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**APPLYING A BUSINESS COMMUNICATION APPROACH
IN A NON PROFIT ORGANISATION.**

(Multicultural Association of Pori)



Degree Programme in Innovative Business Services

2014



APPLYING A BUSINESS COMMUNICATION APPROACH IN NPO.

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Degree Programme in Innovative Business Services

November 2014

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Number of pages: 46 pages

Appendices: 2

Keywords: Marketing communication, Brand Management, Customer Relations, Community Engagement, and Social Media.

PURPOSE:

This thesis aim to explore the loopholes in the communication strategy of the association, which tends to be the major issue at hand. The thesis would focus on how to provide an effective approach, ideas and suggestions, for reaching key audiences. The thesis will endeavor to provide a way for nonprofit organization to navigate through the communication effort from branding organization, building a public recognition through community engagement, developing communication plan, to choosing the right approaches and measuring results.

METHODS:

The research would focus on a communication strategy and tips that could boost the presence of the Satakunta Multicultural Association.

A research questionnaire was made to find out how the association was perceived and what suggestion customers could possible help to improve the services. In addition the research questions also aimed at finding out what contribution could be gotten from people, to enhance public engagement. The result of the research gave a unique identification of subtle issues that existed and which lack of communication and research had hindered the organization from discovering.

A audio interview was made internally to pinpoint the basic problems and weaknesses of the association. The interview was later transcribe and used to give a direction to the thesis.

THEORETICAL FRAMEWORK

The theory chapter merges key theories (both traditional and nonprofit approaches) on principles of Marketing activities, Branding Idea and hierarchy of effect model.

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1. INTRODUCTION

The objective of a NPO is to provide services to the community without any monetary profits. They are considered as silent providers, with the interest of the public and private wellbeing at heart. However, nonprofit organizations are faced with several problems nowadays, ranging from how to get funding, volunteers, managing on a strict budget, Employee/volunteer retention and Succession Planning and so on. The one underlying problem that could unify all the processes, function and empower nonprofit to achieve its goal is always ignored and that is Communication Strategy. Marketing gets no respect in the nonprofit world, it's mainly ignored unlike in the For profit sector. Non Profit usually forgets what the benefit and the effect of marketing in an organisation, or sometime it is due to having to run programmes on a very strict budget.

This thesis non-profit organization, Multicultural Association of Satakunta, is challenged with lack of marketing communication strategy, a brand personality and Identity which might have stem from the strictness of budget. Not to be left out, other challenges are uncertainty of job contract and funding.

The thesis provides practical methods and realistic approach through mapping of information strategy and providing a guideline for communication strategy and community engagement.

The organization is already undergoing some subtle changes in endeavoring to build a brand. For example the organisation was deliberated upon for a logo change but majority of the members disapproved, this is because they believe that the older age groups however are familiar with the logo and changing the logo wouldn't be a good idea. The resolution then was that the logo colors should be reduced to three maximum and the shape stays the same. In addition, maintaining a brand cannot be achieved without integrating the brand into the whole organizational internal marketing and marketing materials, and this had led to rebuilding the webpage and redesigning of other marketing materials.

2. BACKGROUND AND HISTORY

Multicultural Association of Satakunta was founded by immigrants and Finnish people together in the year 1996. Its goal is to increase internationality and the interaction of different cultures. It attempts to help the immigrants with integration into Finnish society. There's always something to do for everybody in the organization. The Organization happily embraces new ideas and new active volunteers to join at the International Meeting Point!

The Multicultural Association of Satakunta (SMY) operates the International Meeting Point in the Centre of Pori and has acted as the activity Centre for people from different countries ever since 1996. The visitors can participate in a variety of clubs, events, get-togethers and theme days for all ages.

The continuous activities include ongoing Finnish language courses and other language courses, club for adults and club for children. There are all kind of activities for the newcomers and the native residents. The services include Sewing Service, Traditional Finnish massage, Food day on Wednesdays, Consultation for immigrants.

The past ten SMY-years have offered versatile, multicultural events for all the International Meeting Point and have made various contacts possible. Quite often the very first contacts between the Finns and the immigrants take place there.

The genuine get-togethers and the multicultural society meet well at the Meeting Point. This place is a very popular work training place for the native residents as well as the new-comers (immigrants moving to Pori). While training for the labour market the immigrants can take the first steps into the Finnish society. Getting to know the native residents and the practical work helps one and all to deal with the everyday matters.

One has a chance to get acquainted with the voluntary work in the "Meeting Point". Use of the Finnish language improves within the association circles.

The International Meeting Point is a place for about 30-40 trainees and this group

consists of the immigrants and foreign students. The number of voluntary workers is around 30 every year (Multicultural Introduction, 2014).

The meaning of the International Meeting Point is very important indeed as a form of support and as a place where the immigrants find a low threshold. All this targeted at the ever growing number of people.....these matters have been and are a continuous topic of discussions.

The Multicultural Association of Satakunta (SMY) has been working really hard to meet these goals and has been acknowledged especially for the importance of the Meeting Point.

Since the new integration law became effective (on 1.9.2011) the emphasis has strongly been on the activities and the existence of the SMY. Expertise is also required from the third party as far as the immigration issues handled by the authorities and the present services are concerned. When talking about the new integration law the main goal of the Ministry of Interior is to speed up the employment of the immigrants.

The very idea of the law is to enhance and support integration and the chances of the immigrants to be involved in the activities of the Finnish society, also to enhance equality, equal rights as well as positive interaction.

2.1 The new integration law and the meaning of the law:

- To support and enhance integration and make it possible for the immigrants to get involved in the Finnish society in an active way.
- The starting point is to observe the immigrant as a resident of the respective county.
- To enhance equality and positive interaction between various segments of population.
- The immigrants are guided to the necessary schooling or for other vital measures/services within one (1) month after the plan has been completed.
- The application of the law goes also for the children, youngsters and housewives.
- The local authorities are obliged to develop integration as a diverse cooperation.

The cooperation partners are countries, The Employment and Economic Development Centers and the Police as well as the organizations, associations and communities enhances the respective measures and services.

The number of immigrants coming to Pori is bigger day by day and they have to wait for language courses even over half a year.

The Meeting Point offers Finnish lessons thus speeding up the integration of the families, in addition also making it possible for them to make further plans in Pori.

At the time of the integration adopting the language and the culture requires support.

At the Meeting Point the immigrants have a chance to make contacts with the native population, to learn about various Finnish methods, to be prepared for work practice/labour market training, also when they are looking for work training places.

2.2 The Meeting Point employs the immigrant.

In 2011 the work team of SMY included 93 persons, 81 of them were immigrants. The total sum of paid salaries is over 190000 euro. SMY has employed long term unemployed people making the use of the support salary system for years, however today the government has reduced the amount of the funds, so from now on we are able to employ only three people.

2.3 Community spirits wellbeing.

The very name of the Meeting Point encourages people to contact others, talk about cultures and communicate with various immigrant groups as well as the Finns and also people having a foreign background.

