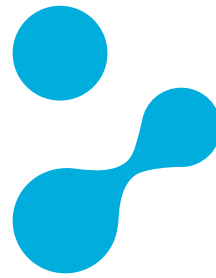


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**Development Recommendations for
Satakunnan Monikulttuuriyhdistys
ry, Pori, Finland**

DEGREE PROGRAMME IN INTERNATIONAL TOURISM
MANAGEMENT
2025

ABSTRACT

Wathudura Imalka Madushani: Development recommendations for Satakunnan Monikulttuuriyhdistys ry, Pori, Finland.

Bachelor's thesis

Degree programme in International Tourism Management

May 2025

Number of pages: 94

Commissioner: Satakunnan Monikulttuuriyhdistys ry, Pori, Finland

This thesis presented development recommendations for Satakunnan Monikulttuuriyhdistys ry (SMY), an association based in Pori, Finland, focused on multicultural integration and social inclusion. The study explored SMY's operations, identified its strengths and challenges, and proposed strategies to improve its effectiveness, visibility, and sustainability.

Using a practice-based research approach, it combined qualitative data from stakeholder interviews with quantitative survey results. The analysis applied SWOT, Stakeholder theory, and the RACE digital marketing model. Findings showed that while SMY was valued for its inclusive programs, it struggled with staffing, volunteer coordination, and digital outreach. Growth opportunities include building partnerships, enhancing digital presence, and formalizing internal processes. The study concluded with a strategic plan to support SMY's long-term impact in promoting intercultural dialogue and community cohesion in the Satakunta region.

Key words: multicultural integration, community engagement, development recommendations, stakeholder collaboration, digital outreach, volunteer management

PREFACE

This thesis represents a significant step in my academic and professional journey, focusing on the development plan for Satakunnan Monikulttuuriyhdistys ry. The aim of this research is to enhance the organization's services, strengthen social inclusion, and improve community engagement, benefiting both immigrants and the local Finnish population.

I would like to extend my sincere gratitude to Ms. Maija Aalto, Executive Manager at Satakunnan Monikulttuuriyhdistys ry, who has served as the commissioner of this thesis. Her invaluable insights into the organization's operations, challenges, and development needs have been essential in shaping this research. Her dedication to fostering multicultural integration has been truly inspiring.

I also wish to express my sincere appreciation to my thesis supervisor, Ms. Jaana Ruhoo, for her continuous guidance, and support throughout this process. Her expertise has been instrumental in refining this study and ensuring its academic rigor.

Additionally, I am grateful to the staff, volunteers, and community members of Satakunnan Monikulttuuriyhdistys ry, whose participation in surveys and interviews provided essential perspectives that enriched this research. Their contributions have been invaluable in understanding the organization's status and identifying opportunities for development.

Finally, I would like to acknowledge the unwavering support of my family and peers, whose encouragement has played a crucial role in the successful completion of this thesis.

I believe that the results and recommendations presented in this study will contribute meaningfully to the future growth of Satakunnan Monikulttuuriyhdistys ry and inspire further efforts in promoting multicultural integration and community development.

CONTENTS

1 INTRODUCTION	6
2 INTRODUCTION TO SATAKUNNAN MONIKULTTUURIYHDISTYS RY ...	7
3 RESEARCH CONTEXT AND DEVELOPMENT TASKS.....	9
3.1 Purpose of the thesis.....	9
3.2 Justification for choosing a practice-based thesis.....	9
3.3 Objective of the Thesis	11
3.4 Reserch questions.....	12
4 KEY CONCEPTS IN MULTICULTURAL INTEGRATION	13
4.1 Multiculturalism.....	13
4.2 Diversity.....	14
4.3 Social inclusion.....	14
4.4 Cultural exchange.....	15
4.5 Volunteer management.	16
4.6 The Impact of Community Organizations on Immigrant Integration and Social Cohesion.....	16
5 FRAMEWORKS FOR EVALUATING THE CASE ORGANIZATION.....	17
5.1 Swot analysis.....	17
5.2 Stakeholder theory	18
5.3 Race digital marketing theory	19
6 RESEARCH METHODOLOGIES OF THE STUDY	20
7 RESEARCH FINDINGS AND ANALYSIS SUPPORTING THE DEVELOPMENT PLAN FOR SMY	22
7.1 Qualitative Research Analysis - A Stakeholder Perspective on the Impact and Development of Services at SMY	23
7.1.1 Analysis of SMY's Management Perspective: SWOT-Based Insights on SMY's Development.....	24
7.1.2 Analysis of Volunteer Perspective: Engagement, Challenges, and Recommendations for SMY	26
7.1.3 Analysis of Immigrant customer perspective: Experience, Impact, and Areas for Development at SMY	27
7.1.4 Analysis Finnish customer perspective on SMY's Multicultural Programs and Community Impact.....	29
7.2 Quantitative Research Analysis - A Stakeholder Perspective on the Impact and Development of Services at SMY	30
7.2.1 Demographics.....	31
7.2.2 Distribution of Respondent Participation in Available Services	34
7.2.3 Customer Satisfaction with Services Provided by SMY	35

7.2.4 Initial Awareness of SMY	37
7.2.5 Perceptions of online visibility and digital outreach.....	38
7.2.6 Exploring user engagement with the organization's website and social media	39
7.2.7 Navigation and Information Access on Website and Social Media .	40
7.2.8 Suggestions for Enhancing the Organization's Digital Outreach.....	40
7.2.9 Community Suggestions for Future Services and Activities.....	41
7.3 Volunteer Management and Engagement Strategies for SMY	42
7.4 Utilizing SWOT Analysis for the Strategic Development of SMY	46
7.4.1 Strength	46
7.4.2 Weakness.....	47
7.4.3 Threats.....	49
7.4.4 Opportunities	50
7.4.5 Development plan for addressing weaknesses and threats.....	51
7.5 Evaluation of Stakeholder Engagement in SMY	54
7.6 Analysis of Digital Marketing Theory's Impact on SMY's Strategic Growth	56
7.6.1 Analyse of SMY'S Facebook presence using the RACE digital marketing framework.....	57
7.6.2 Analyse of SMY'S Instagram presence using the RACE digital marketing framework.....	62
7.6.3 Analyse of SMY'S You Tube presence using the RACE digital marketing framework.....	65
7.6.4 Analyse of SMY'S Tik Tok presence using the RACE digital marketing framework.....	67
7.6.5 Analysis of SMY 's presence Website Performance and Google Presence	69
8 DISCUSSIONS	74
9 CONCLUSION	76
10 FINAL REFLECTIONS AND FEEDBACK FROM THE COMMISSIONER AND COMMUNITY COORDINATOR.....	78
REFERENCES	81
APPENDIX 1: INTERVIEW QUESTIONS FOR THE EXECUTIVE DIRECTOR AND COMMUNITY COORDINATOR OF SMY	85
APPENDIX 2: INTERVIEW QUESTIONS FOR THE VOLUNTEER WORKER	87
APPENDIX 4: INTERVIEW QUESTIONS FOR THE IMMIGRANT CUSTOMER OF SMY	88
APPENDIX 5: INTERVIEW QUESTIONS FOR THE FINNISH CUSTOMER OF SMY	89
APPENDIX 6: QUESTIONNAIRE OF SURVEY.....	90

1 INTRODUCTION

The integration of immigrants is a significant challenge for many countries, including Finland. Immigrants often encounter language barriers, cultural differences, and challenges navigating public services. Organizations that support immigrant integration are crucial in addressing these obstacles and promoting social inclusion. (Global Citizen, 2025.)

This thesis explores the role of organizations in promoting immigrant integration and fostering multiculturalism and the organizations play an essential role in enhancing engagement between both local and immigrant communities, ensuring mutual understanding and cooperation. The idea for this study emerged during author's practical training at Satakunta Monikulttuuriyhdistys ry, which, like other organizations of its kind, plays a key role in providing these services. During training time there, the author observed firsthand the organization's impact on immigrants and refugees. However, several challenges were also identified, such as limited financial resources, difficulties in reaching a wider audience, and a growing demand for services.

The primary goal of this research is to develop a strategic plan for Satakunta Monikulttuuriyhdistys ry, focusing on enhancing its services, improving community engagement, and ensuring long-term sustainability. The study analyses how the organization can optimize its resources, broaden its outreach, and address operational challenges to strengthen its role in promoting social cohesion and immigrant integration within the Satakunta region.

To achieve this, the research utilizes SWOT analysis, stakeholder theory, and digital marketing theory to assess the organization's current operations, challenges, and potential for growth. Furthermore, the study employs a combination

of qualitative and quantitative methods, including direct observation from practical training and interviews, notably with thesis commissioner, Maija Aalto, the Executive Manager of Satakunta Monikulttuuriyhdistys ry. The findings highlight the organization's strengths as well as areas for improvement. Based on these insights, the study proposes a comprehensive development recommendation aimed at enhancing services, expanding digital outreach, fostering stakeholder collaboration, and improving organizational capacity. This plan is designed to strengthen both Finnish and immigrant community engagement, ensuring long-term growth and success.

2 INTRODUCTION TO SATAKUNNAN MONIKULTTUURIYHDISTYS RY

Satakunnan Monikulttuuriyhdistys ry, founded on March 25, 1996, is an association based in Pori, Finland, dedicated to promoting multiculturalism and diversity within the Satakunta region. The association serves as a platform for immigrants, refugees, and locals to connect and build stronger community ties. Satakunta Monikulttuuriyhdistys ry, also known in English as the Multicultural Association of Satakunta. (Satakunnan Monikulttuuriyhdistys ry, n.d.) Throughout this thesis, the organization will be referred to as SMY for consistency and clarity.

As of the latest report, the organization has a total of 315 members who have paid the membership fees, including 295 adults and 20 children. The members represent different nationalities, with immigrants making up 75% of the total membership. (Aalto, 2025, WhatsApp conversation.) This diversity underscores the organization's vital role in supporting integration efforts.

The association's mission focuses on equality, human rights, and combating discrimination. Through its work, SMY strives to ensure that everyone, regardless of their background, has equal opportunities to participate fully in society. (Satakunnan Monikulttuuriyhdistys ry, n.d.) This mission is increasingly important as the

immigrant population in the Satakunta region grows, leading to a greater need for services that support integration and inclusion.

Moreover, the organization offers a wide array of services aimed at helping immigrants adjust to their new life in Finland. By offering language acquisition courses, volunteer opportunities, and training initiatives for university students, SMY equips immigrants with essential skills needed for adapting to Finnish society. (Satakunnan Monikkulttuuriyhdistys ry, 2025) These efforts not only help individuals develop the skills necessary for integration but also strengthen social bonds within the community

In addition, the association provides a variety of programs for children, such as hobby-based activities, alongside organizing cultural events that celebrate diversity. The organization also offers support to immigrants in navigating social and public services, ensuring they feel included, empowered, and well-supported in their new environment. (Aalto, 2025, personal conversation.) These services are designed to ease the transition process, reduce social isolation, and foster a sense of belonging within Finnish society.

Despite its valuable contributions, the organization faces several operational challenges. These include limited financial resources, constraints in reaching wider audiences through digital channels, and difficulties in assessing and expanding its impact (Aalto, 2025, personal conversation.). Additionally, as the immigrant population continues to grow in Pori, the demand for services that promote integration, and social inclusion becomes even more pressing. Therefore, the need for strategic development and long-term sustainability of the association is critical.

This study seeks to address these challenges by developing a comprehensive development plan for SMY. The objective is to enhance the organization's service offerings, improve community engagement, strengthen stakeholder collaboration, and secure financial sustainability. By focusing on these key areas, the study aims to help the organization optimize its resources and maximize its impact, ensuring a more inclusive and socially cohesive community in the Satakunta region.

3 RESEARCH CONTEXT AND DEVELOPMENT TASKS

3.1 Purpose of the thesis

As Finland continues to grow as a multicultural society, organizations like SMY play a vital role in promoting social inclusion, cultural exchange, and immigrant integration (Satakunnan Monikulttuuriyhdistys ry, n.d.). However, the organization faces several challenges that hinder its ability to maximize its impact. Therefore, the purpose of this thesis is to develop a strategic development plan for SMY, with a focus on enhancing service offerings, strengthening community engagement, increasing volunteer participation, and advancing digital marketing strategies to expand outreach and engagement.

3.2 Justification for choosing a practice-based thesis

This thesis utilizes a practice-based research framework, which is particularly well suited for developing a strategic development plan for SMY. Unlike traditional academic research, which focuses primarily on theoretical exploration, practice-based research emphasizes practical application, real-world engagement, and experiential learning. This approach ensures that the findings are directly relevant and actionable within the organization's operational context. (Satakunta University of Applied Sciences, n.d.)

Practice-based research differs from traditional academic methods by prioritizing practical solutions and innovation over theoretical inquiry. This is especially beneficial when addressing organizational challenges, where the focus is on improving processes, engagement, and sustainability, rather than merely testing theoretical concepts. (Candy, 2006, P.2 – 5.) The goal of this study is to develop a strategic plan that is rooted in the real-world challenges of the organization, offering actionable solutions to strengthen service offerings, community engagement, and financial sustainability.

A key strength of this approach is the author's firsthand experience gained through an internship at SMY. This direct exposure to the organization's operations, service delivery, stakeholder engagement, and challenges provides valuable insights, which inform the research findings. Through observing daily activities, interacting with staff and beneficiaries, and evaluating program effectiveness, the author identified key issues, including volunteer engagement, digital outreach, and financial sustainability. These issues are central to the strategic development plan proposed in this study.

This methodology is vital for bridging the gap between theory and practice, allowing academic inquiry to inform real-world applications. It fosters a deeper understanding of how theoretical concepts can be applied and tested in actual settings, creating both academic knowledge and practical solutions. This is particularly relevant for organizational development, service enhancement, and stakeholder collaboration. By engaging directly with the organization, the study proposes solutions that are aligned with the organization's needs and challenges. (Gauntlett, 2021.)

Additionally, this research utilizes a mixed-methods approach, integrating qualitative and quantitative strategies, such as conducting interviews, surveys, Documents, making direct observations, and analyzing digital platforms, to ensure an in-depth investigation of the research subject. The qualitative component includes interviews with staff, volunteers, and beneficiaries, offering insights into their experiences and expectations. The quantitative aspect involves surveys from immigrants, community members, and potential volunteers, assessing their perceptions of the organization's programs, volunteer engagement efforts, and digital outreach strategies.

By applying a practice-based methodology, this research ensures that its recommendations are both academically sound and practically applicable. The strategic development plan will help SMY enhance its service delivery, expand its digital outreach, strengthen volunteer participation, and improve financial sustainability in a sustainable manner. This study contributes to academic knowledge while also supporting the tangible growth and development of the organization.

3.3 Objective of the Thesis

The primary objective of this thesis is to develop a strategic development recommendation for SMY, focusing on enhancing its service offerings, strengthening community engagement, and ensuring long-term sustainability. To achieve this, the study aims to:

- Assess the current state of services provided by SMY and evaluate the impact of its programs on the local community and immigrants.
- Develop strategies to enhance volunteer engagement in support of the organization's initiatives and strengthen its role in service delivery.
- Propose effective strategies to improve operational efficiency and optimize digital marketing efforts to increase outreach and stakeholder engagement.
- Identify key areas for improvement within the organization's operations to ensure long-term sustainability and effectiveness.

The first objective of this study is to evaluate the effectiveness of SMY's existing programs—including language courses, employment assistance, social integration initiatives, and cultural activities—in addressing the needs of the local immigrant population. Additionally, it aims to analyse the broader impact of these programs on social cohesion, multicultural awareness, and economic development, emphasizing the organization's role in fostering a more inclusive society.

The second objective is to develop strategies to increase volunteer engagement, recognizing that volunteers play a crucial role in supporting the organization's initiatives. By identifying ways to attract, retain, and motivate volunteers, the organization can expand its capacity to deliver services effectively and strengthen its community impact. The third objective is to provide strategic recommendations for enhancing the organization's operations, with a particular focus on improving digital marketing to increase outreach.

Finally, the study will identify key areas for improvement in the organization's operations to ensure long-term sustainability and effectiveness by gathering insights from stakeholders, including staff, beneficiaries, and community partners. This analysis will help pinpoint existing challenges related to funding, outreach, and service delivery while identifying potential opportunities for growth and expansion.

