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ACQUISITION OF NEW MEMBERS/SUPPORT FOR AMNESTY
INTERNATIONAL

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ACQUISITION OF NEW MEMBERS/SUPPORT FOR AMNESTY INTERNATIONAL

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In this Bachelor's thesis, a group of students were subjected to a presentation during the autumn of 2010 then a survey in order to prove whether Amnesty International could acquire new members/support between the ages of 18 to 28 through in-school awareness creation. The idea is that a single member of the organisation could acquire a bunch of new members from within the university through a simple awareness creation campaign. The conducted survey proved that a large number of students had no idea what Amnesty International was. The thesis highlights which product Amnesty could sell to this age group then further underlines reasons why the selected product works best with this target group.

The theory part of this thesis covers acquisition of new members who are referred to as new customers in addition to background information about Amnesty International. Also, the Universal Declaration of Human Rights is mentioned in this thesis for Amnesty International's overall purpose is upholding these rights. As this study is conducted in Finland, the dominant culture of the age range is Finnish; because of this, Finnish cultural and communication are highlighted in the theory part which serve as reasons to why the selected product was chosen for this particular group and also the best way to approach individuals from this culture. Finally, video interviews were conducted to support findings for this thesis.

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ACRONYMS AND TERMS

| | |
|-----------|--|
| INGO | International Non-Governmental Organization |
| AI | Amnesty International |
| NGO | Non-Government Organisation |
| UDHR | Universal Declaration of Human Rights |
| UN | United Nations |
| UNGA | United Nations General Assembly |
| GA | General Assembly |
| US | United States |
| IANSA | International Action Network on Small Arms |
| ICCPR | International Covenant on Civil and Political Rights |
| CEDAW | Convention on the Elimination of All Forms of Discrimination against Women |
| UNESCO | United Nations Educational, Scientific and Cultural Organisation |
| IEC | International Executive Committee |
| SAMK | Satakunta University of Applied Sciences |
| ICCPR | International Covenant on Civil and Political Rights |
| UK | United Kingdom |
| NPO | Non Profit Organisation |
| App | Application Program |
| Apps | Application Programs |
| Recruiter | One who recruits |
| He | She/he |

1 INTRODUCTION

This thesis has been written to highlight the effect of an in-school presentation on a group of students. The students were given a presentation of about 25 minutes regarding Amnesty International in the autumn of 2010 at SAMK. This study sheds light on the ability to acquire new members, in this case, the selected students are from the Satakunta University of Applied Sciences, Pori. The presentation was meant to give the students a rough idea about Amnesty International's operations and overall objective. The reaction of these students enabled me to come up with a proposal which would see Amnesty International acquiring new members between the ages of 18 to 28; this being the dominant age group in university.

The aim was to firstly determine the target group then looking at AI's products, conduct a survey for the target group so as to get a better understanding of what interests this age group. AI is non profit NGO thus it really does not have products as such but rather ways and means in which to upkeep the UDHR. Here, I took the means and ways and turned them into products. This is what enabled me to further differentiate these products from one another in order to 'sell' them to the target group.

Since it is difficult to determine when a group of students might be free and willing to sit down for a presentation, the study suggests a different approach from the above mentioned in the sense that the approach attempts to acquire new members from the university through a short 2 minutes introduction to prospective members. The idea is to have a stand (temporary info point) strategically placed inside the university building with one to two members who would give a short introduction of the company preferably to a small group of students at a time but also to single persons. This idea will be illustrated more during a latter part of the thesis. An online tool was used to gather quantitative data to support the proposed approach.

2 AMNESTY INTERNATIONAL

Amnesty International is a worldwide non profit organisation. The organisation's members campaign for internationally recognized human rights to be respected and protected for everyone. According to Amnesty, human rights abuses anywhere, are the concern of people everywhere. AI was founded in July 1961 by a lawyer called Peter Beneson in London, UK. This is still the same place where the organisation has its head quarters and general secretariat's office. The organisation however has several other offices across the globe varying in sizes accordingly. AI is has been headed by Salil Shetty (Secretary General) since 2010. The founder of the organisation felt the need to start AI because he was disgusted by governments and regimes that tortured and even executed people simply because they expressed own opinions which went against their governments.

The organisation conducts research on such regimes and then based on these facts generates actions to prevent and end such abuses of human rights. Amnesty is not alone in this fight, there's several other NGO's working for the same goal and it is fair to say that such organisations have played an enormous role in making sure that human rights are upheld. These organisations of course have different approaches and it is because of this that they are able to achieve a synergy in the sense that they all work for the same cause which is up keeping the UDHR but do this from different angles. For example, some NGO work only with women and kids whereas others work with private companies and so on.