The City of Pori has rented the facilities of the Meeting Point for SMY thus offering the citizens marvelous chances to see what is really happening within the walls of this place finding out about the services of SMY also enriches the City life.

Various clubs and events are arranged at the Meeting Place such as get-togethers and theme days...they are all free of charge and meant both for the children, youngsters and the adults. Local residents are also most welcome to all events. Those studying the Finnish language are involved in the arrangements. The immigrants use their personal skills when acting as teachers and supervisors of conversation clubs.

In addition to Finnish classes English, Russian, Spanish, Turkish, Arabic, Italian and Thai-courses are available.

The Meeting Point has a tendency to gather not so active immigrants to the events. It is often impossible for the Authorities to arrange certain support for the immigrants, this is where diverse volunteer work and the initial activities of the immigrants are desperately needed. As at 2011, the number of volunteers has been 185 people!

2.4 Goal and Mission of Multicultural Association

The goal of Satakunta Multicultural Association (SMY) is to be the string that links immigrants and the Finnish citizens in the Pori region. The organization arms are wide open to receive immigrants and to help the citizens to learn about different cultures and lifestyles while in turn the citizen discovers or find interest in some other foreign culture and lifestyle.

The goal is to increase internationality and wipe out prejudice by educating people about other culture that exist.

Satakunta Multicultural Association mission is to increase internationality and to enhance interaction and cooperation among different cultures in the region. they aim at supporting the immigrants in preserving their cultural identity while becoming a successful, self-assured member of the Finnish society.

2.5 Target Group

The SMY stakeholder can be simply anyone willing and ready to join us, regardless of age, social status, ethnic traits or educational background. The only requirement for you is to be open-minded and eager to get to know new cultures. With this attitude you will easily become internationally enlightened.

2.6 Vision of the Association

The Satakunta multicultural association of Pori's vision is to build a society in which effective intercultural interaction is an approved and promoted form of handling conflicts and pulling down stereotype-based cultural prejudices. The association

dream of a society in which the similarities between nations outweigh the differences.

2.7 Value of the Association

SMY accept differences, they appreciate diversity and its potential. Identifying the uniqueness of an individual, they attempt to practically and concretely give assistance to the immigrants: at job seeking, when studying, when improving one's readiness for the labour market, knowledge about the Finnish working culture, about the working methods of a work team, interaction skills. The organization operate as the International Meeting Point in the Centre of Pori and act as the activity Centre for people from different countries.

2.8 Purpose of the Thesis

The thesis would focus on how to provide an effective approach, messages, for reaching key audiences based on concurrent activities or project. The thesis endeavor to provide a way for Nonprofit organization to navigate through various communication effort from branding organization, building a public recognition through community engagement in order to tackle challenges, developing communication plan, to choosing the right approaches and measuring results.

The questions the research endeavor to answer are, how can the association ensure the security of funding?. How could the association possibility utilize social media to enhance awareness? Where do they stand as brand positioning is concern?

3. WHY COMMUNICATIONS AND WHY IS IT IMPORTANT?

Marketing communications are a management process through which an organization engages with its various audiences. By understanding an audience's communications environment, organizations seek to develop and present messages for their identified stakeholder groups, before evaluating and acting upon the

responses. By conveying messages that are of significant value, they encourage audiences to offer attitudinal and behavioral responses.

Marketing communications is a subset of the overall subject area known as marketing. Marketing has a marketing mix that is made of price, place, promotion, product (known as the four P's), that includes people, processes and physical evidence, when marketing services (known as the seven P's).

It can also refer to the strategy used by a company or individual to reach their target market through various types of communication. All strategies, tactics, and activities involved in getting the desired marketing messages to intended target markets, regardless of the media used.

Traditionally, marketing communications practitioners focus on the creation and execution of printed marketing collateral; however, academic and professional research developed the practice to use strategic elements of branding and marketing in order to ensure consistency of message delivery throughout an organization. Many trends in business can be attributed to marketing communications; for example: the transition from customer service to customer relations, and the transition from human resources to human solutions. In branding, opportunities to contact stakeholders are called brand touch points (or points of contact.) Marketing communications is concerned with the general behavior of an organization and the perceptions of the organization that are promoted to stakeholders through these touch points.

Nonprofit Organisation is believed to have the power to transform our society. Therefore a capacity to generate and maintain a well-crafted communications could transform nonprofits. Effective communications can target the right messages to the right audiences at the right times. An investment in appropriate, well-planned communications can increase rather than detract from the bottom line when resources and staffing are tight.

Nonprofits typically have two main goals for their communications programs – raising awareness and raising funds or ascertaining the source of fund. Yet getting your messages heard and moving people to act have never been more challenging, or more important.

SMY just like other nonprofit organization tend not to make marketing communication a priority. SMY needs to find a way to get their messages heard by the public and their name should be able to create an emotional contact with the public. SMY is focused on the service which is positive, but also they need to know how to understand the want, desire and customers behaviour to aid decision in communication.

SMY plays a major role in giving assistance to immigrant, yet they are seen as expendables to other association. How can SMY make known to the public of their existence? Communication and branding becomes a key channel to establish their presence and brand image.

In the corporate world, not being visible eventually means going out of business, and more nonprofits are coming to understand that the same is true in the nonprofit sector. SMY should understand that if those there are trying to serve don't know they exist, or if volunteers don't understand that their support are needed, your organization's survival can be at risk.

In a crowded marketplace...not standing out is the same as being invisible (Seth Godin., eds 2004.)

Today, nonprofits face increased scrutiny from government agencies and the public regarding their governance and financial standards. (Web.undp.org, 2004.)

If only the SMY can adopt a proactive communications strategy, they can stave off potential crises while positioning herself as a worthy recipient of support and of the public trust. To get your messages heard, understood and remembered, you need to use some of the same channels and strategies that for-profits use

3.1 Lessons From The Corporate World

Corporate organisations spends huge sum each year to convince consumers to buy their products and services. They make the investment because communications, in the form of advertising, public relations, direct mail and the like, motivate people to act. If they didn't work and if bigger sales and bigger profits weren't the result, corporations wouldn't budget for these communications efforts.

In case of Nonprofit, it's not realistic, or even desirable, for the nonprofit sector to match corporate organisation spending dollar for dollar, nonprofits can learn countless lessons from the corporate world about how to get the biggest return possible on their investment in communications.

Customer segment has always been a smart way to target key customer, define what they care about and how to make right decision and communicate with target consumer.

To be successful across consumer segments, we acknowledge that a strategy of mass production or mass marketing is no longer sufficient. Only by identifying and understanding consumers' motivations and goals for doing sport, their individual lifestyle, their fitness level and their buying habits can we create meaningful products, services and experiences that build a lasting impression and brand loyalty (Addidas-group, 2014).

4. MARKETING COMMUNICATION: CHANNELS AND PROMOTION TOOLS

"Marketing communications are the means by which firms attempt to inform, persuade, and remind consumers - directly or indirectly - about the products and brands that they sell." (Kotler and Keller)

4.1 The System of Marketing Communication

The use of marketing communications as a means of influencing others is therefore determined by specific circumstances or the context in which the episode is to occur. The list of possible contexts is endless, and the task facing marketing communications managers is to identify the key aspects of any situation and deliver promotional messages that complement the context. This enables audiences to interpret messages correctly and maintain a dialogue (ebsglobal.net, 2014).