3.4 Research questions

This study seeks to explore key areas related to the development and operational strategies of SMY. By focusing on practical, practice-based research, the aim is to offer actionable recommendations that can be directly implemented within the organization's framework. The proposed strategies will be firmly rooted in the real-world context of SMY, ensuring they are both realistic and relevant to its unique operations. The central research question of this study is “How can a strategic development recommendation be implemented for SMY to effectively support its diverse community? “To achieve this goal, the following sub-research questions have been formulated:

- How effective are the current services of SMY in supporting the local community and immigrant integration?
- What impact do the organization's programs have on social inclusion and community cohesion?
- How can Volunteer engagement and digital marketing strategies be improved to enhance Outreach and sustainability?
- What key operational areas require improvement to ensure long-term efficiency and growth?

By addressing these sub-research questions, the study aims to develop a strategic development plan that will optimize the organization's operations, expand its impact, and ensure sustainability.

4 KEY CONCEPTS IN MULTICULTURAL INTEGRATION

A theoretical framework is a crucial component of academic research as it provides the foundation upon which a study is built. It serves as a guide, helping researchers define key concepts, variables, and relationships relevant to the study. By linking the research to existing theories, the framework establishes a strong rationale, ensuring that the study is grounded in established knowledge. (Hassan, 2024.)

This chapter explores the key concepts essential for understanding immigrant integration, community engagement, and multicultural organizational development. The discussion includes multiculturalism, diversity, social inclusion, cultural exchange, and volunteer management. These concepts provide a foundation for analysing the role of SMY in fostering multiculturalism in Pori, Finland.

4.1 Multiculturalism

Multiculturalism encompasses the presence of various cultural groups within a society, ensuring that all individuals have equal rights, opportunities, and access to participation. It serves as a developmental framework that encompasses intellectual, social, religious, and moral practices, all of which contribute to shaping a society's broader composition. (Encyclopaedia Britannica, n.d.) A key aspect of multiculturalism is its relationship with indigenous arts, which are deeply rooted in a society's dominant cultural values. Studying intercultural and indigenous artworks often involves analysing variations within residential communities, traditional cultural expressions, and multicultural or intersectional influences (Al-Thamari et al., 2020).

These approaches help understand culturally diverse societies and shape multiculturalism perspectives. SMY plays a crucial role in fostering multiculturalism by organizing cultural events, language programs, and advocacy initiatives that bring different ethnic communities together.

4.2 Diversity

Diversity refers to the variety of cultures, ethnic groups, languages, and backgrounds present within a community (EBSCO, 2024). The importance of diversity in society is significant for several reasons. First, it encourages cultural exchange between immigrants and the local population. This exchange fosters mutual understanding, reduces prejudice, and builds a more tolerant community. By facilitating cultural sharing, the organization helps bridge gaps between different groups, offering opportunities to learn about various traditions, customs, and values. This cultural richness also supports economic growth, as immigrants contribute to the workforce, entrepreneurship, and cultural industries, enriching the overall society (Kymlicka, 2010, p.63-64).

In the context of SMY, diversity is central to its mission. Finland is a growing multicultural society, and Pori, where the organization is based, is home to people from many different nationalities. The association's role is to support immigrants in navigating the cultural, social, and economic landscape of Finland, ensuring that their diverse needs are met while fostering an inclusive environment. (Satakunnan Monikulttuuriyhdistys ry, n.d.).

4.3 Social inclusion

The importance of social inclusion is paramount in fostering a cohesive society. It ensures that all members of society, regardless of their background, can participate fully in economic, social, and cultural activities (Building Better Opportunities, n.d.). Social inclusion allows immigrants to integrate into society by providing them access to services such as education, healthcare, housing, and employment. In this way, inclusion helps to break down barriers that might otherwise prevent them from achieving their potential. This enhances both individual well-being and the broader social and economic growth of the community (EBSCO, 2024).

SMY plays a vital role in promoting social inclusion in Pori, Finland, particularly by supporting immigrants in overcoming the various challenges they face, such as

language barriers, discrimination, and a lack of knowledge about the local social systems.

4.4 Cultural exchange

Cultural exchange is essential for building mutual understanding, respect, and collaboration among various communities (Lima, 2023). By sharing traditions, values, and customs, individuals from different backgrounds can connect, fostering social unity and breaking down stereotypes. Additionally, cultural exchange encourages immigrants to maintain their cultural identity while adapting to their new environment, creating a sense of belonging and reducing social isolation (Cultural Exchange and Transmission of Values in Tourism, 2025, p.2).

In multicultural societies like Finland, cultural exchange is essential for creating an inclusive environment where immigrants and locals can interact, learn from each other, and build meaningful relationships. SMY plays a significant role in promoting cultural exchange in Pori and these initiatives create opportunities for immigrants to showcase their cultural heritage while also learning about Finnish traditions.

Accordingly, SMY plays a vital role in promoting multiculturalism, diversity, social inclusion, and cultural exchange through a comprehensive range of programs that foster integration and community engagement. By offering language acquisition courses, volunteer opportunities, and training initiatives for university students, the organization equips immigrants with essential skills for adapting to Finnish society while strengthening social bonds (Aalto M, 2025). Additionally, it provides hobby-based activities for children, cultural events, and support in navigating social and public services, ensuring that immigrants feel included and empowered in their new environment.

Through initiatives such as job coaching, peer support groups, family cafés, and digital assistance, the organization actively reduces barriers to integration, helping individuals find employment, build meaningful connections, and engage in cultural

exchange. With a volunteer network and community-driven approach, SMY continues to enhance social cohesion, reduce isolation, and create an inclusive society where people from all backgrounds can thrive together (Satakunnan Monikhulttuuriyhdistys ry, 2025).

4.5 Volunteer management.

Volunteer management involves the systematic approach of attracting, training, organizing, and retaining volunteers to help an organization achieve its goals. This process ensures that volunteers are engaged, equipped with the necessary skills, and effectively utilized to contribute to the organization's success. Effective volunteer management includes clear role definitions, proper training, ongoing communication, and recognition efforts to maintain commitment and satisfaction. Organizations that implement structured volunteer programs with digital coordination tools and flexible participation opportunities tend to experience higher retention and engagement rates (VolunteerHub, 2024).

4.6 The Impact of Community Organizations on Immigrant Integration and Social Cohesion

This study also explores existing research on immigrant integration and the contribution of community organizations to promoting social cohesion. Immigrant integration is a multidimensional process that involves social, economic, and cultural inclusion within the host society (International Organization for Migration, 2020). Research highlights that successful integration depends on access to education, employment opportunities, language acquisition, and active community participation.

Community organizations play a crucial role in this process by providing essential services, advocacy, and support networks for immigrants (Putnam, 2007). These organizations bridge the gap between immigrants and local communities, promoting multicultural interactions, reducing social isolation, and strengthening intercultural understanding. Studies emphasize that volunteer programs, cultural

activities, and language training initiatives significantly contribute to social cohesion and inclusive communities (International Organization for Migration, 2020).

For SMY, understanding the impact of its programs on immigrant integration and community cohesion is essential. By analysing best practices from similar organizations, this study identifies effective strategies to enhance service delivery, volunteer engagement, and stakeholder collaboration, ensuring the organization's long-term sustainability and effectiveness.

5 FRAMEWORKS FOR EVALUATING THE CASE ORGANIZATION

This study applies three key theoretical frameworks: SWOT Analysis, Stakeholder theory, and the RACE digital marketing framework. These frameworks provide structured approaches to evaluating SMY's strengths and weaknesses, understanding stakeholder relationships, and enhancing digital outreach efforts. While this chapter briefly introduces these concepts, a more detailed discussion and application of each framework are presented in the next three sub chapters.

5.1 Swot analysis.

SWOT analysis is a powerful tool for strategic planning and decision-making, helping organizations understand the internal and external factors that influence their success. The framework evaluates Strengths, Weaknesses, Opportunities, Threats, enabling businesses or individuals to assess their current situation, identify risks, and develop strategies for growth (Kumar & K.B, 2023.) Accordingly, by leveraging the strengths of SMY addressing weaknesses, and recognizing opportunities and threats, organizations can make informed decisions to achieve their goals. To help illustrate this process more clearly, Figure 1 provides a visual representation that further aids in the analysis of these four components, making it easier to formulate strategies and develop actionable insights.

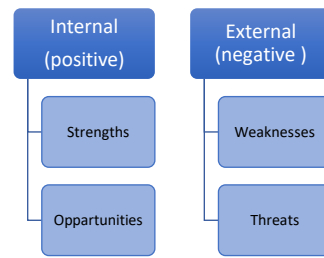


Figure 1: The Power of SWOT: Understanding Strengths, Weaknesses, Oppartunities, and Threats (SEMrush, n.d.)

5.2 Stakeholder theory

Stakeholder theory, initially proposed by R. Edward Freeman in 1984, suggests that organizations should prioritize not just the interests of shareholders, but also the needs and concerns of all stakeholders those groups or individuals who have an impact on, or are impacted by, the organization's actions. (Darden, n.d.) According to Freeman (1984), organizations must create value for a broad range of stakeholders, including customers, employees, suppliers, local communities, and even the environment, rather than solely maximizing profits for shareholders. (SSRN, 2001, p.10.) This theory encourages organizations to maintain strong, long-term relationships with all stakeholders to ensure sustainable success.

The key premise of Stakeholder Theory is that the success of an organization is dependent on how well it manages the relationships with various groups that have a vested interest in its operations. These stakeholders include both primary groups (such as employees, customers, and suppliers) and secondary groups (such as the media, government bodies, and community organizations). The theory emphasizes creating a balance between the interests of these groups to achieve organizational goals while promoting ethical responsibility. (SSRN, 2001, p.10 – 18.)

To further enhance the understanding of Stakeholder Theory, Figure 2 provides a visual representation that aids in analysing the various components of the theory. This diagram visually maps out how different stakeholders—such as customers, employees, suppliers, government bodies, and communities are interconnected with an organization and how their interests influence organizational

decision-making. By providing a clearer structure of these relationships, the figure supports a more comprehensive approach to stakeholder management, ensuring that an organization can balance the needs and concerns of various groups to achieve long-term success.

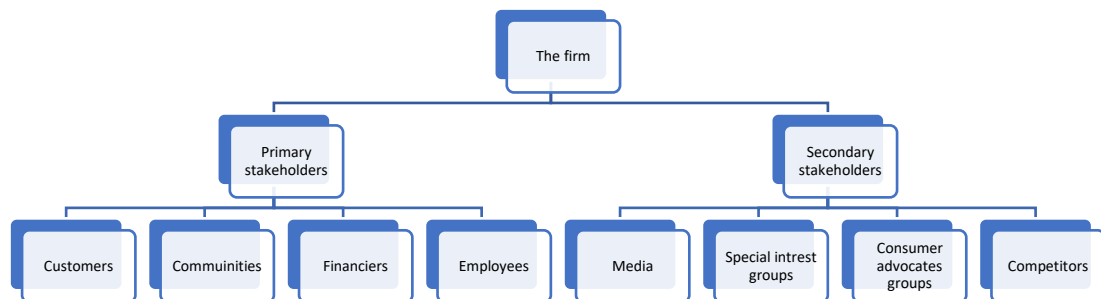


Figure 2: stakeholder engagement (Bing, n.d.)

5.3 Race digital marketing theory

Digital marketing theory refers to the strategies, tactics, and frameworks that organizations use to promote their products or services using digital technologies. This encompasses multiple digital platforms, including search engines, social media networks, websites and email campaigns etc. Digital marketing theory is often rooted in understanding consumer behaviour in the digital world, creating relevant content, utilizing data analytics for decision-making, and fostering engagement across various digital platforms. (Mandal et al., 2016, p. 50.)

For this study, the RACE Digital Marketing Framework is a widely recognized tool that guides organizations in planning and optimizing their digital marketing strategies. It consists of four stages: Reach, Act, Convert, and Engage (Chaffey, n.d.). Each stage represents a critical part of the digital marketing process, helping organizations interact with and engage their target audience effectively.

Moreover, Race digital marketing theory extends beyond simple promotion. It's about understanding the needs of the target audience and communicating with them in ways that provide real value. As digital media continues to grow, marketing practices have shifted away from traditional methods and towards interactive, online platforms. (Chaffey, n.d.) This transition has created a more dynamic,

measurable, and cost-effective approach to reaching audiences, making it a vital strategy for organizations to connect with their communities effectively.

As shown in Figure 3, the RACE framework outlines the stages involved in attracting, engaging, converting, and retaining an audience, which are crucial for enhancing SMY's community engagement and promoting its multicultural initiatives.

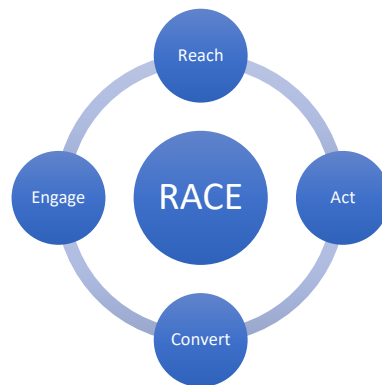


Figure 3: The digital marketing framework (SlideModel, n.d.)

6 RESEARCH METHODOLOGIES OF THE STUDY

This study utilizes direct observation as its primary method, complemented by a mixed-methods approach that integrates both qualitative and quantitative research techniques. The direct observation was carried out during the researcher's practical training period at SMY, where active engagement with the organization's daily operations, events, and stakeholder interactions offered valuable, first-hand insights. This method allowed the researcher to gain a deeper understanding of the internal processes, cultural dynamics, and service delivery challenges within the organization.

Furthermore, to analyse the data, the author applied several analytical tools and theories. The SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis was used to assess SMY's internal capabilities and external challenges. The Stakeholder Theory helped the researcher examine the relationships and

influence of various groups involved with the organization, such as employees, customers, and partners (Chaffey, n.d.). Additionally, the RACE (Reach, Act, Convert, Engage) digital marketing model was employed to evaluate SMY's online marketing strategies and how well the organization interacts with its audience through digital channels.

To strengthen the credibility and depth of the research, a mixed methods design was used. The qualitative component, which included five semi-structured interviews with key stakeholders, enabled the collection of rich, context-specific insights into the effectiveness and developmental needs of SMY. Qualitative research is particularly beneficial for exploring complex social dynamics, capturing diverse viewpoints, and understanding human experiences in depth (Ayton et al., 2023, Chapter 3, "What is qualitative research?").

Meanwhile, the quantitative element focused on analysing numerical data related to service usage, volunteer participation, and community engagement. This helped identify measurable trends and patterns, supporting evidence-based conclusions. Quantitative research offers objectivity, allows generalization, and aids in recognizing patterns that may not be visible through qualitative means alone. By combining both approaches, the study benefits from the in-depth, human-centred insights of qualitative data and the statistical reliability of quantitative analysis (Ayton et al., 2023, Chapter 3, "What is qualitative research?"). This integration enhances the overall reliability, validity, and practical relevance of the findings, aligning with the research questions and enabling the formulation of well-rounded, data-driven recommendations for improving the sustainability and impact of SMY.

Ethical responsibility was carefully maintained throughout all phases of the research, including the practical training, qualitative interviews, and quantitative survey. During the practical training period at SMY, the researcher engaged in discreet, non-intrusive observation focused solely on publicly accessible activities. No personal or identifying information was recorded, and all observations were documented in an anonymous manner to protect individual privacy. Moreover, this study adhered to standard ethical research practices to ensure the protection, confidentiality, and rights of all participants. Participation in both the qualitative

interviews and the quantitative survey was entirely voluntary, and all individuals were informed of the purpose of the research in advance.

For the qualitative component, the researcher conducted five semi-structured interviews. Prior to each interview, participants were clearly informed about the purpose of the study and assured that their identities would remain anonymous. Verbal consent was obtained to confirm their voluntary participation, and the interviews were audio recorded with permission and transcribed securely. No identifying information was included in the final thesis. The data from these interviews was accessible only to the researcher and was securely deleted after the completion of the thesis.

Additionally, for the quantitative component, the researcher did not collect any personal or identifying information, thereby ensuring complete anonymity of all participants. Respondents were clearly informed about the academic purpose of the survey and their voluntary participation. All responses were stored in a secure, password-protected digital environment and were used exclusively for the purpose of this thesis. Upon the completion of the study, all data was permanently deleted to protect respondent privacy and to prevent any unauthorized access. These ethical considerations were carefully implemented to uphold the integrity of the research process and to ensure the trust, privacy, and safety of all individuals involved.

7 RESEARCH FINDINGS AND ANALYSIS SUPPORTING THE DEVELOPMENT PLAN FOR SMY

This chapter presents the findings of the study, which aims to develop a comprehensive and practical development plan for SMY. By focusing on practice-based research, the goal is to offer actionable recommendations directly applicable within the organization's framework. The proposed strategies are grounded in the real-world context of SMY, ensuring their relevance and feasibility. (Satakunta

University of Applied Sciences, n.d.) To meet the study's objectives, the author employed a mixed-methods research approach, both qualitative and quantitative techniques. The qualitative component involved conducting five semi-structured interviews with key stakeholders, which offered valuable insights into their perceptions and experiences related to the organization (Jamshed, 2021, p. 1-2.). Additionally, a survey was distributed to gather responses from a broader population, offering quantitative data to identify trends and patterns (Gaille, 2019.).