AI currently has over 2.8 million members and supporters scattered across the globe. Since AI is a non profit organisation most of its funds come from individuals through donations and also from private companies. AI does not accept donations from governments because in most cases such funds would come with 'strings attached' in the sense that the latter would expect certain favours 'muting' of abuses on its part. Amnesty is against this because it thrives on full independence from such parties; also, it makes sure that the private companies it accepts funds from have been carefully vetted.

The organisation has 4 methods in which it conducts its operations. The first and perhaps most important method is research. Here AI sends experts to areas of concern meaning places that seem to be posing a threat to the UDHR through violations. These experts gather first hand information mainly through interviewing the locals who are usually direct victims of human rights abuses. The locals tend to be honest with AI officials because the latter let the former know what the organisation stands for and most importantly the fact that the organisation is there to help. AI also conducts research through trial observations where they send experts to sit-in and analyse and determine transparency of trial dealing with human rights activists.

The second method utilised by AI is direct appeal campaigns. Here the organisation stages public demonstrations, vigils and also conducts human rights education. AI's next method is lobbying. The Merriam Webster dictionary describes lobbying as activities aimed at influencing public officials (politicians) towards specific reforms or actions. This concept is described in more detail at a latter part of this thesis because it is the product which the survey highlighted to be most acceptable to the target group. Lastly, AI ensures media attention through publishing of detailed reports, informing media outlets of violations, the use of posters, leaflets, and advertisements in addition to concerts. In 1998 AI organised a concert in Paris to mark the 50th anniversary of the UDHR. The concert featured big celebrity names such as the Dalai Lama, Bruce Springsteen and Radiohead, to mention a few; AI strategically uses artists and public figures from all walks of life in order to maximise outreach. It's tactics like these that have enabled the organisation to grow immensely to over 2.8 million members and supporters in over 250 countries. Nonetheless, the organisation has received its fair share of criticism. AI has been criticised for favouring Western ideologies which usually go against non-Western countries that could be seen as upholders of primitive means and ways (amnesty.org; globalpolicy.org)

3 MARKETING MIX

Marketing mix refers to marketing elements which are said to complement each other to achieve an overall goal in the same sense that a chef mixes several ingredients in order to make a good meal. Marketing mix is described in this thesis because this method was used to determine the best way to market AI's products to the target group. The term first appeared during the American Marketing Association's presidential address held by Neil Borden which took place in 1953. Kotler (2002) defines the marketing mix as a set of controllable tools which a company needs to merge to produce the desired response in the target market. He further notes that the marketing mix consists of everything a company can do to influence the demand of its product.

The marketing mix consists of the 4P's concept namely Product, Price, Place and Promotion (Kotler 2002; Gummesson 1999). These 4 elements are the so called tools which a company has to merge to achieve its desired goal.

3.1 Extended Marketing Mix

3 more P's have been added to the marketing mix namely People, Process and Physical Evidence making the term resulting in 7 tools. This marketing mix is known as Extended Marketing Mix. This latter mix is more suitable for the service industry when compared to product oriented industry for the belief is that the service industry serves customers on a more personal level; still, both industries use this 7P's approach because in today's world marketing is far more customer oriented (Jobber 2009). A firm needs to get the right ratio of these elements to meet its marketing objectives whilst satisfying customer requirements (Kotler 2002). The same ideology is implied to this thesis in the sense that the marketing mix is used to determine the best strategy for the AI to reach out to the earlier mentioned target group of students.

3.2 7 P's of Marketing

3.3 Product

This is the tangible object or an intangible service offered by the firm. Kotler (2002) refers to the product as anything offered by the firm for the customer for attention, acquisition or use to satisfy a want or need. A large number of customers view the product simply as the tangible item they purchase; you buy a new microwave and that's the product (Jobber 2009; Ford 2002).

3.3.1 Three Levels of a Product

There are said to be 3 levels of a product; Augmented, actual and the core product. The augmented product is the last level that is experience by the customer, here we have warranties, service etc this is a non physical part of the product hence it cannot be touched; secondly there's the actual product, this is the physical product; thirdly there's the core product, this is similar to the augmented product in the sense that is not tangible, it is perceived as the actual benefit one gets from the product (Jobber 2009; Kotler 2008). Figure 1 illustrates the 3 levels of the product which will be explained at a later part of the thesis. This is the product which after segmenting the market then conducting a survey turned out to be the best suitable for the target group.