The main task facing the management team responsible for marketing communications is to decide the following:

1. Who should receive the messages?
2. What the messages should say;
3. What image of the organization/brand receivers are to form and retain;
4. How much is to be spent on establishing this new image;
5. How the messages are to be delivered.

4.2. Developing Effective Communication

The challenges in achieving success in communications necessitate careful planning. Planning is a way to organize actions that will lead to the fulfillment of a goal. Goal in this case is to raise awareness about an initiative's long-term benefits to the community. To develop a plan for communication of any sort, few things have to be considered.

4.2.1 Identify the Target Audience

The process must start with a clear target audience in mind: potential buyers of the company's products, current users, deciders, or influencers, and individuals, groups, particular publics, or the general public. The target audience is a critical influence on the communicator's decisions about what to say, how, when, where, and to whom (Philip K., and Kevin L., 2014).

4.2.2 Determine the Communications Objectives

Marketers can set communications objectives at any level of the hierarchy-of-effects model. John R. Rossiter and Larry Percy identify four possible objectives, as follows:

- a. Category Need—Establishing a service category as necessary to remove or satisfy a perceived discrepancy between a current motivational state and a desired motivational state. (Philip K., and Kevin L., 2014).
- b. Brand Awareness—fostering the consumer's ability to recognize or recall the

brand within the category, in sufficient detail. Recognition is easier to achieve than recall. Brand recall is important outside the store; brand recognition is important inside the store. Brand awareness provides a foundation for brand equity (Philip K., and Kevin L., 2014).

c. Brand Attitude—helping consumers evaluate the brand’s perceived ability to meet a currently relevant need. Relevant brand needs may be negatively oriented (problem removal, problem avoidance, incomplete satisfaction, normal depletion) or positively oriented (sensory gratification, intellectual stimulation, or social approval). (Philip K., and Kevin L., 2014).

d. Brand Purchase Intention—Moving consumers to decide to patronize the brand or take purchase-related action. Promotional offers like coupons or two-for-one deals encourage consumers to make a mental commitment to buy. But many consumers do not have an expressed category need and may not be in the market when exposed to an ad, so they are unlikely to form buy intentions. (Philip K., and Kevin L., 2014).

4.2.3. Design the Communications

Formulating the communications to achieve the desired response requires solving three problems:

1. What to say (message strategy),
2. How to say it (creative strategy), and
3. Who should say it (message source).

4.2.4 Message Strategy

In determining message strategy, management searches for appeals, themes, or ideas that will tie in to the brand positioning and help establish points-of-parity or points-of-difference. Some of these may be related directly to product or service performance (the quality, economy, or value of the brand), whereas others may relate to more extrinsic considerations (the brand as being contemporary, popular, or traditional).

Researcher John C. Maloney felt buyers expected one of four types of reward from a product: rational, sensory, social, or ego satisfaction. (Philip K., and Kevin L., 2014).

4.2.5 Creative Strategy

Communications effectiveness depends on how a message is being expressed, as well as on its content. If a communication is ineffective, it may mean the wrong message was used, or the right one was poorly expressed. Creative strategies are the way marketers translate their messages into a specific communication.

Subsequent research, however, indicates that the best advertisements ask questions and allow readers and viewers to form their own conclusions. You might expect one-sided presentations that praise a product to be more effective than two-sided arguments that also mention shortcomings. Yet two-sided messages may be more appropriate, especially when negative associations must be overcome.

Communicators use negative appeals such as fear, guilt, and shame to get people to do things (brush their teeth, have an annual health check-up) or stop doing things (smoking, abusing alcohol, overeating). (Philip K., and Kevin L., 2014).

Communicators also use positive emotional appeals such as humor, love, pride, joy. Motivational or “borrowed interest” devices—such as the presence of cute babies, frisky puppies, popular music, or provocative sex appeals—are often employed to attract attention and raise involvement with an ad. (Philip K., and Kevin L., 2014).

Even highly entertaining and creative means of expression must still keep the appropriate consumer perspective. The magic of advertising is to bring concepts on a piece of paper to life in the minds of the consumer target. In a print ad, the communicator must decide on headline, copy, illustration, and color. For a radio message, the communicator must choose words, voice qualities, and vocalizations. For the message to go online, layout, fonts, graphics, and other visual and verbal information must be laid out (Philip K., and Kevin L., 2014).

4.2.6 Message Sources

Messages delivered by attractive or popular sources can achieve higher attention and recall, which is why advertisers often use celebrities as spokespeople. Celebrities are likely to be effective when they are credible or personify a key product attribute.

What is important is the spokesperson's credibility. The three most often identified sources of credibility are expertise, trustworthiness, and likeability.

- Expertise is the specialized knowledge the communicator possesses to back the claim.
- Trustworthiness describes how objective and honest the source is perceived to be.
- Likability describes the source's attractiveness. Qualities such as candor, humor, and naturalness make a source more likable.

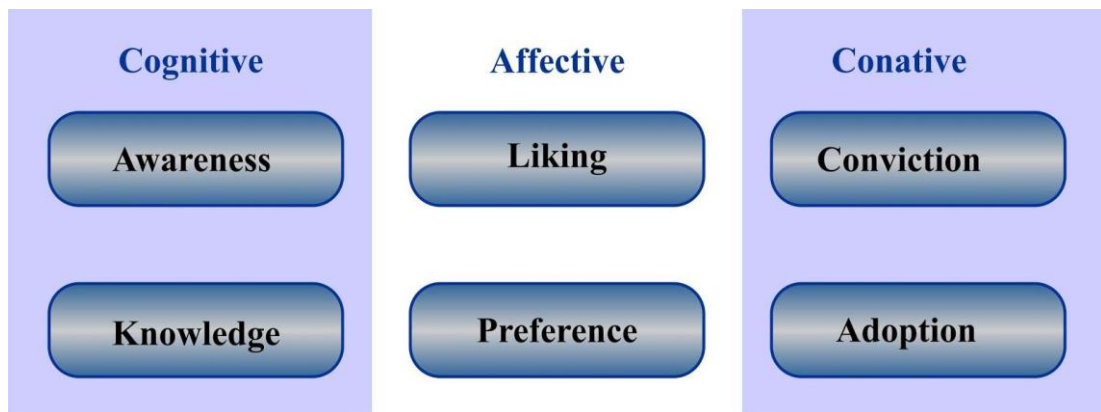
“Marketing Insight: Celebrity Endorsements as a Strategy” focuses on the use of testimonials (Philip K., and Kevin L., 2014).