The author also utilized several theoretical frameworks to guide the analysis of the data, including Volunteer Management and Engagement Strategies, SWOT Analysis, Stakeholder Theory, and the RACE Digital Marketing Model. These theories were applied to SMY's operations, with findings from the observation data gathered during the author's practical training at the organization enriching the analysis. This chapter analyses the results of each research process, presenting insights that support the development plan for SMY, and the development recommendations were shaped not only by the research findings but also supported by general insights from relevant literature on volunteer engagement, stakeholder communication, and digital strategy.

7.1 Qualitative Research Analysis - A Stakeholder Perspective on the Impact and Development of Services at SMY

This qualitative research component explores the perspectives of key stakeholders involved with SMY, focusing on the perceived impact and development needs of the organization's services. The data was collected through five semi-structured, face-to-face interviews with the Director, Executive Director, one volunteer, one immigrant customer, and one Finnish customer. Semi-structured interviews (open-ended questions) were chosen due to their flexibility and ability to generate rich, detailed responses while still maintaining a consistent structure across interviews (Adams, 2015, p. 492.)

This method allows the researcher to probe deeper into specific issues as they arise, enabling a more nuanced understanding of complex social experiences and perceptions (Jamshed, 2021, p. 1-2.) The author recorded the five interviews and

ensured ethical considerations were followed by obtaining permission from all participants before recording the interviews. This recording process significantly aided the data analysis process, allowing for more accurate transcriptions and a deeper analysis of the responses.

7.1.1 Analysis of SMY's Management Perspective: SWOT-Based Insights on SMY's Development

The interviews with the executive director and community coordinator of SMY provide valuable insights into the organization's current strategic position and align closely with the study's core research questions. Both leaders emphasized SMY's foundational goal of fostering integration between immigrants and the local Finnish population. The organization operates in accordance with Finland's integration laws and is committed to offering equal services that promote mutual understanding and social cohesion.

From a strength's perspective, SMY distinguishes itself as the only association in the Satakunta region providing broad-based multicultural services, unlike others that focus on single cultural groups. Its central location, long-term expertise in multicultural issues, and a robust volunteer base of 102 individuals contribute significantly to its operational capacity. These strengths also reflect positively on the organization's impact in promoting community integration.

However, several internal weaknesses emerged that directly relate to organizational efficiency. The lack of structured planning for new activities, unstable funding sources, and limited permanent staff hinder SMY's ability to scale or sustain certain key services. The high turnover of short-term interns further undermines long-term program continuity. Moreover, current digital outreach practices are inconsistent, with delayed marketing efforts and underutilized social media platforms, signalling a need for a stronger digital strategy. The organization's outreach to local Finnish communities is limited, partly due to the sensitivity surrounding multicultural terminology, suggesting a need for more inclusive branding and communication approaches.

The interview also revealed external opportunities that SMY could capitalize on, such as expanding its service area to cities like Rauma and strengthening partnerships with regional stakeholders and educational institutions. The growing need for multicultural integration in Finland presents an opportunity for increased relevance and impact, especially if SMY can position itself as a bridge between public institutions and diverse communities. Additionally, engaging more Finnish students through internships could facilitate cultural exchange and improve the association's visibility among local populations.

On the other hand, significant external threats were identified, particularly concerning funding and staffing. The uncertainty surrounding the continuation of financial support from the City of Pori after 2026 poses a critical risk to the organization's sustainability. The impending end of major programs like "OMA URA" in April 2025 will reduce staff capacity to just two core employees, thereby limiting service delivery. Furthermore, increasing competition from other institutions offering Finnish language courses may reduce SMY's unique value proposition in this area.

Stakeholder engagement was highlighted as both a strength and an area for growth. While SMY collaborates with various local actors, most partnerships offer limited financial backing. Expanding stakeholder engagement, especially with government and private sector actors, could alleviate financial stress and create more consistent support for long-term planning. In terms of evaluation, SMY uses informal survey tools to assess program impact, such as feedback forms and emoji-based feedback boxes. While these methods offer immediate impressions, developing more systematic impact evaluation frameworks would enhance strategic planning and accountability.

Overall, the management insights underline that while SMY is a uniquely positioned organization with commendable grassroots impact, it must address structural and strategic challenges to ensure future growth, improved integration outcomes, and operational sustainability. Aligning its development plan with data-driven decision-making, enhanced volunteer management, and digital marketing improvements will be crucial in achieving the goals defined in this study.

7.1.2 Analysis of Volunteer Perspective: Engagement, Challenges, and Recommendations for SMY

The interview with a volunteer worker at SMY, guided by questions aligned with the research objectives of this study, offers a grassroots perspective on internal operations, stakeholder engagement, and areas for improvement. The volunteer played an active role in the Asian culture event 2024, contributing through cultural performances and assisting with food preparation representing various Asian nationalities. Their motivation stemmed from a personal connection to cultural identity and a desire to promote diversity—values that align closely with SMY's core mission. The experience was described as deeply rewarding, especially in witnessing the event's impact in fostering community cohesion and cultural appreciation.

Despite this positive engagement, the interview revealed several structural limitations within the organization's volunteer management system. While SMY is appreciated for its inclusiveness and enthusiasm in organizing multicultural events, communication with volunteers was identified as a key weakness. Coordination was minimal, with only one meeting held shortly before the event, resulting in missed opportunities for early involvement and collaborative planning. The absence of consistent communication tools, such as a dedicated WhatsApp group or shared digital platform, led to confusion and last-minute arrangements. Additionally, while the volunteer felt partially utilized—especially through performing arts—they noted that other skills, such as event logistics and coordination, were overlooked due to lack of early engagement and skill-matching processes.

The volunteer also observed broader challenges related to organizational resources. The limited number of paid staff and a noticeable lack of financial support significantly impacted event planning. Volunteers often had to manage their own expenses for materials and supplies, highlighting a need for better resource allocation or external funding partnerships. Furthermore, logistical constraints such as an overcrowded venue affected both the audience experience and the quality of performances, revealing a gap in infrastructure planning.

Nevertheless, SMY's strengths are evident in its commitment to cultural inclusion and community-building. The positive energy at events and the large, enthusiastic volunteer base reflects strong grassroots engagement. To build on this, the volunteer recommended several practical strategies for enhancing the volunteer program. These included implementing regular check-ins, improving digital communication tools, assigning roles based on individual strengths, and introducing skill development workshops. Recognizing volunteer contributions through certificates or public appreciation was also suggested as a motivational tool. On a broader level, strengthening SMY's digital communication and increasing its social media presence were seen as key to attracting new volunteers and expanding outreach.

In terms of long-term development, the volunteer emphasized the importance of structured volunteer coordination, enhanced communication strategies, and stronger partnerships with external stakeholders. These improvements would not only increase organizational efficiency but also deepen the impact of multicultural initiatives. The insights underscore the importance of valuing and investing in volunteer capacity, both as a critical operational resource and as a bridge to community empowerment and integration.

7.1.3 Analysis of Immigrant customer perspective: Experience, Impact, and Areas for Development at SMY

The interview with an immigrant customer of SMY, based on questions tailored to explore user experience and integration outcomes, offers a valuable first-hand account of how the organization supports newcomers in Finland. The customer initially learned about SMY through peer recommendation, reflecting the organization's growing presence within immigrant networks. They engaged with several core services, including Finnish language classes, cultural events, and informal programs like the coffee gatherings, all of which had a positive influence on their integration process. Notably, the Finnish course and community events contributed to improved language proficiency, cultural understanding, and reduced social isolation—demonstrating that SMY's holistic, community-based approach has meaningful real-world effects.

The customer reported feeling welcomed and supported in SMY's spaces, noting that the friendly and inclusive atmosphere facilitates meaningful connections. However, a key observation was the need for improved English communication from staff members, especially to support immigrants still in the early stages of learning Finnish. This points to a practical gap in service delivery—while inclusion is prioritized, communication barriers can hinder full accessibility.

Furthermore, the customer felt that while SMY is effective in fostering multicultural inclusion, it could do more in terms of employment support. Despite asking for job assistance, they received no concrete help, suggesting a shortfall in targeted career development services. Expanding offerings like CV building, job search guidance, or coaching would enhance SMY's relevance for immigrants navigating Finland's challenging labour market.

Additionally, the interview revealed several insightful suggestions for expanding SMY's reach and deepening community impact. The customer emphasized the need for more child-focused extracurricular programs, such as sports, art, and cultural hobbies—services that are often expensive in Finland. They proposed leveraging SMY's volunteer base to create these opportunities at low or no cost, thereby addressing a critical gap in immigrant family support. From a digital engagement perspective, the customer highlighted weaknesses in SMY's social media strategy. Infrequent updates, lack of bilingual content, and unengaging posts reduce visibility and accessibility. Suggestions included posting in both Finnish and English, creating timely updates, and even using TikTok to reach a broader, younger audience—an idea that reflects evolving communication preferences among immigrant communities.

Overall, this customer's experience underscores SMY's essential role in integration through social connection and cultural programming, while also revealing clear opportunities for growth. By enhancing digital communication, expanding youth and career services, and improving bilingual outreach, SMY could further strengthen its support system for immigrants. The insights from this interview validate the organization's community-driven mission while offering actionable

feedback that aligns closely with the strategic development goals identified in this research.

7.1.4 Analysis Finnish customer perspective on SMY's Multicultural Programs and Community Impact

The Finnish customer became involved with SMY through its social media platforms, where engaging posts about various programs and events initially captured their attention. Their participation has spanned a wide range of activities, including cultural events, an internship program, English conversation groups, the coffee program, and even the 2024 Escape Game, which they found enriching and valuable for connecting with people from diverse backgrounds.

The interviewee views SMY as a vital platform for fostering multicultural understanding by offering shared spaces where both Finnish people and immigrants can interact, learn, and build mutual respect. According to them, SMY plays an essential role in bridging communities by hosting events that encourage cultural exchange and mutual learning, resulting in greater social cohesion and a more inclusive community environment. One of the noted outcomes of SMY's work is a noticeable shift in openness and awareness within the community, with both immigrants and Finns benefiting from increased exposure to each other's cultures and experiences.

From their perspective, SMY's main strengths lie in its commitment to integration, its wide-ranging multicultural programming, and its unique role in the Satakunta region. However, they also identified some areas for improvement. Chief among these is the need to broaden outreach to more Finnish residents, who are perceived as less engaged than immigrant participants. They suggest SMY develop targeted efforts to involve local Finns more actively—perhaps by organizing informal, mixed-community events or partnering with local organizations.

Other recommendations include offering more interactive and family-friendly programs, such as sports or child-centred activities, and ensuring future events are better equipped with adequate facilities, like seating space. Communication was

also flagged as a growth area: while SMY's digital outreach is informative, it lacks frequency, variety, and visual engagement. Expanding to platforms like TikTok and enhancing bilingual content would help reach a wider, more diverse audience.

The findings from the five semi-structured interviews—conducted with Executive Director, Community coordinator, a volunteer, an immigrant customer, and a Finnish customer provide valuable insight into the organization's impact, strengths, and areas for development. Overall, SMY is widely recognized as a welcoming, inclusive, and culturally responsive organization that plays a vital role in supporting immigrant integration and promoting multicultural interaction in the Satakunta region.

However, several areas for improvement emerged. Participants pointed out the need for better job-related support services, more structured professional development programs, and clearer communication—particularly through social media and bilingual content. Both internal and external stakeholders also highlighted the importance of engaging more local Finns in SMY activities, enhancing volunteer training, and ensuring accessibility and inclusivity across all events.

In conclusion, the interview data confirms that SMY is making a meaningful contribution to multicultural integration but also underscores the need for strategic improvements. Addressing the highlighted challenges can further strengthen the organization's capacity to serve a diverse community and ensure the long-term impact and sustainability of its mission.

7.2 Quantitative Research Analysis - A Stakeholder Perspective on the Impact and Development of Services at SMY

Quantitative research surveys are important because they provide a structured way to gather data from many participants, allowing for statistical analysis and generalization across a population. (Gaille, 2019.) In this chapter, a quantitative research approach was employed to assess and enhance the services and community engagement initiatives of SMY. The survey was designed using Microsoft Forms to collect anonymous responses from SMY's customers and volunteers.

To ensure the credibility and validity of the data, the survey was shared via SMY's official Facebook page and a QR code was posted on the association's notice board, making it accessible to a wider audience.

By gathering feedback directly from SMY's real customers and volunteers, the survey data is highly relevant and reflective of the true experiences and needs of the community served by the organization. The survey consisted of 14 questions, focusing on demographic information, satisfaction with services, digital outreach, volunteer engagement, and the overall impact of SMY's programs on the local community and immigrant integration. A total of 50 respondents participated, providing valuable insights into the association's services and programs.

The results from the survey will contribute to the development of a comprehensive plan that addresses the current needs of SMY while identifying opportunities for future growth and improvement. The responses will be analysed to guide the formulation of strategies that improve the organization's services, community engagement efforts, volunteer programs, and operational efficiency.

7.2.1 Demographics

As shown in Figure 4, the survey participants were asked to select their age group. Many respondents (25) fall within the age group of 35-44, indicating that SMY's services attract a more mature audience. This group represents the largest demographic, suggesting a higher level of engagement or need for services among this age range. The second-largest group consists of individuals in the 25-34 age range, with 13 respondents, which is also a significant portion of the total sample. This suggests that SMY's services may also appeal to a younger adult demographic, potentially seeking opportunities such as employment assistance, language courses, or volunteer work.

There were fewer respondents in the other age groups, with 4 participants in both the 18-24 and 45-54 age ranges, and another 4 respondents in the 55+ age group. Notably, there were no respondents under 18, indicating that SMY's services may

be less targeted towards or utilized by this age group. This distribution indicates that SMY's primary audience consists of individuals in their late 20s to mid-40s, which may help shape future strategies for service offerings or outreach efforts to further engage these age groups.

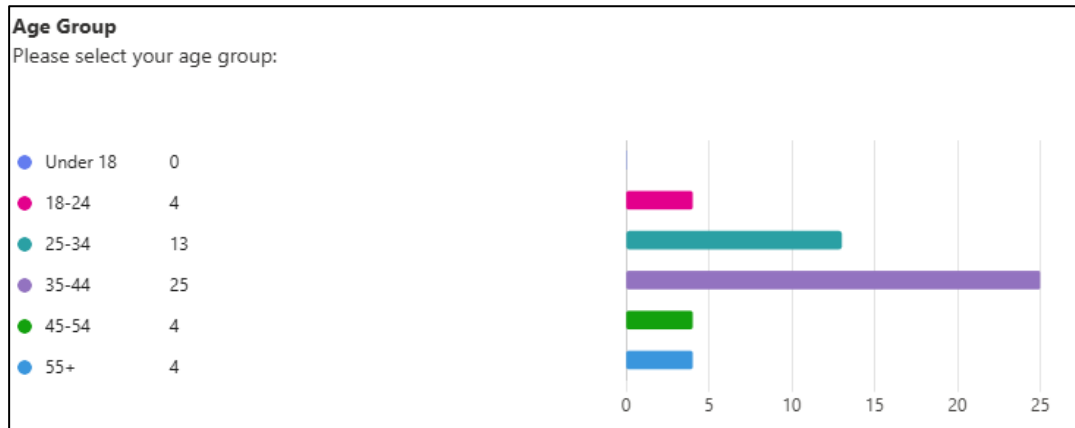


Figure 4: Age group distribution

The gender distribution of survey participants, as depicted in Figure 5, highlights a notable disparity in the number of male and female respondents. Of the 50 individuals surveyed, 34 were female, constituting 68% of the sample, while 16 were male, accounting for 32%. Importantly, there were no respondents who identified as non-binary or chose not to disclose their gender.

This suggests that SMY's services may be more widely engaged by females, and further investigation could explore whether this gender imbalance reflects the specific needs or interests of different genders within the community. It may also indicate areas for targeted outreach or programs that could better engage male participants, if necessary. The absence of non-binary or "prefer not to say" responses is worth noting, as this might suggest a lack of representation or interest from gender-diverse individuals, or simply an issue of the survey structure not capturing a broader range of identities.



Figure 5: Gender distribution

As shown in Figure 6, many survey respondents (36 out of 50) identified as immigrants, accounting for 72% of the sample. In contrast, 14 respondents (28%) identified as Finnish. Notably, there were no respondents who preferred not to disclose their nationality. This distribution indicates that SMY's services are predominantly used by immigrants, which aligns with the organization's mission to support immigrant integration and community engagement. The high representation of immigrants in the sample highlights the importance of these services in addressing the needs of this demographic group.

