not engage with the content or online community, the impact of digital marketing campaigns may be diminished. Like the risks faced by StartUp Refugees in engaging immigrants and refugees, the author of this thesis may encounter challenges in obtaining active participation from interviewees and research participants.

If individuals are reluctant to share their experiences or insights, it can limit the depth and richness of the research findings. The second risk would be time management and scope control. Managing time effectively and controlling the scope of the thesis can be challenging. Overcommitting to research activities or expanding the scope beyond manageable limits may result in delays or incomplete work.

9.2 Expected contributions to expanding digital marketing knowledge

The purpose of this research is to provide insights to enhance understanding of marketing, particularly within the context of non-governmental organizations focused on immigrant integration. The interviews conducted with StartUp Refugees management shed light on strategies for marketing, the challenges they face, and potential opportunities for future growth. By considering perspectives from immigrants who have benefited from the organization's services as well as those who are unaware of them, a comprehensive view of how digital marketing efforts impact and reach different individuals was gained. This research offers the following contributions to expanding knowledge in marketing:

- **Digital Marketing Strategies for NGOs:** The case study involving StartUp Refugees serves as an example showcasing how an NGO can effectively utilize digital marketing to achieve their missions. Valuable insights are provided regarding platform selection, content strategy, and community engagement.
- **Integration of Immigrants:** Understanding the role that digital marketing plays in integration is a crucial aspect addressed in this research. The findings emphasize the

significance of channels, community engagement, and language accessibility in supporting immigrants throughout their integration journey.

- **Ethical Practices in Digital Marketing:** Throughout the research, ethical guidelines were followed to emphasize the importance of respecting anonymity, ensuring data, and validating findings. These ethical considerations can serve as a model for marketing practices in both research and real-world applications.

9.3 Final reflections

This thesis presents a comprehensive framework for investigating the digital marketing strategies employed by StartUp Refugees to facilitate immigrant integration in Finland. The thesis aligns with the organization's mission of empowering newcomers and serves as a blueprint for future references or research in the field of digital marketing and further immigrant integration.

This thesis highlights the impact of marketing not only to promote services but also to foster social inclusion, support marginalized communities, and drive positive societal change. The dedication shown by StartUp Refugees towards their mission, combined with marketing strategies, showcases how technology can bring about transformative outcomes for social causes.

In today's ever-evolving landscape of marketing, the insights generated from this study will undoubtedly serve as valuable guidance for organizations like StartUp Refugees and researchers alike. These findings will contribute to efforts aimed at empowering immigrants and refugees while fostering inclusive and vibrant societies.

Throughout the process of developing this research proposal, valuable insights into the complex intersection of digital marketing and immigrant integration, particularly within the context of NGOs like StartUp Refugees, have been gained. The journey of crafting this proposal has led to several key realizations and takeaways:

- **Understanding the power of digital marketing:** This research has reinforced belief in the power of marketing. It highlights how one can leverage tools and platforms to address social issues and support marginalized communities. The case study of StartUp Refugees exemplifies the potential for utilizing technology to promote inclusion and bring about positive societal change.
- **Ethical considerations in research:** The ethical guidelines incorporated into this research proposal emphasize the importance of conducting research with integrity and respect for all participants involved. These guidelines go beyond requirements; they are a fundamental aspect of conducting meaningful and responsible research, ensuring that the dignity and privacy of those involved are upheld.

- **Understanding the complexities of immigrant integration:** Through interviews with StartUp Refugees management and beneficiaries of their services as individuals who were unaware of their resources, it was discovered that immigrant integration is a multifaceted process. It cannot be approached with a one-size-fits all mentality; rather, it is a journey shaped by experiences, support networks, and access to resources.
- **The importance of collaboration:** The proposal underscores the advantages that collaboration and partnerships can bring. This highlights the significance of organizations working together towards shared objectives. Collaborative efforts can broaden the scope and impact of marketing initiatives, resulting in effective solutions to societal issues.
- **The continuous learning process:** Research is a process of learning. This proposal marks a step-in delving deeper into the realm of digital marketing and immigrant integration. The insights gathered here ignite curiosity to further explore the subject, investigate emerging trends, and contribute to the existing knowledge in this field.

In conclusion, the process of developing this research proposal has been both intellectually stimulating and emotionally enlightening. It has deepened the understanding of the power of digital marketing in shaping societal outcomes and inspired a commitment to contributing positively to this field. The potential for digital marketing to drive social impact is vast, and further exploration in the pursuit of a more inclusive and interconnected world is anticipated.