4.2.7 Celebrity Endorsements

Celebrity endorsement is phenomenon that was developing over years. Good definition of this term is provided by Khatri (2006) who stated that „endorsement celebrities usually lend their names to advertisements for product or services for which they may or may not be the experts”. However, celebrity endorsement could be defined as one of the most popular forms of marketing used to promote a range of consumer products and services (Halonen-Knight & Hurmerinta 2010). According to Byrne et al. (2003), celebrity endorsement has become one of the communication strategies employed by marketers trying to build a congruent image between the brand and the consumer. It is common that a product or brand is associated with one celebrity endorser over long period of time, but still marketers may rely on multiple celebrity endorsements which mean that they can use two or more celebrities in advertising campaign (Hsu & McDonald, 2002). According to Friedman and Friedman (1979) a “celebrity endorser is an individual who is known by the public

for his or her achievements in areas other than that of the product class endorsed”.

5. HIERARCHY OF EFFECTS MODEL



The Hierarchy of Effects Model was created in 1961 by Robert J Lavidge and Gary A Steiner. This marketing communication model, suggests that there are six steps from viewing a product advertisement (advert) to product purchase.

The model six steps

5.1. Awareness

The customer becomes aware of the service through Marketing and advertising. Customers see many adverts each day but will only remember the brand of a tiny fraction of products.

SMY in this perspective has no competitor which makes it easier to stand and flourish with a little effort of building a brand.

In Pori region, about 60% of the populations are aware of the SMY association; but do not know what it stands for or its services. Often time's people have a service contact at some of their exhibition, but mostly like that they don't remember the organization. This effect is due to a lack of brand and effective marketing plan.

5.2. Knowledge

The customer begins to gain knowledge about the product for example through the internet, retail advisors and product packaging. The advertiser's job is to ensure product information is easily available.

The use of new media today acts as a cost effective means of reaching a wider audience and targeting a huge online leads. The use of social media as enable individual and firms to gain presence, stay connected and maintain relationship with friends, customers and corporate bodies. SMY uses Facebook marketing sufficient enough to disseminate information across to customers, but could as well incorporate few more social media platforms, like twitter and so on.

5.3. Liking

As the title states, this step are about ensuring that the customer likes your product or service. SMY as an organization needs to ensure that customers like their service and communication styles on social media. They should have a means to drive more traffic to their Facebook and webpage, by uploading interesting content consistently. They can find out if they get a positive reaction from customers by asking questions.

5.4. Preference

Advertisers will want to highlight their brand's benefits and unique selling points so that the consumer can be attracted to the brands. So do SMY need to create more new interesting activities depending on the focus of target group? SMY needs to highlight benefits of services to customers to attract. When customers get attracted, they become more patronizing and make SMY a preference for social activities.

5.5. Conviction

This stage is about creating the customer's desire to purchase the product. Advertisers may encourage conviction by allowing consumers to test or sample the product. Once SMY can make services to attract and highlight benefits to consumers, they will need less work on conviction, because most of their works are practical.

5.6. Purchase

Having proceeded through the above stages, the advertiser wants the customer to

patronize their services. This stage needs to be simple and easy, otherwise the customer will get fed up and walk away without a patronage. More-so easy use and uncomplicated and not slow website will encourage patronage.

5.6.1 Six Steps and Behaviour

Lavidge and Steiner suggested that the six steps can be split into three stages of consumer behaviour: cognitive, affective and conative. The job of the advertiser is to promote the three behaviours.

- Cognitive (thinking): so that the consumer becomes product aware and gathers product knowledge.
- Affective (feeling): so that the consumer likes the product brand and has conviction in it.
- Conative (behaviour): so that the consumer buys the product brand.

There are practical ways of creating awareness via online or offline, the topic below will further give a perspective of using community outreach to build trust and create awareness.

6. COMMUNITY OUTREACH STRATEGY

Outreach plans provide a strategic roadmap for bringing key stakeholders and underrepresented groups into the planning process, increasing community awareness and providing opportunities for constructive citizen engagement and community input regarding a planning effort. Plans may contain a background assessment of the issue at hand, why the issue is important, public opinions on the issue and strategies to address potential barriers and community needs.

Community outreach gives public an opportunity to be heard, to learn more about proposed actions and to participate in shaping development. It also presents an opportunity to bring disenfranchised or underrepresented voices into the

conversation. Targeted outreach efforts can reach out to specific groups that are not usually present in the decision-making process.

Depending on the issue and scope of interest, outreach can be geared towards an entire city, residents within a given zone, a single neighborhood or population group. Outreach plans are applicable to all project types, focus areas and affordability levels, and may be tailored to meet unique needs. The goal is to increase community understanding and awareness of an issue.

Community outreach plans and strategies can apply to any jurisdiction interested in engaging the public for a variety of reasons.

- Creating a vision for a neighborhood or entire town
- Connecting citizens interested in working on a particular issue
- Educating the public on an unfamiliar issue

Rhodes (1996) distinguishes between three types of outreach: domiciliary (undertaken at individual homes), detached (undertaken in public environments and targeting individuals), and peripatetic (undertaken at public or private environments and targeting organizations rather than individuals). Dewson et al. (2006) lists another type in addition to those three: the satellite type, where services are provided at a dedicated site (Outreach Wikimedia org, 2012).

Dewson et al. (2006) list the following tools of outreach: leaflets, newsletters, advertising; stalls and displays, and dedicated events, with the common location being local community institutions such as libraries, community centers, and markets and so on. Compared to traditional service providers, outreach services are provided closer to individuals residence, are voluntary, and have fewer, if any, enforceable obligations. (Outreach Wikimedia org, 2012).

6.1. The Golden Rules of Outreach

There is a science and an art to delivering your message effectively and sparking the

interest of your community and its key members. Keep the following tips in mind during your outreach efforts (Caring Connections, 2004).

6.1.1. Know Your Target

Be familiar with the needs and values of your target audience.

6.1.2. Know Yourself

Always know the answer to the question,

6.1.3. Know Your Stuff

Be prepared to talk about your coalition's vision and mission and WHY you are there. Emphasize what you can do for the community to whom you are reaching out.

6.2. Outreach Strategy Ideas for the association

Developing relationships/partnerships with organizations in the community to create services or promote services of partners to the public. By tapping into existing hobby society; promotion by organizing exhibition (hobby Exhibiting, Talent exhibition). Also Outreach strategy for SMY can be channeled through a social media contest. Social media contests can be a great flight for reaching public and driving engagement while increasing brand visibility. Facebook is one of the most popular platforms on which to host these contest.

6.2.1. Cause Marketing

Partnering with a local charity, or the local chapter of a national group, will help SMY build brand loyalty while increasing their marketing reach. When you partner with a nonprofit, that group will be motivated to use its resources to promote you. Offer to donate services, fundraisers, banquets or other nonprofit events. Donate a portion of your proceeds to a specific charity in exchange for it promoting you to their members and donors. Ask the charity to send press releases to the media announcing your partnership to increase the chance the release will get printed.

6.2.2. Sponsorships

Become the official product or service of local groups, particularly sports leagues and youth groups. Offer to supply team shirts for sports leagues and place your logo on the sleeve. Sponsor a scholarship for a youth group, such as a summer camp scholarship, the local Boy or Girl Scouts or a college scholarship for local high

school students. (Example; when I was in High School I attended a Competition organized by FANTA. It was a Fine art competition amongst schools in the state then. This competition gave more prominences to FANTA as a company).