The 28% of Finnish respondents suggest that the association also attracts a portion of the local population, which could be due to interest in cultural activities, volunteer opportunities, or community engagement efforts that bridge both groups. This demographic information is valuable for refining SMY's services and outreach strategies, ensuring that they effectively meet the needs of both immigrant and Finnish communities.

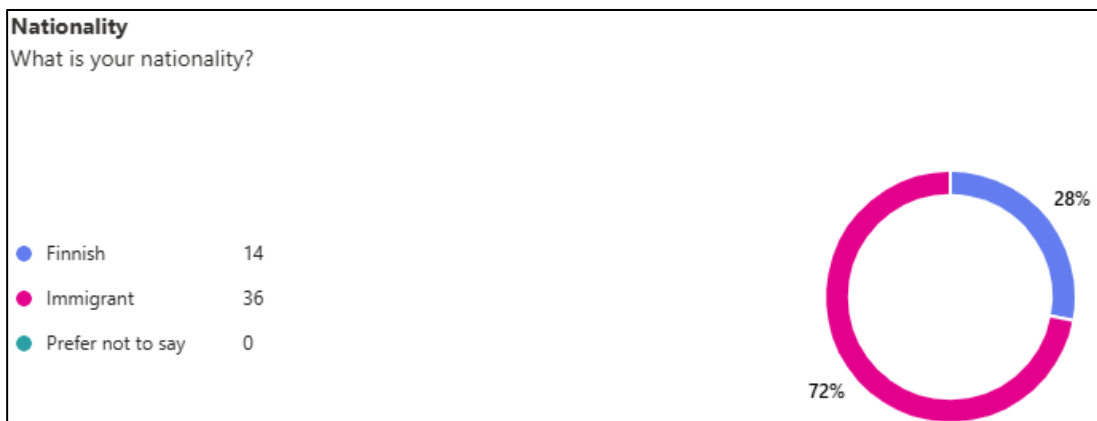


Figure 6: Nationality distribution

As shown in Figure 7, the survey responses indicate a relatively balanced mix between newer and long-term residents in Finland. The largest group of respondents (23 out of 50) reported living in Finland for more than six years, while 21 individuals stated they have been in the country for 1-3 years. These two groups together make up 88% of the total respondents, suggesting that SMY is serving both well-established immigrants and those who are still in the early stages of settlement.

Only 5 participants reported having lived in Finland for 4-5 years, and only 1 respondent had been in the country for less than a year. This suggests that while SMY does reach newcomers, there may be opportunities to strengthen initial outreach and orientation services for very recent arrivals. Overall, the data highlights that SMY's community engagement spans across different stages of the immigrant experience, from initial integration to long-term settlement, indicating the importance of providing a range of services that cater to varying levels of need and adjustment.



Figure 7: Length of stay in Finland

7.2.2 Distribution of Respondent Participation in Available Services

As shown in figure 8, the data on service usage at SMY reveals varying levels of participation across different offerings. Cultural activities and events emerged as the most popular, with 29 out of 50 respondents indicating they had taken part,

highlighting a strong interest in community engagement and cultural exchange. Language courses were the second most utilized service, with 17 participants, emphasizing the importance of language learning for integration.

Moreover, Volunteer and internship opportunities were each used by 12 respondents, suggesting a moderate level of interest in personal development and community involvement. Children's activities attracted 11 users, reflecting some demand for family-oriented services. Employment assistance, although used by only 9 respondents, remains a relevant support area. Additionally, 4 participants indicated using other services, which may point to needs beyond the main categories listed. Overall, the data suggests that cultural connection and language support are key areas of engagement among service users.

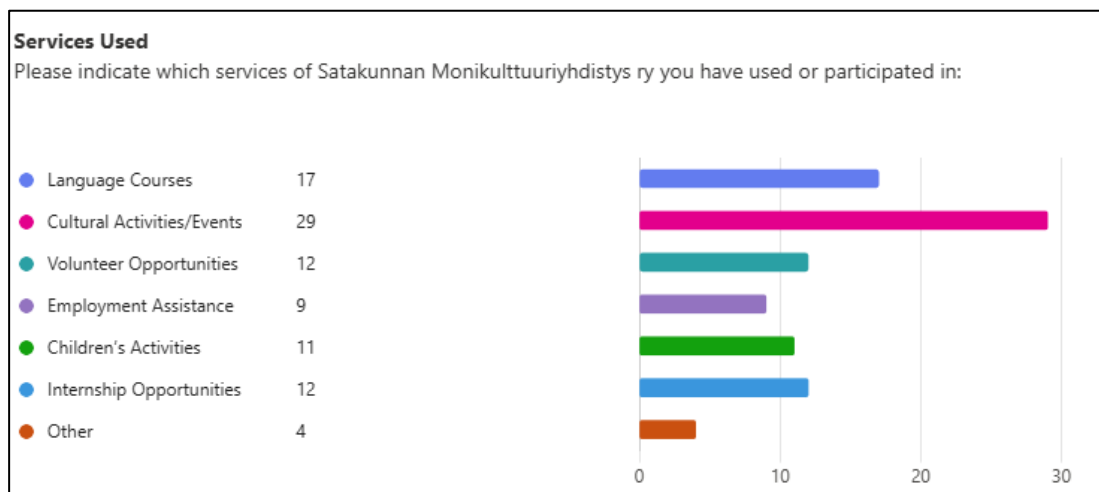


Figure 8: Participation in SMY activities

7.2.3 Customer Satisfaction with Services Provided by SMY

The survey results, as shown in Figure 9, reflect generally positive satisfaction levels among respondents regarding the services offered by SMY. Out of the 50 individuals surveyed, 15 respondents (30%) reported being very satisfied, and 19 respondents (38%) indicated they were satisfied. Combined, these figures suggest that 68% of users had a favourable experience with the services provided. Meanwhile, 11 respondents (22%) felt neutral, showing neither strong satisfaction nor dissatisfaction. A smaller portion of participants expressed dissatisfaction: 4 respondents (8%) were dissatisfied, and only 1 respondent (2%) reported being

very dissatisfied. These findings indicate a generally high level of customer satisfaction, with room for improvement—particularly in addressing the concerns of less satisfied users.

Feedback from the dissatisfied respondents highlights several areas for potential development. One concern was the lack of space during specific events, such as an Asian cultural gathering, suggesting a need for better logistical planning. Another major issue was the lack of friendly, English-speaking staff, which some felt hindered accessibility in a multicultural context. While one staff member—the Finnish teacher Ludmila—was praised for professionalism and friendliness, others did not meet participants' expectations.

Additionally, volunteers expressed dissatisfaction due to poor communication, often learning about new events through social media with little notice. They also felt underutilized and suggested establishing a dedicated communication platform, such as a WhatsApp group, to improve coordination. Furthermore, concerns were raised about the lack of support for skill development and employment opportunities for long-term volunteers, with suggestions to collaborate with recruitment agencies. Language barriers among staff were also noted as a challenge. These insights emphasize the need for improved inclusivity, stronger internal communication, and structured support for volunteer engagement and career development.

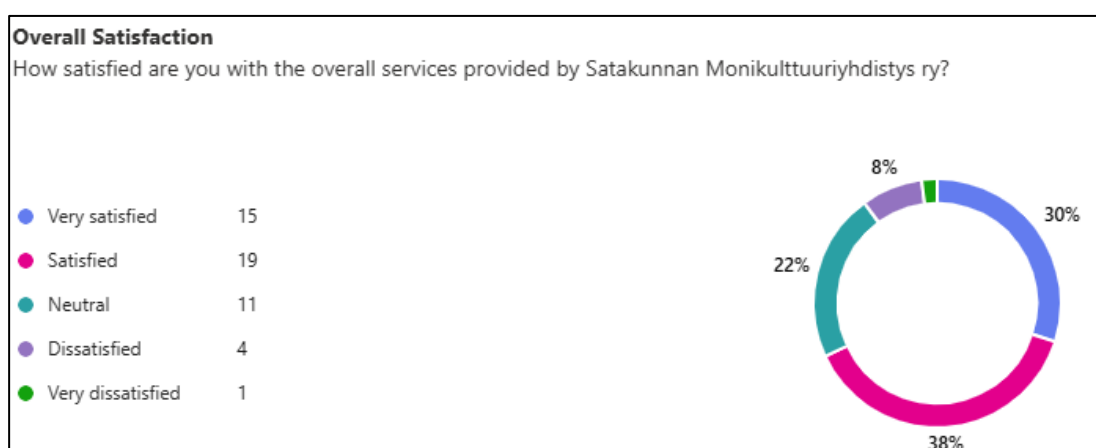


Figure 9: Overall customer satisfaction ratings for SMY services

To further understand satisfaction trends across different respondent groups, a cross-tabulation was conducted between gender and overall satisfaction levels

with the services provided by SMY. This helps to identify whether satisfaction varies by gender and the results are presented below in Figure 10.

Gender	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Total
Female	12	14	5	2	1	34
Male	3	5	6	2	0	16
Total	15	19	11	4	1	50

Figure 10: Cross-Tabulation of gender and overall satisfaction

7.2.4 Initial Awareness of SMY

The data on initial awareness of SMY, as presented in Figure 11, reveals that word of mouth plays a dominant role in how people first learn about the organization. Out of the 56 respondents, 33 individuals (approximately 59%) reported discovering the organization through personal recommendations or informal communication, highlighting the strength of community networks and interpersonal trust.

Digital channels had a comparatively smaller reach. Social media platforms such as Facebook and Instagram accounted for 9 responses (16%), while only 2 respondents (4%) reported learning about the organization through its official website. This suggests that while digital marketing exists, its current effectiveness may be limited or underutilized. Traditional methods also contributed to outreach, with 7 participants (13%) citing local advertisements such as flyers or posters. Additionally, 5 respondents selected "Other", which may include school, events, or institutional referrals.

Overall, the data suggests that while word of mouth remains the most powerful outreach tool, there is considerable room to strengthen the organization's digital presence and marketing strategy, particularly on social media and through an improved, more visible website. Enhanced outreach could help attract a wider and more diverse audience beyond existing community circles.

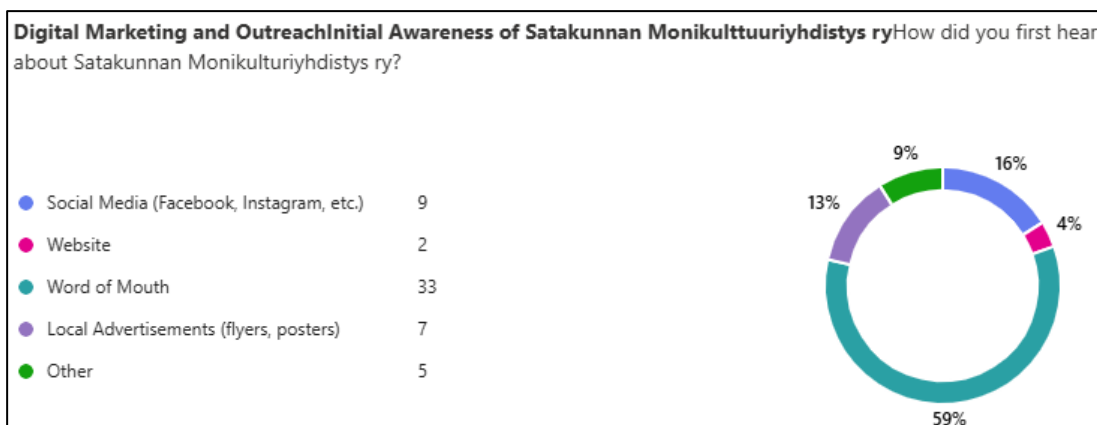


Figure 11: Initial contact points with the organization

7.2.5 Perceptions of online visibility and digital outreach

The feedback on the online visibility of SMY, presented in Figure 12, reveals a mixed perception among participants. While 4 respondents rated the organization's digital presence as excellent, and 17 as good, only 42% (21 out of 50) viewed the online outreach positively. A significant portion of participants—19 individuals (38%)—felt neutral, suggesting that the organization's website and social media presence may not be particularly memorable or impactful for many.

On the less favourable side, 8 respondents rated the visibility as poor, and 2 respondents as very poor, together making up 20% of the feedback. These responses point to a clear opportunity for improvement in the organization's digital strategy. Given that a combined 58% of participants were either neutral or negative about the online presence, enhancing the usability, engagement, and visibility of digital platforms could play a vital role in improving outreach and community engagement. Strengthening online branding, updating the website regularly, increasing content consistency on social media, and ensuring multilingual accessibility could significantly improve how the organization is perceived online helping it reach a broader, more diverse audience.

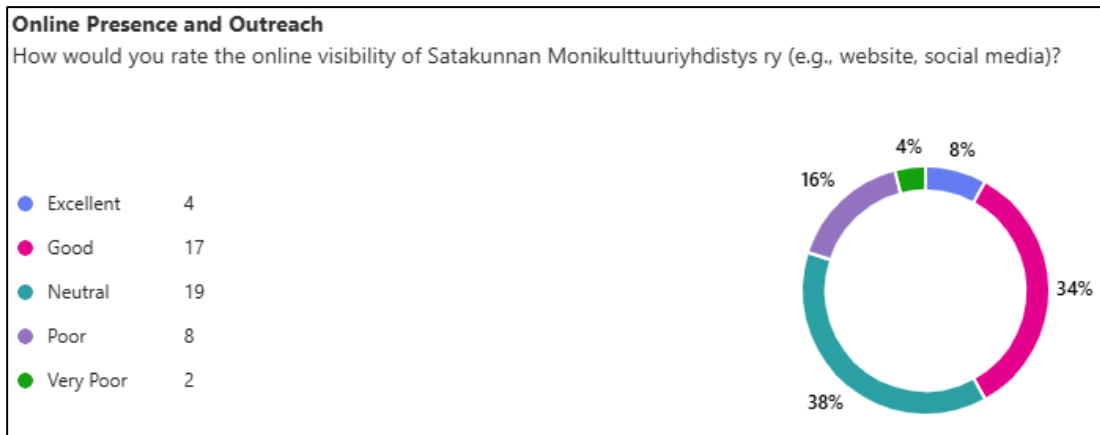


Figure 12: Perception of digital reach

7.2.6 Exploring user engagement with the organization's website and social media

As shown in Figure 13, many participants indicated that they had visited the website or social media pages of SMY. Out of 50 respondents, 39 individuals (78%) reported engaging with the organization's online platforms, while 11 respondents (22%) said they had not. These results suggest that the organization's online presence is reaching a wide audience, reinforcing the importance of maintaining active and user-friendly digital platforms. However, the 22% who have not accessed these resources highlight an opportunity for improving digital outreach, possibly through more targeted promotion, better accessibility, or increased visibility of digital services during in-person interactions.

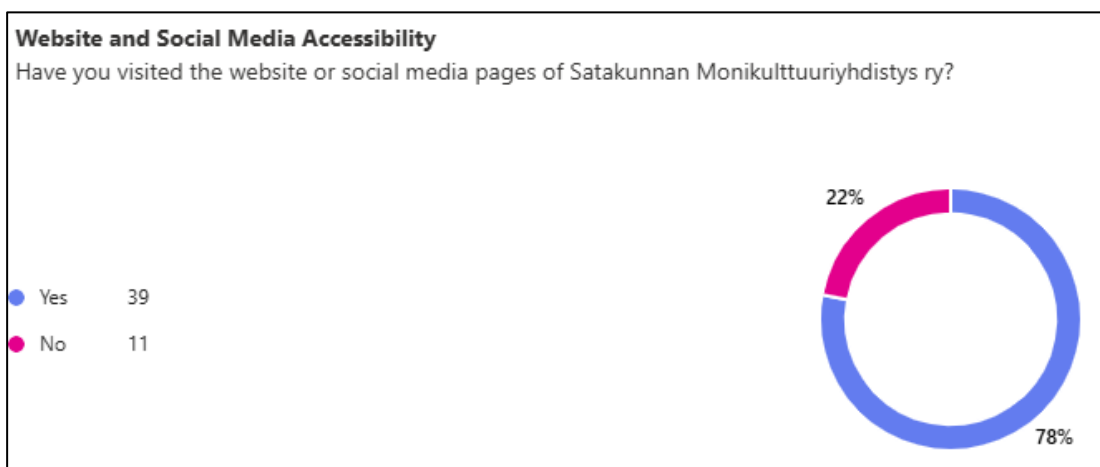


Figure 13: Website and social media engagement

7.2.7 Navigation and Information Access on Website and Social Media

As shown in Figure 14, many respondents found it relatively easy to locate the information they needed on the website. Specifically, 26 individuals (52%) reported that finding information was easy, while 5 individuals (10%) found it very easy. However, there were some users who encountered difficulties: 12 respondents (24%) felt neutral about their experience, suggesting that while they could find the information, it was not straightforward or intuitive. Additionally, 6 respondents (12%) found it difficult, and 1 respondent (2%) found it very difficult. This indicates that while the website is generally effective, there is room for improvement in terms of navigation and clarity, particularly to ensure that all users can access needed information quickly and without frustration.