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Appendix 1: Interviews

11.1 Informed consent forms

Ethical considerations and participant consent were integral to the research process. Prior to conducting interviews, consent from each participant was obtained through calls. During these calls, the purpose of the research was explained, participants' rights were affirmed, and details regarding the handling of their personal information were provided. This method ensured participant participation and transparency and showed a strong commitment to ethical research standards.

11.2 Interview questions

For StartUp Refugees management:

- 1. What is the primary mission and long-term vision of Startup Refugees in terms of immigrant/refugee integration through employment?**

The number of people on the move is growing globally because of armed conflicts, climate change and economic inequality. Startup Refugees exists because the solution for the fast integration of newcomers to the labor markets needs to be created now (The Hub | Startup Refugees, n.d.).

- 2. Can you explain some of the ways that Startup Refugees uses the internet and social media to help immigrants connect with job opportunities in Finland?**

We have social media channels (Facebook, Instagram, LinkedIn, YouTube) where we post frequently about our work, and about the opportunities we offer. We have two separate Facebook pages, the first one is our main channel, and the second one is dedicated to informing about training and work opportunities with us or with our partners in multiple different languages.

We also post about our services and opportunities we offer to different Facebook groups, where we can reach different immigrant and language groups. For Ukrainians we use Telegram since it is the most popular tool among them.

We especially use Facebook to invite immigrants to our Match Clinics, where we talk about our services and help them to create their CV to our database. After that we can connect them with suitable job opportunities, companies, or training opportunities.

Sometimes organizations contact us and ask recommendations to entrepreneurs to buy a certain service from. This way we have transmitted job gigs on catering (several), video production and graphic design (might be also other cases). In these types of cases, we use emails and WhatsApp groups to communicate opportunities to our clients.

3. Related to question 2; could you give examples of online advertisements or projects by Startup Refugees that have helped more immigrants learn about your organization and become a part of Finnish society, both at work and in daily life?

In general, in our social media, we try to tell different stories of immigrants who have gotten support from us, landed in jobs/started their own businesses. On YouTube we have shared some promotional videos of our work, as well as shared a couple of success stories.

In 2022 we made a social media campaign (mostly in Instagram, but few posts also in Facebook and LinkedIn) about migrant entrepreneurship: we shared information in video format on entrepreneurship related topics, interviewed many migrant entrepreneurs who shared their insights, tips and experiences. In 2021-2022 we made a campaign in social media and opened a website called #buywithpurpose to promote migrant entrepreneurs whom Startup Refugees had supported.

Few promotional videos have been made in summer 2019 we opened a pop-up café to our office in Kallio that was run by 3 entrepreneurs for 4 weeks. A video was done and shared at least on Facebook about this. Business Program made a promotional video on the entrepreneurship course, which is still in YouTube, and another video to explain what business mentoring with us is like based on an interview of a course participant.

Also, a total of 6 videos were published in YouTube to communicate some basic info about employment (in 3 languages) and how to start a business in Finland (3 language versions in English, Finnish and Arabic). These videos were done by a partner, whose work was paid by another corporate partner.

4. What are the biggest problems you've faced in using the internet to reach and assist different immigrant groups in Finland, and how did you try to solve these problems?

Finding or getting access to different Facebook groups to advertise our opportunities. They require often using a personal FB account and sometimes contacting their admin before posting to the group is possible. Startup Refugees organizational page cannot do this. Finding suitable FB groups takes a lot of time.

Reaching out to the right target group. E.g., our YouTube videos have reached very small audience but making those longer videos took a lot of resources.

Since we are an NGO our marketing budget is very small, and we do very little paid advertisement, naturally that would help us a lot to reach more people.

5. In your opinion, what could be the unexplored opportunities or potentials that could make digital marketing more effective in helping immigrants integrate in Finland through Startup Refugees?

Naturally the fact is that if we would have a marketing budget, we could buy visibility online and that way reach more newcomers and companies.

We hope that our Match Made in Startup Refugees digital tool will be developed further, and it will have more features that would help our clients to get support and integrate into Finnish society faster.

More human resources could allow production of in-house videos to different channels to communicate our work and impact and to spread information about employment, skills development, and entrepreneurship.

Active channel in TikTok or alike to briefly give encouragement, information, and tips to getting employed, growing networks, skills development, and entrepreneurship.

Google ads etc. to target people looking for information online on the topics of our work.