6.2.3. Events

Events are another way to get more bangs for less buck. SMY could use own events as a means to publicize herself or partner with event's organizers in some situation in order to get the awareness.

6.2.4. Social Media

Take advantage of social media platforms by localizing your content and activities. Using Facebook business page to hold a limited-time contest that gets different local groups and organizations competing against each other for prizes. Tweet hints to a local scavenger hunt each day to keep people interested in happening, lifestyle in Pori and services update of SMY. Hold a media day with freebies for local reporters and take them through your Facebook page to let them know what's available there for their readers, viewers or listeners. Using social media contest to attract people. People love to be entertained, why not entertain them by use of local resource; such as bringing together young local talented artist, comedian, Local body building contest, dancers or even making use of foreigners talents to create an exciting atmosphere.

Having explained some outreach strategy, one thing should be kept in mind. Like the saying 'charity begins in the home', the association member has got to be compassionate about their work and strive to build a brand, by maintaining a consistent experience giving to consumers. Understanding internal marketing becomes crucial, because whatever goes on inside reflects on the external strategy.

7. INTERNAL MARKETING COMMUNICATION

The employees of SMY must reinforce energy to work as a team to make branding

and marketing work for the association. Following that, one could assume that employees should be a part of any strategy of a company. Therefore, the use of IM could help to create harmony inside an organisation. According to Foreman and Money (1995), IM involves the marketing activities within an organization, where employees are treated as internal customers. Rodriguez Cano and Sams (2009) also argue that IM is a way of managing a company from within. Thus, the main purpose of internal marketing, following Foreman and Money (1995), is to increase the efficiency of the workers within the organisation. This, in the long run, is aimed to bring positive results, mainly in terms of external customer service.

7.1. External Marketing Communication

External marketing communication is any information the company distributes to the public, either about the organization itself or their products and services. A well-thought out communications plan not only defines the target audience, but also focuses on how to reach it effectively. Because the goal of external communications is to promote the company and increase revenue, external communications are an important part of an overall marketing plan.

External communication is any communicative effort specifically for people and organizations operating outside of the business. While internal communications are specifically for employees and management, external communications focus on spreading news and information about the corporation to the public, customers, and company stakeholders. Common examples of external business communications include direct mailings, financial records, press releases, and newsletters.

7.2. Technology and External Communications

While traditional print methods of communications are still common, modern technology has changed the face of external communications, and the Internet has become a valued resource in reaching new customers. Companies create websites to let people know of upcoming products and services. Social media such as Facebook and blogs are an easy way to reach target demographics and are a cost-effective means of promotion. However, with interactive technology there is also the

possibility of public backlash, such as negative comment posting. In the long run, the benefits far outweigh the risks, as technology is far-reaching and allows the company to communicate with audiences all over the world. (SmallBusinessChron.com, 2014)

Social media and other channels of communication becomes a brand touch point. So therefore marketing communications becomes a vehicle of an organization's brand management.

8. DEFINING BRAND AND BRANDING

Aaker, 1991 and Bedbury described a brand as 'a psychological concept, held in the minds of the public'.

Morrison and Firmstone assert that 'brands function in the same way as trust by simplifying decision making and acting as summarized knowledge' (Morrison & Firmstone, 2000).

Sergeant enriches the brand concept for the nonprofit context by stating that nonprofit brands are in essence, a promise to the public that an organisation possesses certain features or will behave in certain ways' (Sargeant, 2009).

8.1. Brand Equity

Brand equity is a measure of the strength of consumers' attachment to the brand and for Aaker, brand equity is a set of brand assets and liabilities linked to a brand, its name and symbol, which add to or subtract from value provided by a product or service to that firm's customers' (Aaker, 1996). These assets and liabilities can be grouped into five main categories or variables: brand loyalty, name awareness, perceived quality, brand associations and other assets (such as patents and trademarks), and can be thought of as the drivers and levers that strengthen brand equity (Ronald J and Cary L., 2011).

Nonprofits often believe that they are small in sizes and have limited resources. They

believe they don't have the time and money to do branding. Sometimes nonprofit place thoughts on branding as something that could give birth to a positive public recognition, but in most cases they don't know where to start. The fact is that, it is possible to manage a brand without necessarily requiring a huge financial investment or specific expertise. But does require a willingness to adopt a new brand management mindset and allocate the time, effort and energy to widely discuss brand internally.

Every Nonprofit as a image and perception; this is likened to brand image. The choice nonprofit have is to actively shape and manage the brand image. The need to leverage the opportunities that are emerging with the rise in social media and increase emphasis on partnerships keeps developing.

Below is the summary of the key elements of nonprofit brand paradigm shift.



The framework allows organisations to manage their brands in a way that recognizes the strategic nature and mission impact of a brand, encourages participative engagement with internal and external stakeholders and addresses the important role the brand plays in promoting partnerships (Nathalie L. and Kylander, 2011).

8.2. Role of Brand in Nonprofit Sector

Many nonprofits continue to use their brands primarily as a fundraising tool, but a

growing number of nonprofits are developing a broader and more strategic approach, managing their brands to create greater social impact and tighter organizational cohesion.

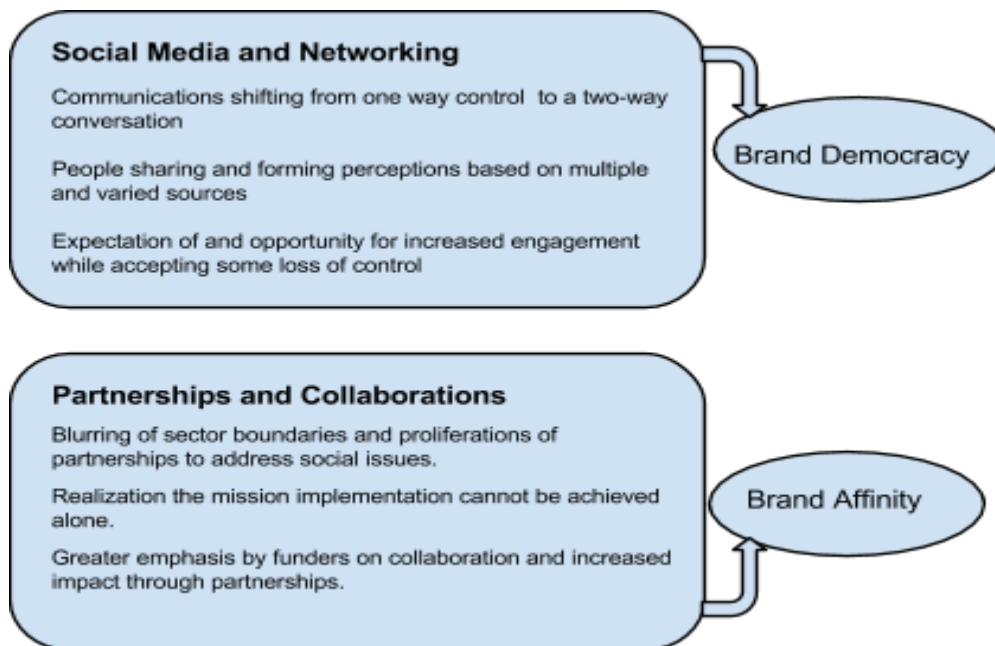
Nonprofit leaders need new models that allow their brands to contribute to sustaining their social impact, serving their mission, and staying true to their organization's values and culture (Nathalie L. and Kylander, 2011).