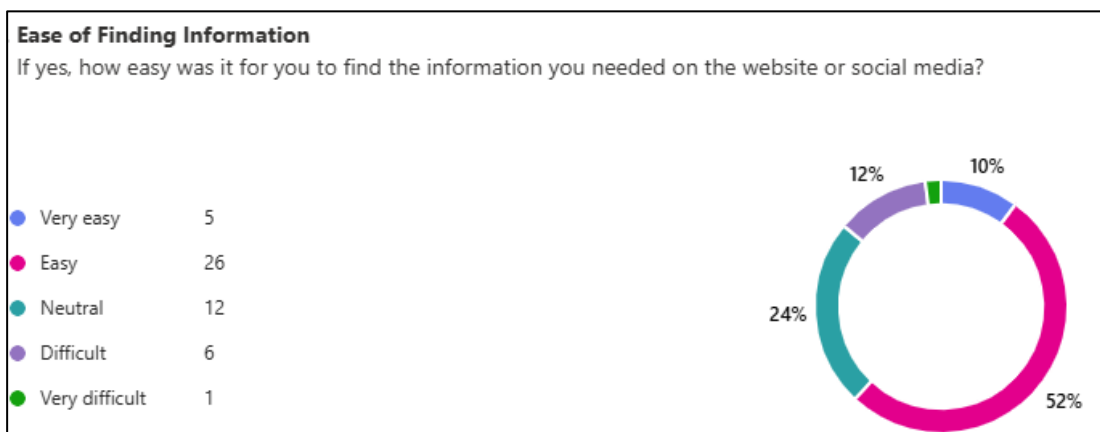


Figure 14: Ease of finding information on the website

7.2.8 Suggestions for Enhancing the Organization's Digital Outreach

As part of the survey, the researcher asked participants to share their suggestions for improving the digital presence and outreach of SMY. The responses revealed several key areas where the organization could strengthen its online communication and accessibility. A common suggestion was the consistent use of the English language in all online advertisements and posts. Respondents noted that this would make digital content more inclusive and understandable for a wider audience, especially those who do not speak the local language.

Many participants also recommended improving social media engagement. While platforms like Facebook and Instagram were acknowledged as valuable tools, it was emphasized that regular, well-timed updates are essential. Suggestions included posting more frequently about events, using eye-catching visuals, and ensuring that all information is up to date. Another area of improvement highlighted was the need for continuous updates on the website and digital platforms, especially regarding event schedules and service information. This would help users stay informed and engaged with current offers.

Some respondents suggested adopting targeted online marketing strategies, such as using Google Analytics to reach the right audiences more effectively. Additionally, there were calls for better digital management overall, with some recommending a more structured approach to how online content is created, scheduled, and monitored. In summary, participants expressed that the organization could benefit significantly from increased digital activity, clearer communication in English, more strategic use of social media, and improved consistency in content updates. These improvements would enhance visibility and ensure that information reaches and resonates with a broader community.

7.2.9 Community Suggestions for Future Services and Activities

To explore opportunities for growth and improve service relevance, the researcher included two open-ended questions in the survey. These questions asked participants to suggest any additional services or activities they would like to see offered by SMY, as well as to provide general comments or suggestions for enhancing their overall experience with the organization. These questions were designed to capture nuanced feedback directly from the community and identify practical ways to expand and improve service delivery.

The responses revealed several key themes. A major area of interest was the expansion of recreational and educational activities, especially for children and youth. Suggestions include more sports programs, outdoor events, summer camps, and creative classes such as art, music, and pottery. Many participants

felt that current children's offerings are limited, with some noting that there is only one programming class available. Respondents emphasized the importance of having qualified and responsible staff to manage youth activities effectively.

Another recurring suggestion was the need for enhanced language support and mental health services. Some participants called for additional language programs and counselling/coaching aimed at addressing the psychological challenges faced by immigrants adjusting to life in Finland. Several comments also reflected a desire for stronger integration initiatives, including more opportunities for interaction between Finnish residents and immigrants and support for those experiencing long-term unemployment. Some respondents also expressed interest in continuing or expanding employment assistance programs, as well as improving access to relevant job opportunities.

From an operational perspective, there were clear calls for better event planning and communication. Feedback included requests for more active and earlier updates on social media, better use of space for events, and greater inclusivity in language use—particularly English—across all communications and services.

Lastly, there were suggestions to improve volunteer management, including more structured planning based on volunteers' skills and more consistent communication with them. Respondents also expressed a desire for more culturally diverse events, including food and cultural days representing a broader range of communities. Overall, the feedback demonstrates a strong community interest in seeing the organization grow through diversified programming, better communication, inclusive practices, and improved staff training. These insights provide valuable direction for future development and community engagement efforts.

7.3 Volunteer Management and Engagement Strategies for SMY

SMY plays a crucial role in supporting multicultural communities through events and services. Currently, the organization relies on a small workforce, with only two permanent employees and three additional staff members whose contracts will

end in April 2025. Given these constraints, volunteers are essential to maintaining and expanding the organization's activities. Last year, SMY had 102 volunteers, but to continue operating efficiently and meet increasing demands, it is essential to enhance volunteer recruitment, engagement, and management. (Aalto, 2025, WhatsApp conversation)

However, the research findings highlight significant concerns regarding the effective utilization and coordination of volunteers at SMY. One volunteer provided feedback in the survey, stating, "They do not inform us about new services or cultural events until very close to the event. We often learn about it via social media, which is too late. I suggest creating a WhatsApp group for volunteers so we can easily stay in touch and contribute our skills to the organization's development." This feedback suggests that a lack of proactive communication and coordination results in missed opportunities for volunteers to contribute effectively, especially in skill-based roles.

Another volunteer highlighted the lack of support in finding job opportunities aligned with their skills: "After volunteering for many projects, they do not assist us in finding jobs that match our skills. It would be better if we could partner with recruitment companies who could recommend us to employers." Additionally, some volunteers raised concerns about language barriers, noting that some staff members do not speak English, which can hinder communication and collaboration.

An interview with a volunteer at SMY further confirmed these concerns. The volunteer expressed appreciation for the organization's inclusiveness but identified several structural limitations within the volunteer management system. The interview revealed that communication with volunteers was minimal, with only one meeting held shortly before events, leaving little opportunity for early involvement or collaborative planning. The volunteer suggested that introducing consistent communication tools—such as a dedicated WhatsApp group or a shared digital platform—could improve coordination and engagement.

Moreover, the organization faces an impending workforce shortage, as after April 2025, SMY will have only two official employees, which presents a significant challenge (Aalto, 2025, personal conversation). To address this, SMY could implement strategies that better utilize volunteer skills and increase their engagement in meaningful tasks. This approach could help alleviate the staffing shortage and ensure that volunteers are utilized effectively, benefiting both the organization and its community.

One of the key strategies for increasing volunteer participation is developing a well-organized recruitment process. Research indicates that organizations with clear volunteer roles and expectations tend to attract and retain more committed individuals. SMY can create detailed role descriptions for volunteers, specifying responsibilities in event planning, service delivery, and community support. These descriptions should be promoted through multiple channels, including SMY's website, social media platforms, local community centres, and educational institutions. Collaborating with universities and vocational schools can also help attract students seeking volunteering opportunities to gain experience in social work, event management, or multicultural initiatives.

Beyond recruitment, providing a structured onboarding and training program is essential for ensuring volunteers feel prepared and motivated. Volunteers who receive proper orientation are more likely to stay engaged and contribute meaningfully. SMY can implement an introductory program that includes an overview of the organization's mission, key activities, and expectations. Furthermore, offering short training sessions on event coordination, cultural sensitivity, and communication skills can empower volunteers to perform their tasks effectively.

Maintaining volunteer motivation and engagement requires ongoing communication and recognition. Studies suggest that volunteers are more committed when they feel appreciated and connected to the organization's goals. SMY can enhance engagement by establishing regular communication through newsletters, WhatsApp groups, or monthly meetings where volunteers receive updates and share feedback. Recognizing volunteer contributions through social media acknowledgments, certificates of appreciation, or small incentives such as exclusive

access to events can foster a sense of belonging and motivation. Additionally, organizing networking opportunities, such as volunteer appreciation events or informal gatherings, can strengthen their connection to the organization and encourage long-term commitment.

To ensure volunteers are managed effectively, SMY can also introduce flexible and meaningful roles. Not all volunteers can commit to long-term engagements, so providing diverse opportunities, such as one-time event assistance, part-time commitments, or project-based roles, can attract a wider range of individuals. Allowing volunteers to select roles based on their skills and interests can improve job satisfaction and retention. Furthermore, offering leadership opportunities within volunteer teams can empower experienced volunteers to take on responsibilities, reducing the burden on permanent staff.

Given that SMY is involved in both service provision and event organization, leveraging digital tools can significantly enhance volunteer coordination. Implementing a volunteer management system (VMS) or using simple scheduling tools like Google Sheets or Trello can help track volunteer availability, assign tasks, and monitor contributions efficiently. Moreover, SMY can strengthen its digital outreach by promoting volunteer opportunities through targeted social media campaigns, video testimonials from current volunteers, and engaging content highlighting the impact of volunteering.

In conclusion, as SMY faces the challenge of maintaining operations with a reduced workforce, optimizing volunteer management is essential for ensuring the continuity of its services and events. The organization is experiencing a significant staffing shortage, which will be exacerbated after April 2025, when only two official employees will remain. To address this, SMY must focus on improving recruitment efforts, enhancing training programs, fostering engagement, creating flexible roles, and leveraging digital tools. By implementing these strategies, the organization can build a strong and dedicated volunteer network. These efforts will not only help SMY attract more volunteers but also enable them to contribute more effectively to the organization's mission, ensuring sustainable growth and long-term community impact.

7.4 Utilizing SWOT Analysis for the Strategic Development of SMY

This theory is highly relevant to studying the strengths, weaknesses, opportunities, and threats of SMY. By applying SWOT analysis, the author can examine how the association addresses the needs and concerns of the local immigrant community and contributes to social cohesion. The theory underscores the interconnectedness of organizational strategy, stakeholder engagement, and external environmental factors, providing a structured approach to evaluating internal capabilities and external challenges.

A SWOT analysis enables the organization to pinpoint critical areas of competitive strength, operational limitations, potential avenues for growth, and external risks that may affect its long-term viability. By leveraging its strengths, addressing its weaknesses, seizing available opportunities, and managing potential threats, the association can craft a strategic plan that supports sustained success and future growth. This approach not only enhances service delivery but also strengthens community engagement and financial sustainability, positioning SMY as a leading force in promoting multiculturalism in the Satakunta region.

7.4.1 Strength

One of the greatest strengths of SMY is its unique position as the only organization in the Satakunta region dedicated to providing multicultural services. Unlike other associations that cater to specific nationalities, this organization embraces diversity by offering support to individuals from various cultural backgrounds. This inclusivity has helped establish a strong reputation for promoting cultural exchange, diversity, and social inclusion. Additionally, its strategic location near the city Centre, Pori, makes it easily accessible to both immigrants and residents, encouraging greater participation in Finnish language courses, cultural events, internships, and social support programs (Satakunnan Monikulttuurisyhdistys ry, 2025.)

Another key strength is its strong volunteer network, consisting of 102 active individuals who assist in various programs, helping to reduce operational burdens.

Financial support from sponsors also contributes to sustaining the organization and enables the provision of free services (Aalto M, 2025, personal conversation). Furthermore, the association has built well-established partnerships with local businesses, educational institutions, and government agencies, which enhance its reach and overall impact on the community (Satakunnan Monikkulttuuriyhdistys ry, 2023). Through its diverse engagement activities, the organization effectively facilitates immigrant integration while preserving cultural identities and fostering stronger social bonds between immigrants and the Finnish community.

7.4.2 Weakness

Despite its many strengths, SMY faces several operational weaknesses that limit its ability to fully realize its potential. One of the most significant challenges is the lack of consistent financial support. Although the organization receives funding from sponsors, these contributions are not continuous or fully optimized, leading to financial instability. Staffing constraints further compound this issue; with only two full-time employees currently managing operations, the organization struggles to expand services or maintain administrative efficiency. This challenge is expected to worsen after April 2025, when financial limitations are likely to impact SMY's hiring capacity further (Aalto, 2025, personal conversation).

The organization also lacks adequate physical space for hosting events and large-scale community gatherings. This limitation was consistently mentioned by both interview and survey respondents, who noted difficulties during events due to overcrowding. The constrained space reduces the quality and scale of programming and limits participant engagement. Additionally, the current structure for student internships—particularly among Nursing students—is not conducive to long-term impact, as the typical five-week duration offers limited opportunity for meaningful involvement (Aalto, 2025, personal conversation).

Another critical weakness is the absence of an up-to-date financial report. As of May 2025, the 2024 annual report had yet to be published, making it difficult to assess the organization's financial position or identify areas that require financial

improvements. Furthermore, although SMY maintains a broad network of 26 partner organizations (Satakunnan Monikkulttuuriyhdistys ry, 2023), several of these partners are not actively engaged, reducing the effectiveness of collaborative efforts and outreach initiatives (Aalto, 2025, personal conversation).

The research also revealed service delivery gaps, particularly in supporting immigrant integration through essential information. Both interview and survey responses pointed out that while SMY offers a range of cultural and recreational services, it does not adequately provide guidance on important areas such as Finland's healthcare system, education, or local administrative processes. These gaps limit the organization's capacity to support newcomers in navigating their new environment and achieving full social inclusion.

Regarding youth services, the research found that SMY provides only limited activities for children—namely, music and programming classes (Satakunnan Monikkulttuuriyhdistys ry, 2025). Interview and survey participants indicated that this limited offering does not fully meet the needs of families with children and called for a more child-friendly approach.

Volunteer management was also identified as a key area of weakness. Both qualitative and quantitative data indicated that SMY does not consistently utilize the skills of its volunteer base. Interview and survey respondents noted that communication with volunteers was often last-minute, with minimal coordination or advance planning. One Volunteer commented on missing key information about an event due to the absence of regular communication and limited interaction with fellow volunteers prior to the event. These coordination gaps negatively impact Volunteer motivation, preparation, and the overall quality of service delivery. Additionally, some volunteers expressed the need for skill development opportunities and suggested that SMY is not currently providing adequate support in helping them grow or apply their abilities effectively.

Finally, weaknesses in digital outreach were consistently highlighted across both research methods. Interview data with management Revealed that promotional content is often delayed or forgotten entirely, and there is limited use of diverse

and widely used platforms such as YouTube and TikTok. Survey respondents similarly noted that the content shared is not always engaging or targeted, and the organization's digital strategy lacks structure. These gaps in communication reduce public visibility, hinder volunteer recruitment, and limit engagement with a broader audience.

7.4.3 Threats

While these internal weaknesses pose operational challenges, SMY also faces several external threats that may significantly impact its long-term sustainability. One of the primary threats stems from government policy changes, particularly concerning financial support. The organization currently relies on government funding to cover the salaries of its two full-time employees. Any changes to these funding policies could directly affect staffing levels and the continuity of service delivery. (Aalto, 2025, personal conversation)

In addition, one of the organization's key government-funded projects, the OMA URA initiative, is scheduled to conclude in April 2025. This will not only impact staffing—particularly Russian language support—but will also leave the organization operating with only two official employees thereafter. Compounding this risk, the current employment contracts of SMY's Executive Director and community coordinator are funded by Porin Kaupunki which covers a portion of their salaries as well as part of the organization's rental expenses.

However, this funding is secured only until 2026, raising concerns about the sustainability of these key roles beyond that point. As of now, the organization has not received confirmation regarding whether these contracts will be renewed. (Elisa, 2025, Interview) Without additional funding or new agreements in place, SMY will not have the financial capacity to retain its leadership team or maintain its current level of service provision beyond the contract period, posing a serious threat to its operational continuity and community impact.

Economic instability presents an additional threat, as national or regional financial downturns could result in reduced funding from both sponsors and government entities. This would further strain the organizations already limited financial resources. Public resistance to multicultural initiatives also remains a concern, as certain segments of the Finnish population remain hesitant to support multicultural programming. This societal barrier may result in lower engagement, decreased community participation, and limited volunteer involvement.