6. Are there any plans to team up with other groups or businesses in Finland to make your online efforts even more helpful for immigrants?

Not at the moment.

7. What might digital marketing look like in the future for helping immigrants find work and integrate into Finnish society through Startup Refugees?

Automated/integrated systems that would allow people reading a post or watching a video online directly get to register in Match, to a course or book an appointment for advisory services.

- 8. Could you share some stories about immigrants who not only found jobs with the help of Startup Refugees but also became active members of Finnish communities? How did digital marketing play a part in these success stories?**

<https://startuprefugees.com/serhii-molochnyi/>

<https://startuprefugees.com/anna-sambou/>

<https://startuprefugees.com/jawad-malik/>

+ many stories in our social media channels

Some of these people have found us and our services through social media, and then got support and the rest is history.

- 9. Related to question 8; From your experience, can you highlight any specific digital marketing strategies that have shown significant potential for improving the integration of immigrants into the Finnish job market through Startup Refugees, and why do you believe these strategies hold promise for future success?**

Our work in the end doesn't really lie on digital marketing and we don't have strong digital marketing strategies, so it is hard to answer this question. We use digital marketing only so that immigrants would know that we exist, and that they can get support from us. Maybe in the future other strategies will be implemented.

Our plan is to develop our digital tool, Match, so that it would serve better the needs of the newcomers. When the development is ready, we will most definitely do some marketing around it and inform people about its new features.

We don't have any big visions for using internet, AI, social media etc. for doing the actual business or integrating our systems or creating more value to customers instead only communicating about our services. We could think bigger.

For Refugees and Immigrants Employed via StartUp Refugees:

Questions:

1. How did StartUp Refugees help you find a job?
2. How did you first hear about StartUp Refugees and the jobs they have? Did you see any messages online or online posts?
3. What online places or ways worked best to connect you with job options through StartUp Refugees?
4. What could StartUp Refugees improve their website to make it easier to use for everyone?
5. How has having a job through StartUp Refugees changed your life in Finland?
6. Did you join any classes or training offered by StartUp Refugees? How did they help you in your job search?
7. Can you talk about how making friends and getting involved in the community through StartUp Refugees helped you?
8. How can StartUp Refugees reach more immigrants who don't know about them yet?
9. Apart from jobs, how else do you think StartUp Refugees can help immigrants in the long run?

1st interviewee: Roya Ranjbar

1. I obtained my current position through the networking opportunities facilitated by Startup Refugees. They were already familiar with my background and subsequently introduced me to the prospective employer.
2. I happened to meet a friend at a location where Startup Refugees was coincidentally hosting one of its match clinics that day. My friend introduced me to the organization and suggested that I participate in their activities.
3. I prefer using Instagram Stories for quick and easily digestible news updates. Additionally, I find LinkedIn to be a more suitable platform for sharing professional content. Facebook, on the other hand, no longer resonates with me as it feels somewhat outdated. If there is a tailored opportunity specifically for me, I believe email would be the most crucial communication channel to ensure I don't miss out on it.
4. One idea is to add more content in different languages on the website and the Match Clinic platform, as they already have some content in languages other than English.

This can help more people access and understand the information.

5. I've often said that for migrants, a job is about more than just work. It's a way to build a new life in a new country, a means to overcome the challenges of being a migrant, and a crucial part of who you are. While it's important for financial support, it's also about much more. Getting the job at AIDA Impact helped me believe in myself and my skills once more. It made me feel that what I had learned and studied before moving to a new country was not wasted.
6. I took part in a mentoring program organized by Startup Refugees, and it turned out to be a wonderful experience. Not only did I gain an amazing mentor who also became a close friend, which is incredibly valuable for newcomers like me, but the program also taught me how to harness my strengths and address my weaknesses. It was definitely more than just a typical CV-writing seminar!
7. As human beings, we have a unique need to feel a sense of belonging to a community or society. This is precisely what they aim to offer. While it may not be something you experience everywhere in the country, there are individuals and places where you can genuinely feel welcomed, valued, and loved. This serves as a promising starting point, and there's hope that this sense of belonging can eventually spread throughout society.
8. What many of us migrants often miss here in Finland is the opportunity to have fun and enjoy social gatherings. Given that Finland's climate is quite different from the warmer countries most of us come from, it might be a great idea to organize more of these events. They can provide people with the chance to meet, engage in conversations, and get to know the organization in a more relaxed and informal setting.
9. As my current focus is on preparing for the YKI test, I recognized that not everyone is willing to engage in conversations with beginners, which is understandable, but I believe there are individuals who genuinely enjoy helping newcomers with their language skills. I suggest organizing free language practice sessions, perhaps once a week, at Startup Refugees' welcoming office space. This initiative could provide a supportive environment for those looking to practice and those willing to assist, making language learning more accessible and enjoyable for all.