In contrast, the emerging paradigm sees brand as having a broader and more strategic role in an organization's core performance, as well as having an internal role in expressing an organization's purposes, methods, and values. Increasingly, branding is a matter for the entire nonprofit executive team. At every step in an organization's strategy and at each juncture in its theory of change, a strong brand is increasingly seen as critical in helping to build operational capacity, galvanize support, and maintain focus on the social mission.

"Brand becomes critical when you're seeking to create partnerships, when you're seeking other funders, and when you're looking to associate yourself with people in the field," explains Diane Fusilli, a global brand consultant and former communications director at the Rockefeller Foundation. "A strong brand helps bring greater credibility and trust to a project quicker, and acts as a catalyst for people to want to come to the table" (Nathalie K. & Christopher S., 2011).

We believe that two major trends are of particular relevance to nonprofit brands today: changes in communication technology, including the rise in social media and networking, and the increase in partnerships and collaborative action. The impact of these two key trends on nonprofit brands and how they relate to the brand IDEA framework are captured in Figure below (Nathalie L. and Kylander, 2011).

8.3. FIGURE



8.4 Social Media and Network

Social Media and social networking sites, blogs and other forms of virtual communities have fundamentally changed the way a nonprofit interacts with its stakeholders and brand audiences. Social media has the potential to reach large numbers of people quickly and at low cost, but is difficult, if not impossible, to control (Nathalie L. and Kylander, 2011).

Social media is a collaborative space where ideas are open sourced and the wisdom of the crowd is valued (Sherine J. 2011)

Social media and networking have also shifted expectations for engagement and participation: participants actively share thoughts, photos, stories and advices. People are forming images and perceptions about whether or not to work with each other, based on all available information, some of which comes from sources outside the organisation.

Dixon and Keyes believe that the cost-benefit ratio is still positive, particularly because “with loss of some control comes an increase in authenticity and transparency. We believe that nonprofits must embrace the reality that social media has changed the way people engage with and talk about their organisations. Strict control and policing of their brands is no longer useful or possible. This loss of control and change in expectations are at the heart of brand Democracy and are one

of drivers of our new approach to brand management (Nathalie L. and Kylander, 2011).

8.5 Partnerships and Collaborations

Partnerships between organizations of all kinds have proliferated over the past decade, and the division or boundaries between the three traditional sectors (nonprofit, for-profit, and government) are blurring, both as a cause and as a result of this increase. Yankey and Willen (2010) believe that this increase in partnership is being driven by two main factors: the growing realization that many profits cannot achieve their social missions alone, and the economic climate and shifts in funding and funding requirements. Institutional funders in particular are increasingly requiring a demonstration of effectiveness and collaborative approaches.

Austin (2000) defines cross-sector partnerships along a continuum, with philanthropic relationships at one end (essentially corporate donations to nonprofits), a transaction stage (with a focus on specific activities), and an integrative stage (with a focus on specific activities) and an integrative stage resulting in joint ventures. Pohle and Hittner (2008) take this framework one step further by including the collaboration between multiple companies and multiple nonprofits.

8.6 Brands Brings Cohesion and Capacity.

A nonprofit brand is most powerful when the organization's internal identity and external image are aligned with each other and with its values and mission. As brand consultant Will Novy-Hildesley describes it, "Brand is an exquisite bridge between program strategy and external communications." Indeed, it is often a misalignment between internal identity and external image that is the impetus for rebranding efforts in nonprofit organizations.

The result of alignment in mission, values, identity, and image is a clear brand positioning and increased cohesion among diverse internal constituencies. A cohesive organization is able to make more efficient and focused use of existing resources, and high external trust attracts additional talent, financing, and authority. This increase in organizational capacity enhances an organization's social impact. By leveraging the trust of partners, beneficiaries, and policymakers, an organization can

make greater strides toward achieving its mission.

9. MARKETING RESEARCH

Marketing Research is the planned, systematic collection, collation and analysis of data designed to help the management of an organisation to reach decisions about its operation and to monitor the results of these decisions.

Research Society suggests that marketing research provides information on people's preferences, attitudes, likes and needs to help companies understand what consumers want'. (T.J. Hannagan, 1992)

The preparation of this thesis involve conducting a research on Facebook. The research design was made with google form. The purpose of the questionnaire was to find out what people think and feel about the association and how well is the communication of the association effective, if people know of the association and their services. This research questions made it vivid that the association needed a communication strategy, a strong relationship with customers and a continuous research to know where they stand.

The customers' needs a listening hear, so that their voice could be heard and their idea might develop into something beneficial for the organisation.

From the survey questions, some respondents avoided some questions but the summary of the questionnaire comes below.

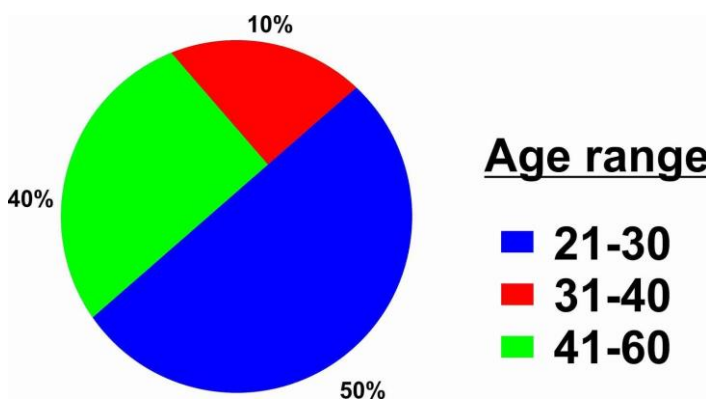
The Market research was made in conjunction with the association staffs and was used on the association Facebook to a group on Facebook called International people of Pori and to members by email. It was made to find out from the external/stakeholder's view what they know and feel about the association and what contact have they with the association.

The validity suffered lack of response due to the fact that only 13 people responded. It was agreed on, that in future the questions would be edited and further research

would be made in-order to keep the customers satisfaction.

The market research involved participants between different age range and some were Finnish citizen while others were foreigners from Hungary, Sweden and so on who lives in Finland. It showed that there were more `used to be a member` and non-member responses than members. The number of years of members that responded was less than 2 years, which shows inactiveness and lack of retention from that perspective.