Moreover, SMY faces increasing competition within the sector, particularly in relation to Finnish language education. In 2024, 96 immigrants participated in SMY's Finnish language courses (Aalto, 2025, WhatsApp conversation). However, as more institutions in the Satakunta region begin offering similar programs, the organization risks losing participants, which may impact both enrolment rates and associated revenue streams. These external pressures collectively underscore the complex and uncertain environment in which SMY operates and highlight the potential vulnerabilities that may affect its service delivery, staffing structure, and overall Sustainability.

7.4.4 Opportunities

Despite these challenges, the organization has numerous opportunities to strengthen its impact and sustainability. One of the most promising opportunities lies in expanding partnerships with businesses, government institutions, and cultural organizations. Strengthening these collaborations can help secure new funding sources, expand program offerings, and increase overall community engagement. Another opportunity involves improving digital marketing strategies to enhance online visibility and attract more volunteers, sponsors, and service participants. By optimizing social media presence, search engine rankings, and content marketing efforts, the organization can broaden its reach and improve engagement.

The development of innovative cultural programs also presents a significant opportunity. By leveraging Finnish cultural traditions and collaborating with local

artists and institutions, the organization can create unique experiences that foster stronger connections between immigrants and the local Finnish population. Increasing government support is another avenue for growth, as a well-documented impact report and strategic plan could help secure additional funding and policy backing.

Additionally, the organization has an opportunity to enhance volunteer engagement by creating structured programs that provide skill-building opportunities for immigrants who are eager to contribute to the community. By capitalizing on these opportunities, SMY can strengthen its presence, enhance service quality, and secure long-term sustainability.

Through this SWOT analysis, it becomes evident that SMY possesses strong community influence, essential services, and a committed volunteer base. However, financial instability, staffing limitations, and external threats pose significant challenges. To secure long-term growth and sustainability, the organization must prioritize strengthening sponsorship relationships, developing structured volunteer engagement programs, and expanding digital marketing strategies to enhance outreach.

Additionally, improving financial planning, ensuring regular documentation of annual reports, and fostering greater collaboration with local businesses, cultural institutions, and government agencies will be crucial steps in overcoming existing challenges. By addressing its weaknesses and mitigating potential threats while capitalizing on available opportunities, SMY can continue to be a leading multicultural organization in Satakunta and ensure its ongoing contribution to social inclusion and immigrant integration in Finland.

7.4.5 Development plan for addressing weaknesses and threats

To ensure the long-term sustainability and effectiveness of SMY, a targeted development plan is required to address internal weaknesses and prepare for external threats. One of the most urgent priorities is resolving the issue of staffing

constraints. With the conclusion of the OMA URA project in April 2025 and no confirmation yet regarding the continuation of salary funding from Porin Kaupunki beyond 2026, SMY must adopt sustainable workforce planning. In the short term, this includes strategically utilizing its strong volunteer base. Implementing a volunteer engagement strategy that includes skills-based role assignments, flexible schedules, and recognition programs would help fill operational gaps and reduce the burden on the limited staff. Introducing a volunteer onboarding process, along with regular training and feedback mechanisms, would further strengthen engagement and retention.

To mitigate the challenge of financial instability and irregular sponsorship, SMY should implement a proactive funding diversification strategy. This could include developing tailored sponsorship packages, applying for EU integration and community support grants, and strengthening its proposal writing capacity. Additionally, the organization should ensure that financial records, such as annual reports, are prepared and published in a timely manner. Transparent financial reporting would not only enhance organizational credibility but also attract long-term funders and partners.

The current limitations in physical space for events and gatherings can be addressed through partnerships with local schools, libraries, and community centres that may offer free or discounted access to their facilities. Additionally, SMY can explore hybrid event models that combine in-person and virtual components, thus reducing space pressure while increasing reach and accessibility. Another critical area that needs improvement is the lack of essential service information provided to immigrants. To fill this gap, SMY could develop informational sessions or digital materials covering topics such as the Finnish healthcare system, education, and local government processes. These could be offered in multiple languages and incorporated into existing cultural orientation programs. Collaborations with local authorities and service providers could ensure the accuracy and relevance of this content.

In terms of youth programming, the current offerings are limited to music and programming classes, which are insufficient to meet the diverse needs of children.

SMY should consider expanding its children's services to include creative workshops, homework clubs, and culturally responsive recreational activities. These additions would help make the organization more child-friendly and appealing to immigrant families.

Language barriers among staff have also been identified as a weakness. To address this, SMY should prioritize hiring staff with multilingual abilities or providing basic English training to existing staff. Since English often serves as the common language in multicultural environments, improving staff language proficiency is essential to delivering accessible and inclusive services.

Volunteer management can be significantly improved through the adoption of structured coordination systems. Creating a centralized communication platform—such as a WhatsApp group or shared scheduling app—would ensure timely updates, improve event planning, and foster a sense of community among volunteers. Furthermore, by offering skill development workshops and leadership opportunities, SMY can not only retain motivated volunteers but also empower them to take on more meaningful roles within the organization.

Digital outreach, consistently highlighted in both qualitative and quantitative findings, requires immediate attention. SMY must develop a strategic digital marketing plan that includes a content calendar, audience targeting, and platform diversification. Expanding to popular channels like YouTube and TikTok, while maintaining consistency across Facebook and Instagram, will increase visibility and audience engagement. Regular posting, compelling storytelling, and the use of multimedia content such as videos and infographics can enhance digital presence and attract both volunteers and supporters.

By applying these strategies systematically, SMY can effectively address its current limitations and better position itself to respond to future challenges. Strengthening internal capacity, Enhancing Volunteer systems, improving communications, and diversifying funding sources are critical steps towards building a more sustainable, resilient, and impactful organization.

7.5 Evaluation of Stakeholder Engagement in SMY

SMY applies Stakeholder Theory by engaging with diverse groups, including immigrants, local communities, volunteers, and government and non-government organizations. The organization successfully creates social value through integration programs, cultural events, and community services, aligning with the theory's emphasis on stakeholder relationships (SMY vuosikertomus, 2023).

Furthermore, SMY's stakeholder engagement largely reflects the principles of Stakeholder Theory. The organization excels in its inclusivity, offering services in Finnish and English to ensure accessibility for non-Finnish-speaking immigrants (Aalto, 2025). This approach enables the organization to serve a broad demographic, fulfilling the theory's emphasis on addressing the needs of diverse stakeholders. However, while multilingual services are available, certain areas still rely predominantly on Finnish, which could limit accessibility for those less proficient in the language. Expanding multilingual offerings across all forms of communication—websites, printed materials, and event promotions—could further enhance inclusivity and make the services even more accessible.

The role of volunteers is another strength in SMY's stakeholder engagement. With over 100 active volunteers, the organization relies heavily on this network to sustain its operations and deliver its services (Aalto M, 2025, WhatsApp conversation). The volunteer network is instrumental in helping reduce the operational burden, contributing to SMY's ability to provide support and build community ties.

This engagement aligns with Stakeholder Theory's principle of collaboration, demonstrating how an organization can create value by fostering strong, mutually beneficial relationships with its stakeholders. However, there is potential for SMY to strengthen this engagement further by offering more structured programs for volunteers. This could include skill-building opportunities, greater recognition of volunteer contributions, and clearer pathways for further involvement, ultimately fostering stronger, more committed relationships with this critical stakeholder group.

While SMY has made considerable strides in engaging primary stakeholders—such as immigrants, volunteers, and local communities—there remains an opportunity to enhance its overall stakeholder communication and transparency. Currently, the organization interacts with its stakeholders mainly through its programs and services.

However, it could benefit from a more robust communication strategy that includes regular updates on the impact of its initiatives, financial stability, and future. Stakeholder Theory underscores the need for transparent, two-way communication, ensuring that all stakeholders feel valued and heard. By regularly sharing outcomes and involving stakeholders in decision-making processes, SMY could reinforce the trust and engagement it has built with its primary groups while attracting further support from secondary stakeholders like sponsors and government agencies.

In terms of creating value for stakeholders, SMY has been successful in providing substantial benefits to its key groups. Immigrants, for example, receive tangible support through language courses, social programs, and cultural integration initiatives, all of which help them adjust to their new environment and feel more included in Finnish society (Satakunnan Monikulttuuriyhdistys ry, n.d.). This aligns well with the principles of Stakeholder Theory, which stresses the importance of creating value for all stakeholders.

However, while SMY's efforts are commendable, the organization could improve its approach to measuring and reporting the impact of its programs. Regular, transparent reporting on the effectiveness of its services would not only strengthen its relationships with stakeholders but also provide evidence of the organization's value to the community. Impact assessments would enhance SMY's credibility and help secure additional funding and support from external stakeholders, which is essential for ensuring the organization's sustainability.

Overall, SMY has made significant progress in engaging its stakeholders in a way that aligns with the principles of Stakeholder Theory. The organization has built strong relationships with its primary stakeholders, such as immigrants and

volunteers, through its inclusive and culturally sensitive services. However, there is room for improvement in terms of communication, multilingual access, and impact reporting. By addressing these areas, SMY can enhance its stakeholder relationships and better serve the diverse needs of its community.

7.6 Analysis of Digital Marketing Theory's Impact on SMY's Strategic Growth

In the modern digital landscape, organizations must implement strategic digital marketing approaches to enhance their visibility, connect with their target audience, and achieve long-term growth. Digital marketing theory provides a structured approach to understanding consumer behaviour, leveraging online platforms, and optimizing communication strategies to achieve organizational goals (Smart Insights, n.d.). The RACE digital marketing framework, which consists of Reach, Act, Convert, and Engage, serves as a comprehensive model for guiding digital marketing efforts.

For SMY, a multicultural association in Finland, digital marketing plays a crucial role in enhancing visibility, fostering community engagement, and promoting multicultural inclusion. With the increasing reliance on digital platforms such as social media, websites, and search engines, a well-defined digital marketing strategy is essential for effectively connecting with its diverse audience. By implementing the RACE framework, SMY can systematically assess and improve its online presence, ensuring that its services, events, and initiatives reach the right people and drive meaningful participation.

This study aims to analyse the impact of digital marketing on SMY's strategic growth by evaluating its current digital presence and exploring ways to enhance its outreach efforts. By assessing the effectiveness of various digital channels, including Facebook, Instagram, YouTube, TikTok, and SMY's official website, this study will provide insights into optimizing engagement strategies. The findings will contribute to a better understanding of how SMY can leverage digital marketing tools to strengthen its community-driven initiatives and maximize its impact.

7.6.1 Analyse of SMY'S Facebook presence using the RACE digital marketing framework

Facebook remains Finland's most popular social media platform, with over 2.8 million users nationwide (Gaasly, 2024.), and in Satakunta, with approximately 200,000 residents (CityPopulation, 2024.), around 107,000 are active on the platform. However, SMY's Facebook page currently has only 1,800 followers, representing just 1.68% of the potential audience in the region.

A well-optimized Facebook page for a multicultural organization should incorporate several key elements to effectively engage and connect with diverse audiences. First, the page should feature clear branding, such as a recognizable profile picture (e.g., logo) and an inclusive cover photo that reflects the organization's multicultural identity. The "About" section must clearly communicate the organization's mission and values, emphasizing inclusivity and diversity. Regular, engaging content should be shared, including event updates, cultural activities, and educational resources that resonate with various community members. Offering content in multiple languages ensures accessibility for a wider audience. Community engagement is crucial, so actively responding to comments, messages, and reviews helps foster a sense of belonging.

Additionally, using Facebook Events to promote cultural events and using clear calls to action to encourage participation. Sharing user-generated content strengthens community ties, while maintaining visual consistency across posts and updates ensures a cohesive brand identity. Finally, regularly reviewing Facebook Insights allows the organization to track performance and adjust strategies to maximize engagement.

This indicates that there is substantial room for growth in terms of reach and engagement. Applying the RACE Digital Marketing Framework comprising Reach, Act, Convert, and Engage can help guide SMY in optimizing its digital marketing strategy and improving its online presence.

Reach: The Reach stage focuses on increasing visibility and attracting a broader audience. SMY's Facebook page is currently active, sharing event promotions, community announcements, and cultural activities, but its reach remains limited, with the page not capitalizing on broader audience engagement strategies. As illustrated in Figure 15, One significant challenge is that the page name is currently only in Finnish (SMY's official face book page, 2025). This limits discoverability for non-Finnish speakers and when users search for the organization's English name, "The Multicultural Association of Satakunta," the search results display unrelated pages, causing confusion. To improve discoverability, SMY could update its Facebook page name to include both the Finnish and English versions, making the page easier to find for non-Finnish speakers and international audiences.



Figure 15: Face book name and search visibility (Satakunnan Monikulttuuriyhdistys ry official Face book page ,2025).

Additionally, SMY is not currently running any Facebook ads, as shown in Figure 16, which further limits its reach. By utilizing Facebook's ad platform, SMY could create targeted ads that would help expand its audience beyond those already following the page (Satakunnan Monikulttuuriyhdistys ry official Face book page ,2025). This strategy would significantly boost SMY's visibility, especially for users outside its immediate network in Satakunta.

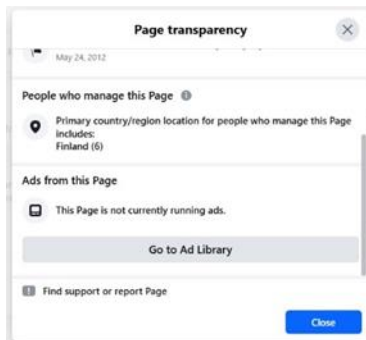


Figure 16: Content Strategy and the absence of Facebook Ads (Satakunnan Monikulttuuriyhdistys ry official Face book page ,2025).

In terms of positive aspects, SMY's consistent presence on Facebook allows them to maintain a certain level of engagement with their followers. They post updates regularly, ensuring followers stay informed about events and cultural initiatives. This consistent content flow helps maintain some level of reach within their existing audience (Satakunnan Monikulttuuriyhdistys ry official Face book page ,2025). However, adopting additional strategies such as paid advertising and bilingual content could help improve overall reach and visibility.

Act: The Act stage is all about driving engagement and encouraging followers to interact with the content. Currently, SMY's posts are predominantly in Finnish, which limits accessibility for non-Finnish-speaking users (Satakunnan Monikulttuuriyhdistys ry official Face book page ,2025). As seen in Figure 17, this language barrier reduces engagement among immigrants and those who may prefer English. To promote greater interaction, SMY could post bilingual content, ensuring both Finnish and English-speaking users can engage with the posts. Research shows that bilingual content tends to increase user engagement, which could help SMY reach a broader audience and engage with them more effectively.



Figure 17: Language accessibility and its effect on platform (Satakunnan Monikulttuuriyhdistys ry official Face book page ,2025).

Furthermore, incorporating more interactive content—such as live streaming of events, polls, and Q&A sessions—would increase engagement levels. SMY could also focus on creating high-quality visual content, including images and videos, to make posts more appealing and engaging. These changes would likely foster greater interaction, turning passive viewers into active participants in the organization's online community.

On a positive note, SMY's approach to content updates is consistent and informative, ensuring that followers stay engaged with the latest activities and events. The organization also engages with its followers by responding to comments and messages, which helps build a sense of community and strengthens relationships. (Satakunnan Monikulttuuriyhdistys ry official Face book page ,2025) However, enhancing interaction through diverse content types and language accessibility would drive more active participation from a wider audience.

Convert: At the Convert stage, the objective is to turn passive visitors into active participants. While SMY posts about events and activities, It lacks clear calls to action (CTAs) that encourage users to take specific steps, such as volunteering or attending events. By incorporating more direct CTAs in posts—such as "Join us for this event," "Volunteer with us," or "Donate now"—SMY could effectively guide visitors toward becoming active participants in their initiatives. In addition, more compelling event promotions that include countdowns or success stories could increase the urgency and excitement around participation.

Currently, the Facebook page does not leverage Facebook Ads or retargeting campaigns to capture and convert potential volunteers or donors. If SMY were to incorporate these techniques, they could reach a larger, more targeted audience that is likely to convert into active participants or supporters. (Satakunnan Monikulttuuriyhdistys ry official Face book page ,2025)

On the positive side, SMY's consistent promotion of events and activities does keep their audience informed and engaged. If they incorporate stronger CTAs, along with enhanced content that tells a compelling story of their work, they could more effectively convert passive followers into active participants. Ensuring that visitors have clear, easy paths to get involved will increase engagement levels significantly. (Satakunnan Monikulttuuriyhdistys ry official Face book page ,2025)

Engage: In the Engage stage, SMY's goal should be to build long-term relationships with its followers and keep them coming back for more. Currently, the page is managed by six Finnish administrators (Satakunnan Monikulttuuriyhdistys ry official Face book page ,2025), which may not fully represent the diverse cultural backgrounds of SMY's target audience. Involving administrators from various immigrant backgrounds could help ensure the content resonates more effectively with a wider range of users. This could also help promote inclusivity, ensuring that content reflects the multicultural nature of SMY's mission and attracts a diverse group of followers.