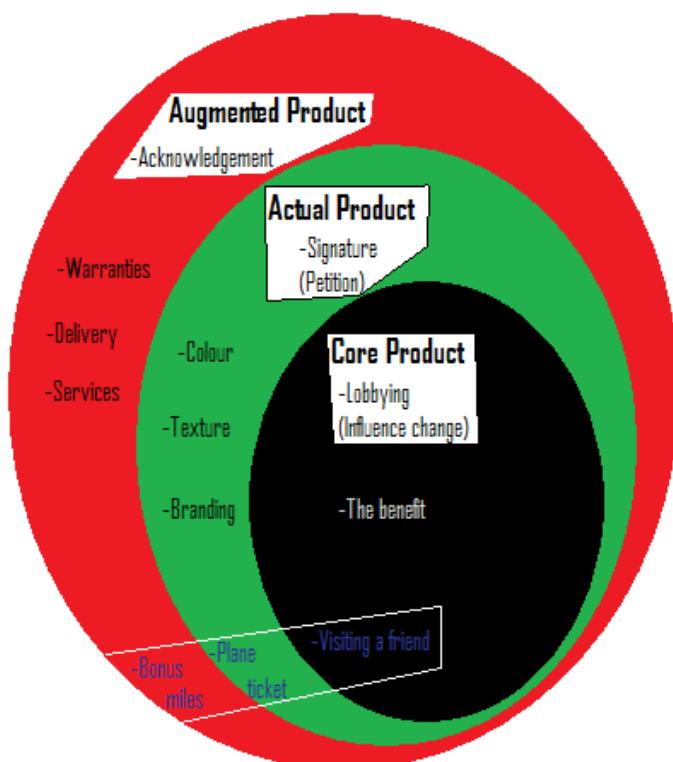


Figure 1; The three levels of a product

(marketingteacher.com)

Another example which can be used to shed more light on the concept illustrated by Figure 1 is one involving a car. One buys a car (actual), one enjoys convenience in the sense that he can go from point A to be B fast (core) and lastly the customer gets a warranty (augmented) for the vehicle. For this thesis' eventual product, the core product is influencing change through the act of lobbying. The actual product is a signature and name of the customer who simply signs the petition whereas the augmented product is the acknowledgement the customer receives. AI has gives awards and letters of appreciation to members in addition to newsletters, these can all be viewed as the augment product.

3.4 Price

The price is the amount a customer pays for the product. Firms tend to increase or decrease the price of product accordingly with the date received from the market such as levels of demand. A company can make its product more attractive by simply lowering the price which would usually lead to profits through mass sales (Jobber 2009; Kotler 2002; Ford 2002). Price is the least important element for the product in this thesis because as previously mentioned; lobbying does not require any financial input for the target group in question.

3.5 Place

Place refers to the location where a product can be attained by the customer. It can include any physical store as well as virtual stores on the internet and at times, this element is associated with channels of distribution which are the means for getting the product to the target group in the most efficient way (Jobber 2009). This thesis illustrates how the 'right place' selection can have an advantage to an organisation. The aim here is to locate a place with the highest number of prospect customers with similar attributes making them a segment of the market. This 'ideal' place in this thesis is SAMK, Pori.

3.6 Promotion

Promotion means anything that is used to persuade a prospective customer into using a firm's product or service (Kotler 2002). There are a number of elements that fall under promotion such as advertising, public relations and so on. Some of these elements cost the firm directly whereas some lack a direct cost. Only one element of promotion will be discussed in this thesis because it is directly linked to the study's proposal.

3.6.1 *Personal selling*

Personal Selling is the most effective way for AI to 'sell' lobbying to this target group. Here the seller would have the opportunity to create a personal relationship with the customer (Ford 2002). Most of us can think of a situation where the personal service offered by individuals has made or tainted a company's image. The sales person acts on behalf of AI fully; he is also well trained in the approaches and techniques of personal communication (Kotler 2002). Personal selling is expensive thus there needs to be a genuine return of investment for firm to utilise this method (Kotler 2003; Jobber 2009). This method is proposed in this thesis firstly because of the vast amount of prospects on location; this means that the seller would not have to relocate during the entire selling process because 'he is fishing in an aquarium'. Secondly, this method would rule out misinterpretations because the seller is on location and thus answers any queries that may be lurking in the air. This is highly beneficial for both parties because the message does not have to travel thorough 3rd party channels for these channels usually lead to unclear/vague messages.