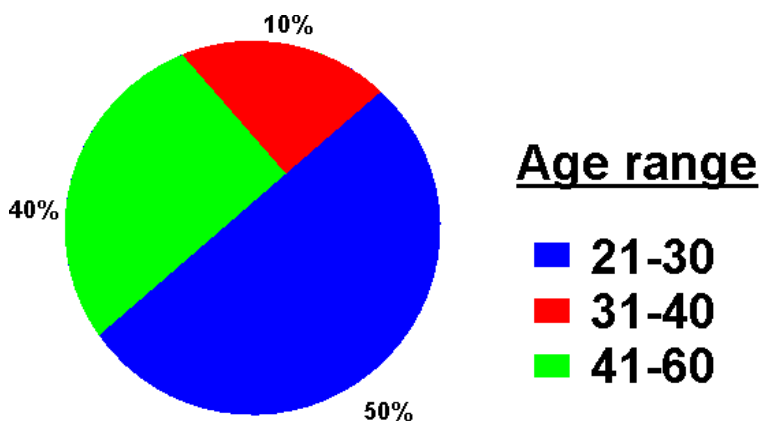
See diagram below.



There were more respondents from ages 21-30 and the nature of result differs from that of the other age range.

In the result for age 21-30, people requested for new services, ``something related to arts (drawing, singing, dancing) that would give opportunity for the immigrants to express themselves. Doesn't sound like much, but means a lot.

This comment reflects the hierarchy of need, the need for self-actualization and Love and belonging. It also enables Integration and social interaction among people in a community. If a yearly event or so, could be organized with this target group in focus. SMY would attract more audience and gain the awareness needed.



People that used the association's service more

It was noticed that the association services were more known and mostly used by people from the age of 41-60 and only the Finnish Lessons was taken by ages 31-40 and 21-30 who were foreigners.

The events attended by age 41-60 were Valentine's Day party, PoRio carnival and so on. The age range of 41-60 suggested having a club like askartelu, IT-KnowHow, discussion kerho for women and children for example, other language classes for adults, children club activities, advice and guidance services.

There was a really good suggestion from the age range of 31-40, they suggested having a public speaking workshop, Peer to peer teaching sessions where people teach each other about their area of expertise, musical jam sessions.

The research table below tells how people find out about the association existence.

Channel	Respondent	Ages	Ages
Word of mouth	2 persons	21-30	41-60
Friends	5 persons	21-30	41-60
Home page/facebook	3 persons	21-30	21-30
Local offices/Authorities	2 persons	31-40	31-40
I do not know	1 person	21-30	21-30

The research table below shows preferable communication channels from

respondent

Channel	Respondent	Ages	Ages
Email	9 persons	21-30	41-60
Facebook	3 persons	21-30	31-40
Post	1 person	21-30	21-30

The research result would have been better if there were more data collection for analysis. The result yet was useful to the organization and inspires them for future research and data gathering for decision making and planning.

9.1. RESEARCH ANALYSIS (INTERVIEW)

This part was an interview made with the staff. It was made to find out from within what the main issue in the association was and how well they think of their communication with the stakeholders. This result gave a cue to what the thesis should be about and provided some general useful information which might be relevant for further studies.

1. Social Contact

The association was describe as a good spirited place with a small community. It's said to be known for its family-like ties, where people make friends and social networking, gets useful contacts and information for jobs and other vital survive aids. It was realized that the Finnish language classes was more of a social activity for people while they learn the language. Some members had been there for almost 2 years plus and still come even though they speak the language beyond the class level. The association has different clubs, but the Children's club make children from other nationality keep their identity, culture and language, even though they speak Finnish. It has being a point of meeting for Finnish parents and foreign parent.

2. Evolvement

The association has lots of developing and on-going projects. Radio Uusijussi, Realisointi, Kotisatama, Monisatainen and other children's activities.

Realisointi Project is aimed at immigrants, unemployment issues, for those who have names register with the unemployment office. The project is also planning for future purposes to collaborate with companies to get the association members services like discounts, coupon, and contacts for opportunities. Example: The association aims to get benefit by partnering with I.T companies to get used computers or I.T service like setting up a free wireless broadband for the association so members can use..

Kotisatama is a foreign ministry project to get people from third world country involve in the community.

One of other future plan in the strategy of the city is the establishment of an information point for immigrant in Pori. A place where all information can be found in one single office without having to run around multiple offices.

Webpage

The webpage was described as inadequate by the staff's. It was said to have almost no clear information, but focused was not on the webpage anymore because, it was fixed during my intern by a professional/friend (Samin) I recommend.

Uncertainty

The association strives to be a reliable expertise in immigration issues in two years. Here the factor that hinders is the uncertainty of fund. In a long while they had no long term plans and many projects had been halted due to funding problem.

Uncertainty also affects the wellbeing of the members because people need certainty in their life. Often staff contracts ends in 3month or more and longest contract is about a year. It does affect the organization as well because their expert hands move to other organisation. Also basically there is always a shift in project demand and focus yearly which hinders long time planning.

The uncertainty of funds also affect the brand of the association due to less motivation for workers and capital to finance the branding effort.

9.2. Personal Observation from the inside

Communications is viewed as essential to the identity, visibility and livelihood of nonprofit organizations. SMY recognizes and admit the importance of communication in the organizations' work, in raising awareness, maintaining their reputation, conveying value to members and constituents, and raising money. SMY understands the importance of communication in advancing their organization's goals, and wish to be directly involved in communications efforts.

The issue hindering SMY based on personal observation is that the organization lacks capacity in areas that are commonplace in other fields, such as communications planning, evaluation and use of more interactive information technologies commonly referred to as "Web 2.0" - weblogs, wikis, podcasts and social networking tools. In addition lack of financial resources also pose a major barrier to the thought of maintaining a communications efforts, followed by a lack of communications staff and in-house expertise.

9.3. SUGGESTION FOR IMPROVEMENT

The extension to other social media use such as LinkedIn, Instagram and Twitter.

The use of socials for community engagement also is a valuable way to gain awareness cost effectively. Some forms of community engagement are particularly good at encouraging participation and generating interest and ideas.

Examples: Photography

A photo contest could be organized on social media for people to take photos of likes and dislikes in an area. The results can be exhibited to generate further discussion or to promote additional events. Vox Pox: short, snappy interviews with people in

different locations and at different times (radio or television). Like photographs the results can be displayed and discussed more widely.

Songs, poems, and artwork: invite people to submit (possibly for a prize) a song, poem or art piece which describes their area, changes they would like to see, their ideal home or environment.

TV game shows: adopt and adapt popular TV game or quiz shows to generate interest and ideas, test local knowledge and/or understanding of project plans and processes.

9.4. Story telling

SMY can use storytelling to make amazing change in attracting audience and gaining publicity. Interviewing to discover point of interest of people, will give hints of what kind of content or story to develop. Storytelling is more like gisting in a professional way. Storytelling uses words, images and signs to convey events in various media platform. Stories or narratives can be found in every culture and it serves as a means of entertainment, education, cultural preservation, religion widespread and instilling moral values.

Storytelling in social media is a concurrent means to keep audience engage and responsive. It arouses interesting and continuum word of mouth marketing amongst audience or the public. Storytelling plays an important role in reasoning processes and in convincing others. Storytelling is increasingly used in advertising today in order to build customer loyalty.