One way to increase engagement is to recognize and highlight the contributions of volunteers and community members. Regular updates on community initiatives, success stories, and volunteer recognition can help build a sense of community and loyalty. Additionally, using a broader range of interactive content such as live events, polls, and behind-the-scenes insights could foster deeper connections with followers.

In terms of positive aspects, SMY engages with followers through regular updates and interactions. The organization recognizes the importance of community and responds to comments, which helps maintain a connection with followers

(Satakunnan Monikulttuurisyhdistys ry official Face book page ,2025). However, expanding the variety of content and diversifying the administration team will better reflect the multicultural audience SMY seeks to engage. Building long-term relationships through continuous interaction and recognition can transform followers into loyal advocates and long-term participants.

While SMY's current Facebook strategy shows some promise, there is ample room for improvement. By leveraging the RACE framework, SMY can expand its reach, encourage more interaction, convert visitors into active participants, and foster long-term engagement with its diverse community. Key improvements, such as bilingual content, more targeted advertising, enhanced calls to action, and greater diversity in administration, will significantly increase the effectiveness of SMY's digital marketing efforts and help strengthen its connection with the multicultural community of Satakunta.

7.6.2 Analyse of SMY'S Instagram presence using the RACE digital marketing framework

In analysing SMY's Instagram presence, there are both positive aspects and areas that require improvement. As shown in Figure 18, the account currently has 1,045 followers. While this is a positive starting point, it is lower than their Facebook following, which indicates the need to focus more on expanding their reach on Instagram. Compared to Facebook, Instagram has more potential for visually engaging content, which could be a key differentiator for SMY in reaching a broader audience, especially younger demographics who are more active on visual platforms.



Figure 18: Evaluating Instagram engagement (Satakunnan Monikulttuuriyhdistys ry official Instagram,2025).

A key strength of SMY's Instagram account is the use of both Finnish and English names, (Satakunnan Monikulttuuriyhdistys ry official Instagram,2025) which increases accessibility and helps connect with a wider audience, particularly international users and immigrants who may not be familiar with the Finnish language. This bilingual approach is essential for a multicultural organization, enabling better visibility across different communities.

Furthermore, SMY has effectively leveraged Instagram Reels, (Satakunnan Monikulttuuriyhdistys ry official Instagram,2025) a format that has shown significantly higher engagement compared to static posts. As visual content is a powerful tool for capturing attention and conveying messages quickly, SMY can further capitalize on this feature. By incorporating more Reels and interactive visual content, the organization can enhance its ability to connect with its audience in a more engaging and appealing manner.

However, there are notable areas where SMY can improve. One issue is the relatively low frequency of posts on Instagram. While Instagram thrives on regular content updates, SMY's posting schedule appears less frequent compared to its Facebook account. This lower frequency limits the organization's ability to maintain consistent engagement with followers and increases the risk of losing audience attention over time. By increasing the number of posts, particularly with high-

quality visuals such as event promotions, cultural highlights, and behind-the-scenes content, SMY can foster more frequent interactions with its followers.

In terms of engagement, the organization could further enhance its Instagram strategy by incorporating more interactive elements, such as polls, questions, and user-generated content. Encouraging followers to share their experiences and perspectives could make the account feel more inclusive and personalized. Furthermore, using Instagram's Stories feature for real-time updates, event countdowns, and behind-the-scenes glimpses would allow SMY to create a more dynamic and interactive experience for its followers.

In terms of the RACE digital marketing framework, the Reach stage could be improved by increasing the visibility of the account through more frequent and engaging posts, as well as utilizing Instagram's features to target specific audiences through hashtags and collaborations. The Act phase could benefit from more direct engagement with followers, such as responding to comments and DMs in a timely manner, creating polls, and encouraging feedback.

For the Convert phase, incorporating strong calls to action in Instagram posts, such as encouraging followers to visit the website, sign up for events, or volunteer, would help convert passive followers into active participants. Lastly, the Engage phase could be enhanced by recognizing and celebrating the contributions of followers, sharing their stories, and creating a sense of community around the organization's mission.

In conclusion, while SMY's Instagram presence has made positive strides, particularly with bilingual accessibility and engagement through Reels, there is still significant potential for growth. By increasing posting frequency, leveraging interactive features, and improving engagement strategies, SMY can strengthen its Instagram presence and further its goal of serving the multicultural communities of Satakunta. Moreover, enhancing the account's overall visibility and inclusivity would ensure that the organization's message reaches a broader and more diverse audience, effectively supporting its long-term digital marketing objectives.

7.6.3 Analyse of SMY'S You Tube presence using the RACE digital marketing framework

YouTube is a powerful platform for organizations like SMY to establish a strong digital presence. Unlike short-form platforms such as TikTok, YouTube allows for the creation of long-form content that can effectively tell the organization's story, provide in-depth event coverage, and offer educational resources. For many potential members and partners, YouTube is often the first platform they use to learn about an organization, making it a vital tool for both engagement and brand awareness.

However, as shown in Figure 19, SMY's YouTube channel currently remains highly inactive, with only one subscriber and just two videos that were uploaded nearly eight years ago (Satakunnan Monikulttuuriyhdistys ry official you Tube channel ,2025). This lack of content and engagement significantly limits the organization's ability to connect with its audience and hinder its potential reach.

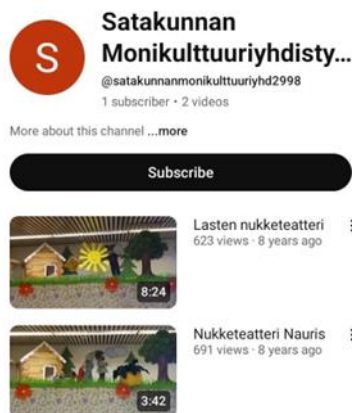


Figure 19: Low Engagement and Content Limitations on YouTube (YouTube, 2025).

The RACE framework provides a structured approach to analysing SMY's YouTube strategy, focusing on key areas such as reach, engagement, and conversion. The following breakdown of each stage will highlight opportunities for enhancing the organization's YouTube presence and improving overall audience interaction.

Reach: To improve SMY's reach on YouTube, the organization could start by optimizing its content with the right SEO strategies. YouTube's search engine optimization (SEO) capabilities can help reach a broader audience, especially those looking for support services in Finland. By adding multilingual content, particularly in English and Finnish, SMY could ensure that their videos are more discoverable to a wider and more diverse audience. Moreover, by showcasing cultural events and sharing success stories of immigrants, SMY can appeal to both local and international viewers, thereby expanding its digital presence.

Act: During the "Act" phase, SMY could work on creating engaging content that encourages interaction. This could include videos that provide valuable information to immigrants, such as how-to guides or insights into their services. By creating content that resonates with their audience, such as community-focused events or local success stories, to enhance interaction and engagement, SMY could incorporate direct calls to action in their videos. For instance, encouraging viewers to visit the website, subscribe to the channel, or actively participate in the community by commenting or engaging through social media platforms would significantly increase viewer involvement and foster a stronger connection with the audience.

Convert: The "Convert" stage can be focused on turning YouTube viewers into active participants or volunteers. SMY could use the platform to feature calls to action such as promoting volunteer opportunities, asking people to sign up for upcoming events, or encouraging them to participate in initiatives. This would guide viewers to take specific actions that support SMY's mission. The addition of personalized content, such as testimonials or success stories from immigrants who have benefited from SMY's services, would further enhance these conversion efforts.

Engage: Finally, in the "Engage" phase, SMY could work on building long-term relationships with its audience. By actively engaging with viewers in the comment sections, SMY could foster a sense of community, encouraging ongoing dialogue. Regularly posting content, responding to comments, and highlighting the

contributions of volunteers or members would help solidify connections with viewers, turning them into loyal supporters of SMY's initiatives.

Reviving the YouTube channel and incorporating these strategies would help SMY grow its online presence significantly. The integration of both educational and cultural content, combined with engagement-focused tactics, will enhance the organization's visibility, foster stronger connections with the community, and expand its digital outreach.

7.6.4 Analyse of SMY'S Tik Tok presence using the RACE digital marketing framework

TikTok has become one of the most influential and dynamic platforms for social media marketing, reshaping the way brands and organizations engage with their audiences. Its short-form video format allows for creative, interactive, and easily shareable content, which resonates particularly well with younger, tech-savvy demographics. For organizations like SMY, which is dedicated to supporting multicultural initiatives and immigrants in Finland, TikTok presents a unique opportunity to reach a broader, younger, and more diverse audience (GeeksforGeeks, 2024).

Although SMY currently does not have a presence on TikTok, establishing an account could significantly enhance its digital marketing strategy and community outreach efforts. Moving forward, the application of the RACE framework can provide a strategic approach for SMY to optimize its presence on TikTok.

Reach: TikTok's algorithm is one of its key strengths, as it helps content quickly surface to users based on their interests and viewing habits. Even though SMY currently lacks a TikTok account, creating one would allow the organization to dramatically increase its reach, both locally and internationally. TikTok's global platform and viral potential would provide SMY with an opportunity to raise awareness about its initiatives and services among a younger, digitally active demographic that may not be engaged on platforms like Facebook or Instagram. By producing captivating short-form videos that highlight multicultural events,

immigrant stories, and SMY's services, the organization could significantly boost its visibility and connect with potential followers.

Act: Engagement on TikTok thrives through interactive and visually dynamic content. SMY could leverage TikTok's popular features, such as challenges, hashtags, and duet videos, to encourage interaction with its followers. By sharing clips of cultural events, immigrant success stories, or community activities, SMY could engage its audience more effectively. In addition, responding to comments, encouraging likes, and sharing content that invites participation would help build an engaged community. These strategies would not only increase the reach of SMY's content but also foster active participation, which can lead to greater involvement from potential supporters and volunteers.

Convert: The conversion of TikTok followers into active participants, volunteers, or supporters hinges on clear calls to action within SMY's videos. For instance, SMY could prompt users to visit its website, subscribe to other social media channels, or participate in local events and programs. TikTok's integration with external links would make it easy for users to access specific landing pages where they can learn more about the organization's work or sign up for activities. By producing compelling content that encourages users to take specific actions, SMY can effectively convert passive viewers into active participants who contribute to its mission.

Engage: Sustained engagement on TikTok is essential to building lasting relationships with followers. Although SMY currently does not have an active presence on TikTok, establishing one would allow the organization to create meaningful interactions with its audience. Posting regularly, responding to comments, hosting live Q&A sessions, and engaging in direct conversations with followers would help SMY build a sense of community. The platform's interactive nature allows for constant engagement, where followers can comment, like, and share content, fostering a sense of belonging and participation. By continuously interacting with the audience, SMY can maintain strong and lasting relationships with followers, ensuring continued support and involvement.

In conclusion, while SMY does not yet utilize TikTok, the platform holds tremendous potential for enhancing its digital marketing efforts. By establishing a TikTok account, SMY could significantly expand its reach, interact more dynamically with a younger and more diverse audience, and ultimately convert followers into active participants in their multicultural initiatives. TikTok's viral nature and interactive features provide a powerful avenue for SMY to promote its services, raise awareness, and strengthen its community engagement efforts. Through consistent, engaging content and strategic use of the platform's tools, SMY could elevate its digital presence and extend its impact within both local and global communities.

7.6.5 Analysis of SMY 's presence Website Performance and Google Presence

In today's digital landscape, a well-optimized website is fundamental for an organization's online presence and community engagement. For SMY, the website serves as a vital platform to share information about its mission, services, and events with a broad audience, including both local and international communities. As shown in figure 20, the multilingual accessibility in Finnish, English, and Russian is a notable strength, (Satakunnan Monikulttuuriyhdistys ry official website ,2025) as it expands the organization's reach to a diverse demographic. However, while the website offers essential information, there are areas that could be enhanced to better engage visitors and attract potential members, participants, and volunteers.



Figure 20: Expanding reach through multilingual website accessibility (Satakunnan Monikulttuuriyhdistys ry website, 2025).

Additionally, SMY currently holds a 4.2-star rating based on 37 reviews on Google (as shown in Figure 21). While this rating is relatively positive, there remains room for improvement. Actively engaging with stakeholders by addressing feedback, responding to reviews, and ensuring the maintenance of high service standards can enhance the organization's credibility and strengthen its digital presence.



Figure 21: Google reviews and engagements (Google, 2025).

As Google is the dominant search engine, businesses must optimize their websites to rank higher in search results. A well-optimized website ensures that potential customers searching for relevant services or products can easily find the organization, increasing visibility and engagement. Moreover, customer reviews play a crucial role in business growth. Before purchasing a product or using a service, consumers often rely on reviews to assess credibility and quality. Positive reviews build trust, while negative feedback can directly impact an organization's reputation. Using the RACE framework—Reach, Act, Convert, and Engage—this analysis evaluates how SMY can optimize its website to achieve greater impact and engagement.

Reach: SMY's website is a key resource for conveying its mission and services, but there are opportunities to increase its reach. One area of improvement is searching for engine optimization (SEO). By implementing better SEO strategies, such as refining keywords, improving metadata, and enhancing the site's content structure, SMY can improve its visibility on Google search results. This would help attract more visitors searching for community support services or multicultural

initiatives in Finland, particularly in underserved demographics. Optimizing for local SEO could also ensure the website is more easily discovered by those in the Satakunta region and beyond, making the organization more visible to potential members, volunteers, and donors.

Act: The website provides useful information, but there is room to enhance interaction and engagement. SMY could add clear and compelling calls to action (CTAs) across the website, such as “Join Us,” “Volunteer,” “Donate,” or “Learn More.” These CTAs would guide visitors towards actionable steps, making it easier for them to get involved. Additionally, integrating features such as online event registration, feedback forms, or interactive elements like quizzes or surveys could drive user engagement. Social media integration is another key factor adding share buttons and linking to active platforms would encourage cross-channel engagement, fostering a greater connection with the audience.

Convert: Converting visitors into active participants or volunteers is an essential objective for SMY's website. A smooth user experience is crucial in achieving this goal. Ensuring the website is mobile-responsive, with an intuitive navigation system, will make it more accessible and user-friendly. Landing pages dedicated to specific services (e.g., volunteering, events, donations) can help streamline conversion by focusing on goals.

Moreover, featuring testimonials and success stories from immigrants who have benefited from SMY's services would build trust and credibility. This, combined with clear CTAs, will encourage visitors to take meaningful actions, whether signing up for an event, volunteering, or donating. Additionally, having a well-managed and updated Google review section will also provide social proof, increasing visitors' confidence in the organization's services.

Engage: Maintaining long-term engagement on SMY's website will depend on regularly updating content and providing interactive spaces for users to stay involved. SMY could introduce a blog, success stories, and news updates to keep visitors engaged and informed about ongoing initiatives and events. Regular content updates would not only keep the site fresh but also encourage users to return.

Offering downloadable resources, such as event calendars or guides, would further engage users and increase the value they derive from the site.

Additionally, fostering community engagement through online forums, comment sections, or interactive discussions would create a sense of belonging, making the website a hub for continuous interaction. Actively responding to Google reviews and addressing feedback is also an important part of engagement, as it shows the organization values stakeholder input and continuously strives to improve its services.

In conclusion, while SMY's website is a valuable tool for sharing its mission and services, there are several opportunities for improvement in terms of reach, interaction, conversion, and engagement. Enhancing SEO, integrating clear CTAs, updating content regularly, and responding to feedback—especially through Google reviews—will help the organization build stronger connections with its audience. By optimizing its website and digital strategies, SMY can better serve its community, expand its reach, and strengthen its digital presence, ultimately supporting its multicultural initiatives and driving engagement with both local and international audiences.

Based on the analysis of SMY's digital presence, the organization has established a foundation across various online platforms, including Facebook, Instagram, YouTube, and its multilingual website. While SMY has made progress in developing its digital presence, there are significant opportunities for improvement. By fully integrating digital marketing strategies, the organization can enhance community engagement, expand its reach, and strengthen its impact on the multicultural communities it serves.

Moreover, to improve its digital footprint further, SMY should consider leveraging more social media platforms like TikTok and Twitter. These platforms offer new, dynamic ways to engage with a younger, more diverse audience, and can help in sharing real-time updates, events, and educational content. Utilizing TikTok's short video format can bring attention to SMY's initiatives in a fun and engaging

manner, while Twitter can be used for quick updates, conversations, and collaborations with similar organizations and influencers in the multicultural space.