2nd Interviewee: Tahere Yousefi

1. StartUp Refugees made things really easy for me. They created a clear resume for me on their platform and then called me to talk about job opportunities. They asked me what type of job I wanted and if I wanted to apply for their open positions. They applied for jobs on my behalf and even told me when and where to go for interviews, all in my own language. One time, I needed an internship for my school, but I had applied to many places and didn't get a spot, even though I had two references on my cv. finally I explained my situation to StartUp Refugees, and they understood that I needed the internship to graduate. So, they give me in their office a place for me to do my school internship. They really helped me a lot.
2. I first heard about StartUp Refugees and the job opportunities they offer to people were in 2018. I heard about their services for foreigners who speak different languages, so I followed them on Facebook. In 2019, I decided to call them because I saw many of my neighbors and friends had successfully found jobs through this organization. I got the contact number of someone who spoke my language and reached out to her on WhatsApp. I sent her a message and asked how StartUp Refugees can help me with my job background. The person called me back on the same day Explained to me who they are and what kind of services they give me.
3. The most effective ways that connected me with job options through StartUp Refugees were internships and gig work. Additionally, I found success in becoming a community leader within the startup community. These opportunities provided me with valuable job options and connections.
4. Search Functionality to quickly find specific information, sometimes someone is looking only to register for a hygiene card or other courses. They can quickly search it and find it.
5. Having a job through StartUp Refugees has brought significant positive changes to my life in Finland. I now have a source of income, which allows me to live more comfortably and enjoy a better quality of life than before. It has also provided me with valuable work experience in Finland that I can add to my CV, enhancing my future job prospects.

I'm able to use my talents and skills effectively in my current job, which is very fulfilling. I'm no longer as financially stressed as I was before, and I have the peace of mind that comes with knowing I can support myself.

Furthermore, having stable employment has reduced the level of stress in my life. I have a sense of security and stability, knowing that I can meet my financial needs. I've also achieved my degree, which is a significant milestone in my career and personal development.

Altogether, having a job through StartUp Refugees has brought me financial stability, career growth, and improved well-being, making me a happier and more confident individual in Finland. If I ever need more job opportunities in the future, I know I can turn to them for assistance, which is reassuring.

6. Yes, I joined some classes and training sessions offered by StartUp Refugees. These classes were related to my career in IT. They were really helpful in my job search because they provided me with more knowledge and experience in my field.

In these classes, I got the chance to develop my skills and learn new things. I also had the opportunity to meet new people who were in the same career as me. We shared our experiences and exchanged information, which was very beneficial.

7. At Work: It's made my workplace more collaborative and supportive.
Networking: I've met potential employers and mentors, expanding my career opportunities.
Community: I've learned about Finnish culture and felt more connected to my new home.
Organizational Support: StartUp Refugees has been a helpful resource for job hunting and adjusting to life in Finland.
8. Collaborations with MIGRI because immigration organization know all the newcomers.
Publications: Publish success stories in social media and case studies to show the positive impact of their services, which can attract more immigrants. asking clients for their opinions and suggestions on what they need.
9. Youth Programs: We immigrants in Finland have a young population. I think it is good that it helps them to develop more in their education. For example, young people ask each other what a good field and they is can easily find a job in Finland to study it.... Because they arrived in a new culture, and they are young with different and few experiences it is good to help them to find a career they become successful in their professions.

Internships and short time Volunteer Work: For immigrants can be a valuable way to support their education and future job position that they can be good in. Living in Finland can be challenging, especially for individuals with limited work experience and a background primarily focused on education. Like most Dari speakers they know only Dari and not their mother tongue Finnish they can show their talent by working as short time internships or volunteer jobs

3rd Interviewee: Mahsa Hammami

1. They created a resume for me, helped me find a job, and then contacted me with job advertisements.
2. I came across this service in a Telegram group and discussed it with my friend.
3. I believe that the internet and social media platforms like WhatsApp and Telegram are beneficial.
4. I think they could create an Instagram page for this service.
5. I've been searching for a job for almost a month now, and I haven't received any offers. I need the income, and this job opportunity would be incredibly helpful.
6. No.
7. I haven't made any new friends on this platform.
8. I think social media is a good way to connect with people.
9. I believe that programs and group classes could be valuable for individuals looking to make new friends.