3.7 People

People are the 'backbone' of any service or experience. It is therefore essential for firms to alter the customer experience so as to meet the individual needs of a consumer (Ford 2002). 'People' also defines the market segmentation utilised. Segmentation is mainly done through demographic attributes such as age, gender, class and so on (Jobber 2009). Firms use segmentation to determine a particular group of people for whom the product or service is offered to. For this thesis, 'people' refers to students from SAMK, Pori.

3.7.1 Segmentation

The Cambridge dictionary defines segmentation as the act of dividing something into different parts. In layman's terms, this is similar to taking an orange (market) then cutting it into 4 different pieces (segments). Jobber (2009) argues that it is essential for a firm to segment because customers' needs differ and thus it is necessary to group customers with similar attributes which then makes it easier for the firm to meet the requirements of this particular group. In the case of this thesis, a lot of emphasis has been placed on segmentation because the proposed approach would most likely be too inefficient otherwise. Namely the use of personal selling would definitely be too costly if the target group were not concentrated. I partitioned the market to ensure that the marketing message is delivered only to the relevant customer audience.

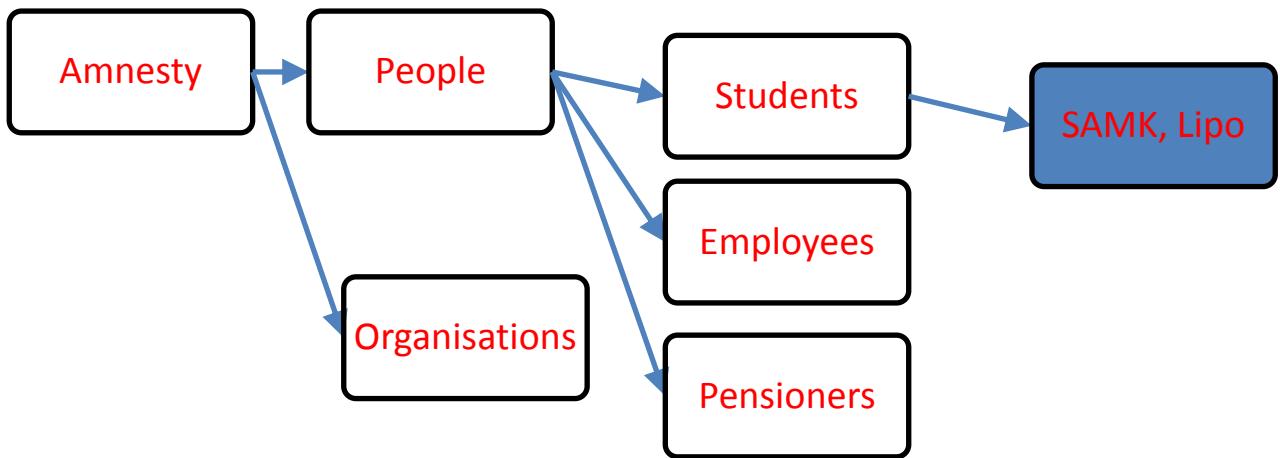


Figure 2; Applied segment

The target group was from SAMK, Lipo. The biggest reason being the convenience with which they could be reached in addition to the high concentration of prospects on location. The group's common attribute is the fact that they are all full time student at the university.

3.8 Process

This refers to means and ways which lead to the product leaving the firm then making its way to the customer. The Cambridge dictionary defines this term as a series of actions that one takes in order to achieve a result. Actions such as the flow of activities, processes for identifying customer needs, wants, handling customer complaints, requirements plus processes for handling orders and so on belong to this element of marketing (Jobber 2009).

3.9 Physical evidence

This is the material part of a service. Evidence which helps customers to identify particular products such as packaging, logos, brands which normally appear on internet/web pages in addition to paperwork such as invoices, tickets , brochures, uniforms, business cards and many others. The idea here is to distinguish one firm's products and/or services from another so the AI seller would have a for example the organisation's t shirt.