Additionally, incorporating chatbots and customer support tools would be a game-changer for SMY's digital engagement. These tools can provide instant assistance to users, enhancing their overall experience and increasing satisfaction. Chatbots can be programmed to respond to frequently asked questions, provide real-time event information, and assist in navigating the multilingual website. This would significantly improve communication, foster stronger relationships with community members, and ensure inquiries are addressed quickly, further promoting SMY's mission to serve multicultural communities effectively.

In addition to social media marketing, SMY can explore a range of other digital marketing strategies to further engage their multicultural community and enhance their reach. To improve its digital presence, SMY can benefit from leveraging SMS marketing, developing a mobile app and building an email list. Since, SMS marketing provides direct, immediate communication with the community, ensuring high engagement with time-sensitive messages like event reminders or urgent updates and a mobile app centralizes SMY's services, offering easy access to information, event registration, and push notifications, which keeps users informed and always connected.

Moreover, building an email list enables SMY to send personalized content, newsletters, and event invitations, fostering a deeper relationship with their audience and ensuring regular, targeted communication. Together, these methods complement social media marketing and allow SMY to strengthen community engagement, increase its reach, and create a more interactive experience for the multicultural communities it serves.

8 DISCUSSIONS

This chapter critically reflects upon the research findings and situates them within the wider academic and practical discourse concerning multicultural integration, community engagement, and nonprofit organizational development. The goal is to interpret the significance of the results derived from both qualitative and quantitative components, analyse their implications for the strategic direction of SMY, and evaluate the limitations and potential avenues for future inquiry.

The findings of this study highlight that SMY occupies a unique and indispensable role in the Satakunta region as a facilitator of immigrant integration, a promoter of multicultural dialogue, and a provider of essential social support services. The mixed-methods approach revealed a comprehensive view of the organization's operational dynamics. The qualitative insights—particularly from stakeholders including management, volunteers, and service recipients—revealed a strong appreciation for SMY's inclusive ethos and its ability to create culturally responsive community spaces. These findings were substantiated by the quantitative data, which reflected high levels of satisfaction among service users and volunteers, especially in relation to the cultural programming and language education initiatives.

However, the research also exposed considerable challenges that constrain SMY's effectiveness and long-term viability. Chief among these is staffing limitations, funding insecurity, and underutilized digital engagement. As highlighted through the SWOT analysis, these internal weaknesses and external threats present pressing risks that demand strategic action. The limited staff capacity, expected to decline further post-2025, jeopardizes the Sustainability of core programs. Likewise, the absence of systematic Volunteer management structures has led to under-engagement and skill mismatches, despite the high potential and motivation evident within the Volunteer base.

The findings suggest that SMY must move towards more institutionalized practices in both operational planning and stakeholder management. The Stakeholder

Theory proved particularly useful in framing the complex relationships that SMY navigates. While partnerships with educational institutions, local authorities, and community groups exist, they are often informal or inconsistent. A more deliberate approach to stakeholder collaboration could enhance resource mobilization, expand programmatic reach, and increase organizational resilience.

Moreover, the application of the RACE digital marketing framework provided a critical lens through which to evaluate SMY's digital presence. Although the organization uses platforms such as Facebook and Instagram, its content lacks strategic direction and consistency. Survey respondents emphasized the need for bilingual, visually engaging, and regularly updated digital content. In an increasingly digital society, especially among younger and more mobile immigrant populations, failing to optimize digital outreach limits not only visibility but also service accessibility and volunteer engagement.

The study also reinforces the significance of community-driven development models in multicultural settings. The participatory perspectives gathered during interviews and surveys underscore the importance of listening to diverse voices—immigrant families, Finnish participants, and organizational stakeholders alike—when shaping services. These findings point to the need for co-created programming that reflects both the aspirations and the needs of an increasingly diverse demographic.

In recognizing the study's contributions, it is also necessary to acknowledge its limitations. The reliance on a relatively small number of interviews, and the practice-based orientation of the study, inherently limits the generalizability of the findings. The decision to prioritize interviews over broader surveys of external stakeholders was a methodological constraint imposed by time, access, and the applied nature of the research. Similarly, while the quantitative survey reached a broader audience, it focused exclusively on SMY-affiliated individuals—registered members, volunteers, and service recipients—thereby excluding potentially critical outsider perspectives. These limitations, while consistent with the boundaries of practice-based research, underscore the importance of methodological plurality in future studies.

9 CONCLUSION

This thesis set out to develop a strategic development plan for SMY, a key organization promoting multicultural integration and social inclusion within the Satakunta region. Grounded in a practice-based methodology and supported by mixed-method research, the study evaluated the effectiveness of SMY's services, stakeholder engagement practices, Volunteer coordination, and digital Outreach strategies and all research methods and theoretical models aligned closely, and each research finding and theoretical analysis consistently highlighted the same key strengths, weaknesses, and areas for improvement. Whether through the personal perspectives gathered in interviews, the broader trends seen in the survey responses, or the structured analysis provided by each framework, the findings pointed in the same direction

The findings affirm SMY's vital role as a community-based facilitator of immigrant integration and intercultural dialogue. Its inclusive programs—including language courses, cultural events, informal gatherings, and support services—have demonstrably contributed to community cohesion. Survey results indicated high participant satisfaction, while interviews highlighted strong emotional and cultural ties between users and the organization. These largely intangible contributions are crucial in cultivating a socially inclusive and empathetic environment.

However, the research also identified key areas in need of strategic development. Notable challenges include limited staff capacity, fragmented digital communication efforts, and a lack of structured Volunteer management systems. If left unaddressed, these issues may hinder SMY's operational effectiveness and long-term sustainability. Through the application of SWOT analysis, Stakeholder Theory, and the RACE digital marketing framework, the study underscored the need for a more proactive Volunteer engagement model, Deeper stakeholder collaboration, and a comprehensive, digitally driven communication strategy to reach broader and more diverse audiences.

While SMY's strengths lie in its deep-rooted community connections and cultural responsiveness, the evolving nature of multicultural engagement and social services demands a shift from informal, reactive approaches to structured and scalable practices. This study's practical orientation enabled the development of actionable, context-specific strategies, providing the organization with realistic and sustainable recommendations tailored to its operational environment.

It is important to acknowledge the limitations of the research. Conducted in English and limited to individuals already Affiliated with SMY, the study excluded perspectives from those outside the organization's immediate network. As such, the findings are contextually specific and may not be universally applicable to other multicultural organizations or regions. Nevertheless, the Insights offer valuable guidance for strategic planning within SMY and may serve as a reference point for similar organizations navigating comparable challenges.

The overarching conclusion of this thesis is clear: successful community engagement and cultural inclusion require more than goodwill—they demand deliberate strategy, coordinated action, and effective resource utilization. SMY is uniquely positioned to expand its impact and further establish itself as a cultural bridge in the region. By embracing structured development planning, enhancing stakeholder partnerships, and investing in digital capacity and Volunteer management, SMY can strengthen its role as an inclusive, accessible, and influential institution in Satakunta. Ultimately, this thesis serves as both a reflection of SMY's current state and a strategic roadmap for its future. The recommendations presented are not merely reactive measures, but proactive steps designed to ensure the organization continues to thrive and evolve in response to the region's growing diversity and changing social landscape

10 FINAL REFLECTIONS AND FEEDBACK FROM THE COMMISSIONER AND COMMUNITY COORDINATOR

This thesis journey has been a meaningful and transformative experience for me academically and personally. Working closely with Satakunnan Monikulttuurisyhdistys ry (SMY) allowed me to explore the real-life challenges and strengths of an organization that plays a key role in multicultural integration and community-building in Satakunta. It was not just a research assignment—it became a chance to support a mission I genuinely care about.

During my practical training, I had the chance to observe SMY's everyday activities, participate in community events, and interact with staff, volunteers, and service users. These experiences helped me understand the real impact of inclusion work and how essential it is to create safe, supportive spaces for people from different backgrounds. I saw firsthand how language classes, cultural events, and everyday interactions can build bridges between communities.

Conducting this research improved my skills in qualitative and quantitative analysis, stakeholder communication, and strategic planning. More importantly, it strengthened my ability to work in multicultural environments and communicate ideas clearly and respectfully. I also learned the importance of listening deeply to community voices when developing recommendations.

A particularly rewarding moment was the opportunity to present my thesis to the organization. The feedback I received was both humbling and inspiring. The community coordinator praised the work for identifying key areas for development and described it as driven by genuine care and active engagement.

Additionally, the commissioner, Ms. Maija Aalto, offered strong and affirming feedback. She stated:

"Imalka was very accurate in collecting and analysing the information. She noticed things from practice and compared them to the data with great attention. Her work confirms what we suspected and gives us clear development suggestions.

Thanks to Imalka for the huge work she has done for us! This is a strong foundation for our strategic planning workshop this year."

This comment was especially meaningful to me, as it confirmed that these research results are going to be the basis for the client's strategy workshop this year, which makes this contribution especially meaningful. This comment confirmed that my work was not only academically sound but also practically useful, even being described as a strategic plan of the year for SMY. Contributing to an organization's future development and helping inform their upcoming strategic decisions is something I am incredibly proud of.

Moreover, the community coordinator of SMY expressed appreciation for my work and mentioned that the topic was very important for the future development of SMY's services. She highlighted that the survey results brought out valuable insights and said it was clear that I had worked with genuine interest and commitment. Her words meant a lot to me and confirmed that the work I had done was meaningful and appreciated.

"I work as a community coordinator at the Multicultural Association and have been partially involved and present during Imalka's internship and while she was doing her thesis for us. Today, Imalka presented her thesis 'Development Recommendations for Satakunnan Monikulturiyhdistys ry,' and we also reviewed the survey responses in detail.

The topic was extremely important for developing our diverse operations. Imalka has done a wonderful job, and the results of the highlighted many important observations and areas for improvement. She has worked very actively and shown genuine interest in the topic. It has been a joy to follow her progress!"

In conclusion, this thesis allowed me to grow both personally and professionally. It gave me the opportunity to contribute something valuable, to be part of a real-world change process, and to feel that my efforts made a difference. I am thankful for the experience and for all the people who supported me along the way.

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APPENDIX 1: INTERVIEW QUESTIONS FOR THE EXECUTIVE DIRECTOR AND COMMUNITY COORDINATOR OF SMY

1. What are the organization's main strengths?
2. What are the current weaknesses or internal challenges facing SMY?
3. What external opportunities can the organization explore for growth or improvement?
4. What external threats or risks does the organization face?
5. What challenges does SMY face in promoting multiculturalism and integration?
6. What strategies are currently used for outreach, and how can they be improved?
7. What role do volunteers play in SMY's operations, and how can Volunteer engagement be improved?
8. What are the challenges in recruiting and retaining volunteers at SMY?
9. How important is stakeholder engagement to SMY, and how can it be improved?
10. How can SMY improve its digital Outreach and integrate technology into its services?
11. How is the impact of SMY's programs evaluated?
12. Are there any plans for expanding services or the geographical reach of SMY?

13. What operational areas require improvement to ensure SMY's long-term success?
14. Are there any new partnerships or funding opportunities that SMY is currently exploring?

APPENDIX 2: INTERVIEW QUESTIONS FOR THE VOLUNTEER WORKER

1. Can you describe your role and tasks as a Volunteer at SMY?
2. What motivated you to volunteer with SMY, and how would you describe your experience so far?
3. How well do you think SMY supports and manages its volunteers?
4. Do you feel your skills are being used effectively in your volunteer role?
5. In your opinion, what are the strengths of the organization?
6. What challenges have you observed in your work here?
7. How could SMY improve Volunteer coordination or support?
8. How do you think SMY could increase Volunteer engagement or attract more volunteers?
9. Do you think digital communication and social media are used effectively to reach out to the community and volunteers? If so, how?
10. What would you suggest improving SMY's long-term growth and impact?

APPENDIX 4: INTERVIEW QUESTIONS FOR THE IMMIGRANT CUSTOMER OF SMY

1. How did you first hear about SMY, and what motivated you to get involved?
2. What types of services or programs have you participated in at SMY?
3. In what ways have SMY's services supported your integration into Finnish society?
4. Do you feel welcomed and included when attending SMY events and activities?
5. How effective do you think SMY is in supporting immigrants and promoting multicultural inclusion?
6. Are there any services or types of support you feel are currently missing or could be improved at SMY?
7. How has your involvement with SMY impacted your social life, language skills, or employment opportunities?
8. What additional actions could SMY take to better support immigrants in the community?
9. How would you evaluate SMY's communication on social media and online platforms?
10. Would you recommend SMY to other immigrants? Please explain why or why not.

APPENDIX 5: INTERVIEW QUESTIONS FOR THE FINNISH CUSTOMER OF SMY

1. How did you first become involved with SMY?
2. Which activities or services have you participated in at SMY?
3. In your opinion, how does SMY promote multicultural understanding and inclusion?
4. How do you view SMY's role in fostering connections between Finnish people and immigrant communities?
5. Have you observed any social or cultural benefits in your community as a result of SMY's programs?
6. From your perspective as a Finnish resident, what are SMY's key strengths?
7. Are there any areas where you believe SMY could enhance its services or outreach efforts?
8. How could SMY more effectively engage local Finnish residents in their programs?
9. Do you follow SMY on social media or other online platforms? How would you assess the effectiveness of their digital communication?
10. What recommendations would you offer to help SMY grow and increase its impact within the community?

APPENDIX 6: QUESTIONNAIRE OF SURVEY



Development Plan for the Satakunnan Monikulttuuriyhdistys ry ,Pori, Finland

Dear Participant,

I am Imalka Madushani, a student at Satakunta University of Applied Sciences, Finland. This survey, conducted as part of my bachelor's thesis, aims to assess and enhance the services and community engagement initiatives of Satakunnan Monikulttuuriyhdistys ry (Satakunta Multicultural Association).

Your participation is essential in gaining valuable insights into the current state of the association's services and understanding their impact on both the local Finnish and immigrant communities. The responses you provide will help identify areas for improvement and contribute to enhancing the organization's offerings.

Rest assured, all responses will be treated with the utmost confidentiality and anonymity. Your identity will remain undisclosed in any thesis reports or related publications. The information you provide will be used solely for academic purposes and to inform strategic improvements.

Thank you for your time and valuable input. Your participation is greatly appreciated and will play a crucial role in the success of this research.

1. Age Group

Please select your age group: *

- Under 18
- 18-24
- 25-34
- 35-44
- 45-54
- 55+

2. Gender

Please select your gender: *

- Male
- Female
- Non-binary/Other
- Prefer not to say

3. Nationality

What is your nationality? *

- Finnish
- Immigrant
- Prefer not to say

5. Services Used

Please indicate which services of Satakunnan Monikulttuuriyhdistys ry you have used or participated in: *

- Language Courses
- Cultural Activities/Events
- Volunteer Opportunities
- Employment Assistance
- Children's Activities
- Internship Opportunities
- Other

6. Overall Satisfaction

How satisfied are you with the overall services provided by Satakunnan Monikulttuuriyhdistys ry? *

- Very satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very dissatisfied

7. If you selected 'Dissatisfied' or 'Very dissatisfied' with the services, please specify the reasons for your dissatisfaction

Enter your answer

8. Digital Marketing and Outreach Initial Awareness of Satakunnan Monikulttuuriyhdistys ry How did you first hear about Satakunnan Monikulttuuriyhdistys ry? *

- Social Media (Facebook, Instagram, etc.)
- Website
- Word of Mouth
- Local Advertisements (flyers, posters)
- Other

9. Online Presence and Outreach

How would you rate the online visibility of Satakunnan Monikulttuuriyhdistys ry (e.g., website, social media)? *

- Excellent
- Good
- Neutral
- Poor
- Very Poor

10. Website and Social Media Accessibility

Have you visited the website or social media pages of Satakunnan Monikulttuuriyhdistys ry? *

- Yes
- No

11. Ease of Finding Information

If yes, how easy was it for you to find the information you needed on the website or social media? *

- Very easy
- Easy
- Neutral
- Difficult
- Very difficult

12. Suggestions for Improvement in Digital Outreach

What suggestions do you have to improve Satakunnan Monikulttuuriyhdistys ry's digital presence and online outreach? *

Enter your answer

13. Additional Services or Activities

Are there any additional services or activities you would like to see offered by Satakunnan Monikulttuuriyhdistys ry? *

Enter your answer

14. Overall Experience

Please provide any additional comments or suggestions that could help improve your experience with Satakunnan Monikulttuuriyhdistys ry. *

Enter your answer