4th Interviewee: Ahmad Fareed Fattah

1. I work with them as a team leader now, but they don't find me another job with another company only meeting with companies.
2. I saw them for the first time in the social media (Facebook)
3. My Facebook group in social media "how to get a job in Finland".
4. Posting a lot on social media.
5. Nothing has changed, I just got a part-time office job with them.
6. Yes, I actually got the occupational safety card through them.
7. No friendships have been made because they are busy as usual.
8. Yes, they can.
9. Support, getting job interviews, and safety card and hygiene card courses.

5th Interviewee: Karrar Maykhan

1. StartUp Refugee was in helping position for me. Whenever there was any job offers that corresponded to my CV, they would always contact me regarding the job.
2. I heard about StartUp Refugees from my friends, that work at StartUp Refugees.
3. I had the number of one of the employees, always when needed a job or needed to update the CV, I would call him. I have not used their website, but I follow StartUp Refugees Facebook. When they share something, I immediately see it.
4. Unfortunately, I don't use their website. Once you get through with them you will get invitations and offers either by them calling you or messaging you on WhatsApp.
5. I got the first job through StartUp Refugee in 2017. Through this job I got my residence permit thanks to StartUp Refugee. I continued this job for 4 years and now have applied to work in that place permanently. Whenever I need a job, StartUp Refugees comes through and helps me, even with updating and making CV.
6. No, I have not joined any classes or trainings offered by StartUp Refugees because the experience and job I am looking for are not relevant for the trainings offered by them (StartUp Refugees). But the CV they made to me has helped me a lot in job searching.
7. I had some friends at StartUp Refugees, but I have not involved in the community. But I know that StartUp Refugee staff and community are extremely friendly, kind and it is easy to communicate and becoming friends with them. They are always happy to help.
8. Social media for sure. Through social media you can almost reach everyone because almost everyone has a smartphone and are active on social media.
9. I heard all the time that they are always inviting people to different trainings. They could help more with giving people advice on how to be interview ready for a specific company, how to speak, how to act and how to react. In the long run I would suggest legal assistance, educational and skill development.

For Unaware Refugees and Immigrants:

Questions:

1. Where do you usually look for job information and help with moving to Finland?
2. What makes you choose one way to find information over another?
3. Have you heard of StartUp Refugees before? If not, why do you think you haven't?
4. Which websites or apps do you use often to learn about opportunities in Finland?
5. How should StartUp Refugees try to reach you and others like you better?
6. What kind of information or help would make you want to use StartUp Refugees' services?
7. What do you think stops some immigrants from finding out about StartUp Refugees?
8. Have you seen any online ads or campaigns aimed at immigrants in Finland? Did they change how you see opportunities here?
9. What do you hope organizations like StartUp Refugees can do to help immigrants fit into the Finnish job market?
10. How can StartUp Refugees improve their online presence and reach more immigrants who need support?

1st interviewee: Freshta Rahim

1. I talk to other Afghans who've come here too. We share what we know. And then, I try to find information online, but it's not easy because I'm still learning Finnish.
2. I choose to ask my Afghan friends because they understand me better, and I trust them. When I use websites, I pick ones that look easy to understand, even if my Finnish is not perfect.
3. No, I haven't heard about them. Maybe because I'm still new here, and I don't know much about organizations yet. Or maybe they haven't told people like me about them.
4. I use Google, but it's not so easy for me. I wish there were more websites in my language or websites with translations. It would be much better.
5. They should talk to Afghan leaders and community centers. They can help spread the word because they understand our needs and can tell us in our language.

6. I need help with understanding Finnish rules for working and living here. If StartUp Refugees can explain these things in an easy way, I'd like that.
7. Sometimes, it's because we don't know much about what's happening in Finland when we first come here. We're busy trying to figure out where to live and find a job, so we might not notice organizations like StartUp Refugees.
8. No, I haven't seen any ads for immigrants. But if there were ads that showed how immigrants can succeed in Finland, it would make me feel more hopeful and positive about opportunities here.
9. They (StartUp Refugees) can give us workshops on how to look for jobs and what Finnish employers expect. Also, they can help us build connections with Finnish people, which can be very important.
10. They should have a website that has information in different languages, not just Finnish and English. More videos in different languages would be great too. And maybe they can use Facebook to talk to us.