According to Giles Lury, this marketing trend echoes the deeply rooted need of all humans to be entertained. Stories are illustrative, easily memorable, and allow any firm to create stronger emotional bonds with the customers.

9.5. Communication Audit

A Communications Audit is a systematic research method, which will identify the strengths and weaknesses of your current internal and external communications (Katlin Smith, 2014).

A strategic communications audit is a systematic assessment, either formal or informal, of an organization's capacity for, or performance of, essential communications practices. It determines what is working well, what is not, and what might work better if adjustments are made (Ccmc.org, 2014).

Communication Audits focuses on the organization itself, its practice and capacity, and how the organization has positioned the communications function.

For SMY to achieve an effective Communications Audit the association should identify:

- How past communications were handled.
- Key audiences, what they currently know about your business, service, organization, what they need and want to know and how they prefer to be reached.
- Strengths and weakness in current communications programs.
- untapped opportunities for future communications

SMY Communications Audit should answer questions likes:

- What are our current goals and objectives for communications?
- How well is the current Communications Plan working?
- Are our messages clear and consistent? Do we have a coordinated graphic identity?
- Are we reaching key audiences with our messages and moving them to action?
- What communications have been most effective?
- What do customers think of our communications?
- Do our communications support our overall strategic plan for our business or organization?
- What would make our communications more effective in the future?
- What communications opportunities are we missing? (Katlin Smith, 2014).

By following these processes and finding answers to the questions, the association would develop a clear track of what needs to be decided, done for the future communication plan.

10. RELIABILITY AND VALIDITY OF RESEARCH

The reliability and validity of the research of the questionnaire can be evaluated by the corresponding response from respondent, possible mistakes made in research content, design of research question and response options.

10.1 Reliability of Research

Reliability is the consistency of results when the research is re-made under the same measurement. It evaluates the response rate and possible measurement errors included in the research. The market research can be said to be reliable as I conducted the research process with the workers and expert in the nonprofit field. We checked over and over for possible errors, use of language and construction on sentences in group.

The repeatability of the research could only be possible if conducted with same members that responded, but judging from the fact that the research suffered lack of sufficient responses as only 13 people responded. The reliability might be considered to be unreliable taken to account that only 13 responded and did not responded to all questions.

10.2 Validity of Research

Validity is when a research question measures what it's supposed to measure. It evaluates the content and design of the survey questions and responses options, meaning the researcher and examinees understood the questions in the same ways.

The respondent gave answers in their own words and expression which shows they understood the questions. The research measured what it was intended to measure. The aim was to know the thoughts, perception of people about the organization and aware were people about the existence of the organization.

11. CONCLUSION

The objective of the thesis was to provide useful guideline for communication plan. This process was made by mapping through the association information strategy of the association to pinpoint the weakness and suggest ideas and theory to improve the communication strategy.

The question of what can we do right and how do we gain awareness, gave rise to an interview and questionnaire thought during my internship.

The interview and research question provided a clear track of what the problems might be. It shows the association needs invest time in communication planning to gain awareness and interest of the public. Communication and branding becomes a key channel to establish their presence and brand image using web based engagement such as forum, blogs, Facebook, online surveys, social networking, rating and voting and digital interactive TV. These channels are cost effective and can create debate and exchange of views. It also less time consuming than attending a workshop or public meeting but yet can reach a large number of stakeholders.

The association would benefit a-lot from making use of online social media to create community engagement plan that encourages participation and generation of interest and ideas. e.g. (Photography, Vox Pox, Songs, Poem, Artwork, Tv game shows).

The research part shows that people believe the association is inactive, so why should they react. Non-members don't really know what their existence represents but from the research both members and non-members are willing to contribute ideas and give opinion but don't really get the chance to do so.

This research effort in turn gave people the channel to express themselves and gave heartfelt feedbacks. From my perspective the association should take interview, online survey, conversations, and more importantly research often because the attitude of people and motives are realized through this means. Feedback from this effort could help SMY develop great relationship with stakeholders, discover loopholes and develop a great communication strategy.

In conclusion, brand is a psychological concept, held in the minds of the public. SMY needs to build a brand image that sticks in the mind of the public and create an emotional connection. If the association understands the motivation and goal of consumer, their lifestyle, their interest and how they love to spend time, then the association can create a fitting services, online engagements and experiences that cause loyalty.

A brand identity and strong communication would increase the chances of funding and reduce fund uncertainty.

APPENDICES 1

Interview Questions.

1. To what extent will you say SMY has contributed to the Community?
2. What sort of contribution will you require from the people of Pori.
3. What has been your major accomplishment working with SMY.
4. Where do you see the organization in two years?"
5. What sort of training, development program does the organisation produce.
6. What is the strength, weakness, opportunity and treats of the Organisation.
7. How does the Uncertainty of Funding affects.
8. Does the organisation has Collaboration/Partnership/Cooperation with some Organisation/company? (Is there any Company you will like to collaborate with for some reason?
9. How do you think your brand portray you. Is there one at all.
10. People are insatiable, so how do manage customer's satisfaction.
11. What type of marketing channel does the organisation use.

APPENDICES 2

SATAKUNTA MULTICULTURAL ASSOCIATION

...enriching multiculturalism

This questionnaire is intended to seek ideas and opinions of members and also non-members of the association. Your honest answers are valuable to us. They are feedback and channel for improvement for better services.

If a question does not concern you, leave it out and move on.

Please note! Association membership is not a requirement for filling in the questionnaire!

1. How do you know about the organisation?
Give detail answer to the question above.
2. Have you participated/used any of the activities/services of the association?
Give detail answer to the question above.
3. Do you find the association's work useful for you?
Give detail answer to the question above.
4. Would you like to engage in activities/events organised by the association?
Give detail answer to the question above.
5. What services/activities would you like us to organise?
Give detail answer to the question above.
6. How important do you find it for the organisation to organize activities aimed at youngster (15-29 year olds)?
Give detail answer to the question above.
7. Would you like to give ideas and/or suggest projects for the association?
Give detail answer to the question above.
8. What kind of regular/occasional voluntary work do you find appealing doing for the association?
Give detail answer to the question above.

9. Do you think you receive enough, relevant information about the association's activities?
10. How would you most like to receive additional information from us?
11. Have you ever come across any ethnic prejudice in your environment?
12. Would you like to get acquainted with different cultures and mingle with different nationalities?
13. Do you find it important to discover, understand and learn intercultural skills?
14. Would you like to share vital survival knowledge about living in Finland?
15. Would you participate in Presentations/lectures on different cultures?
16. How long have you been living in Finland?
17. How long have you been the association's member?
18. Suggestions for improvement, project ideas, comments, etc.

Give detail answer to the question above.

Contact information (optional)

Thank you very much for filling in the questionnaire! If you would like us to contact you for further discussion based on your answers, please write your contact information below.

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Link to the audio Interview with the association:

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http://www.learnmarketing.net/hierarchy_of_effects_model.html

Outreach strategy

<http://www.caringinfo.org/files/public/outreach/TheGoldenRulesofOutreach.pdf>

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