Author: They do have their website in many different languages, including Dari, and they use Facebook, Instagram, Telegram, and LinkedIn.

2nd interviewee: Ahmed Al-Shaher

1. Well, I often ask my cousin who's been here for a while. He knows stuff. And sometimes, I use the computer to search on Google about jobs and how to live here.
2. I like talking to people more. Websites can be confusing, especially if they're in Finnish. So, I trust my friends and family to help me.
3. No, I don't know. Maybe they have a hard name to say in Arabic. I haven't seen their name anywhere, so I don't know who they are. I am also new in Finland.
4. I use Google. It's the easiest because I can just type in questions and see what comes up. Sometimes, I use Facebook groups where Iraqis share information.
5. Maybe the company should make simple flyers and put them where immigrants live or go to school, for example Aikuislukio. Also, if they don't use Facebook, they should use Facebook because everyone uses it, even if they don't speak perfect Finnish.

6. If they can help me find a job and teach me how to write a good CV in Finnish, I'd use their help. Also, if they can help me learn more Finnish. Everywhere you go, you need CV, so it is important to have one.
7. I think sometimes people don't find out about the company because they don't know where to look. It can be hard to know which organizations are here to help, especially if you're new and don't speak Finnish well.
8. No, I don't remember seeing ads like that. But if I did, and they were easy to understand, it might make me feel better about my chances here. Sometimes, I worry if I can even fit in.
9. They should make it easier for us to learn Finnish and get job training. It's hard when you don't know the language well. They can also introduce us to Finnish companies that are open to hiring newcomers.
10. They should be on more social media sites like Instagram and WhatsApp because many people use those. If they make posts that are simple and friendly, more of us will notice and want to connect with them.

Author: They are active on Instagram, Facebook, Telegram, and LinkedIn. Their website has information for many languages, including Arabic and there are people who speak Arabic in every dialect, so they can help you as well.

3rd interviewee: Ellaha Ayoubi

1. I rely on internet search engines like Google to find information about jobs and living in Finland. I might check out government websites for information about immigration and employment.
2. If a website or source looks official and well-designed, I'm more likely to use it, but I prefer sources that are in my native language or have translations available.
3. No, perhaps they haven't advertised in places or languages that I typically access.
4. I mainly use Google to search for information about Finland and opportunities. I sometimes visit government websites related to immigration and employment.

5. Utilizing community influencers or leaders to spread the word might be effective. And also hosting workshops or informational sessions in community centers could help them connect with newcomers.
6. Assistance with understanding Finnish work culture and job market. Also, services related to language learning and cultural integration is important.
7. Language barriers, as information may not be available in their native language. Or maybe even fear about reaching out to unfamiliar organizations.
8. No, I haven't seen any ads targeting immigrants in Finland yet. Or If I have then that has gone unnoticed.
9. Facilitate connections with potential employers or local businesses and create a good community for immigrants to share experiences.
10. They could invest in social media advertising campaigns targeting newcomers and regularly update their website with relevant and valuable information.

4th Interviewee: Mohammad Yousuf

1. Sometimes, I listen to community leaders or attend local events to get information.
2. Events that provide face-to-face interactions often feel more reliable.
3. It's possible they are a new organization or not widely known among newcomers.
4. I use local news websites to stay updated on current events. I occasionally check Facebook groups for advice.
5. They could maybe collaborate with government with some agencies and have their information on official immigration websites. They should consider running advertisements in local newspapers or magazines, or Facebook.
6. Information about job opportunities and how to apply for them in Finland. Programs that offer mentorship or networking opportunities could be really helpful.
7. Maybe lack of awareness because to limited exposure to local information sources.

8. If there were such ads, they could maybe influence my perception of opportunities positively. But no, I have not seen.
9. Facilitate connections with potential employers or local businesses so that one can start working fast.
10. Collaborate with influencers or bloggers to create content that attracts attention and make some informative videos and share them on YouTube.

11.3 Research Instruments

In recognition of the diverse preferences and schedules of participants, various communication platforms were employed to establish and maintain contact. Phone calls were initially made to seek participants' informed consent for the interviews. During these calls, participants were also given the opportunity to express their preferred interview approach, allowing for flexibility in data collection. In cases where participants were occupied or preferred written communication, email, and messaging platforms, such as WhatsApp, were used to send interview questions and receive their responses. This approach ensured that participants could comfortably engage with the research process at their convenience.