4 Satakunta University of Applied Sciences

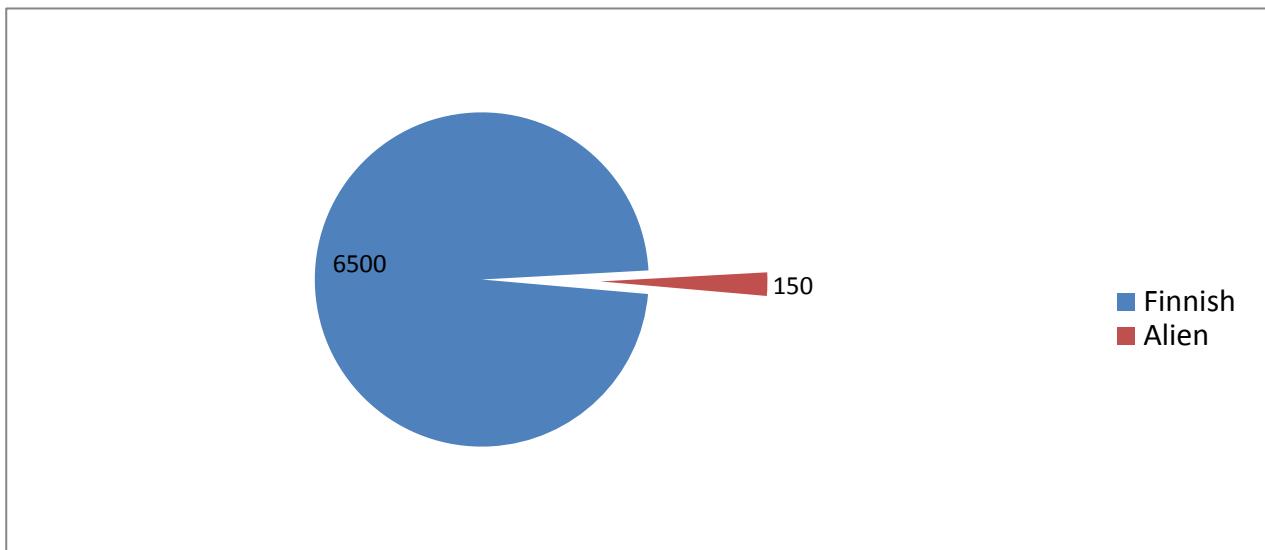


Figure 3; SAMK's Students

Highlighted by figure 3 is the amount of Finnish students at the SAMK in comparison to International students. This data has been highlighted in this thesis because it shows another important attribute of the segmented market. Figure 3 illustrates how the majority of students at SAMK are Finnish; 98% to be exact and thus the importance for AI to only concentrate on this group. AI needs to create an approach for Finnish student since there's more potential because of the huge amount in numbers. In addition to vast numbers, the survey highlighted that more international students knew about AI when compared to the locals. A majority of the international student had visited and/or resided in other countries apart from their own or Finland which meant that they had more exposure to a lot more than their Finnish counterparts. Most of these International students had a pretty good idea about AI and what the organisation stood for. On the other hand most Finnish students had never heard about the organisation. Here the segment is further shrunk down to achieve maximum efficiency because utilising the personal selling element would be too costly if it were aimed at the 2% comprising of international students.

5 FINNISH CULTURE & COMMUNICATION

Finnish culture and communication is explained here because it highlights how the target group should be approached. It is essential to gather information which helps one understand the way in which the prospect customer behaves. One could always argue that such studies and theories are largely generalised but yet what isn't. This is why I have utilised available material on Finnish culture and communication because other means would have not have been efficient due to constraints in resources. Dutton (2009) argues that Finns usually appear as reluctant communicators and frequently fail to make the required impact when they speak nonetheless, Lewis (2005) states that, Finns have hidden strengths in the area of communication but aren't necessarily aware of them. Finnish values ensure that expressiveness is kept to a minimum but still maintaining an excellent behavioural code (Dutton 2009). This information helped me determine that the individual used as the personal marketer should not be Finnish.

Lewis (2005) goes on to state that 'Finns are among the world's best listeners'. Finns are trained not to interrupt as this is perceived as rude behaviour; but to rather respect and value each other's remarks and still give careful consideration to the opinions and proposals put forward by others. Concentration levels are said to be extremely high amongst Finns and they seldom give any feedback for they simply feel no pressure to contribute actively to a discussion (Lewis 2005; Dutton 2009). This is yet another reason why the personal should not be a Finn.

Finns belong to the group of reactive cultures which are also called 'listening cultures' because they rarely initiate action or discussion and rather prefer first to listen enabling them to establish the other's position and only then react to it (Lewis 2005; Dutton 2009). Finns are said to be the best listeners because they don't only hear but actually listen in-as-much as they concentrate on what the speaker is saying thus making sure that their minds don't wander; when responding Finns will probably ask further questions on what has been said in order to clarify the speakers intent rather than to put the speaker in the spot light through harsh questioning (Lewis 2005). This underlines yet again why the use of a non-Finn personal seller would work best with the Finnish prospects as would any scientist underline, 'opposites attract'.

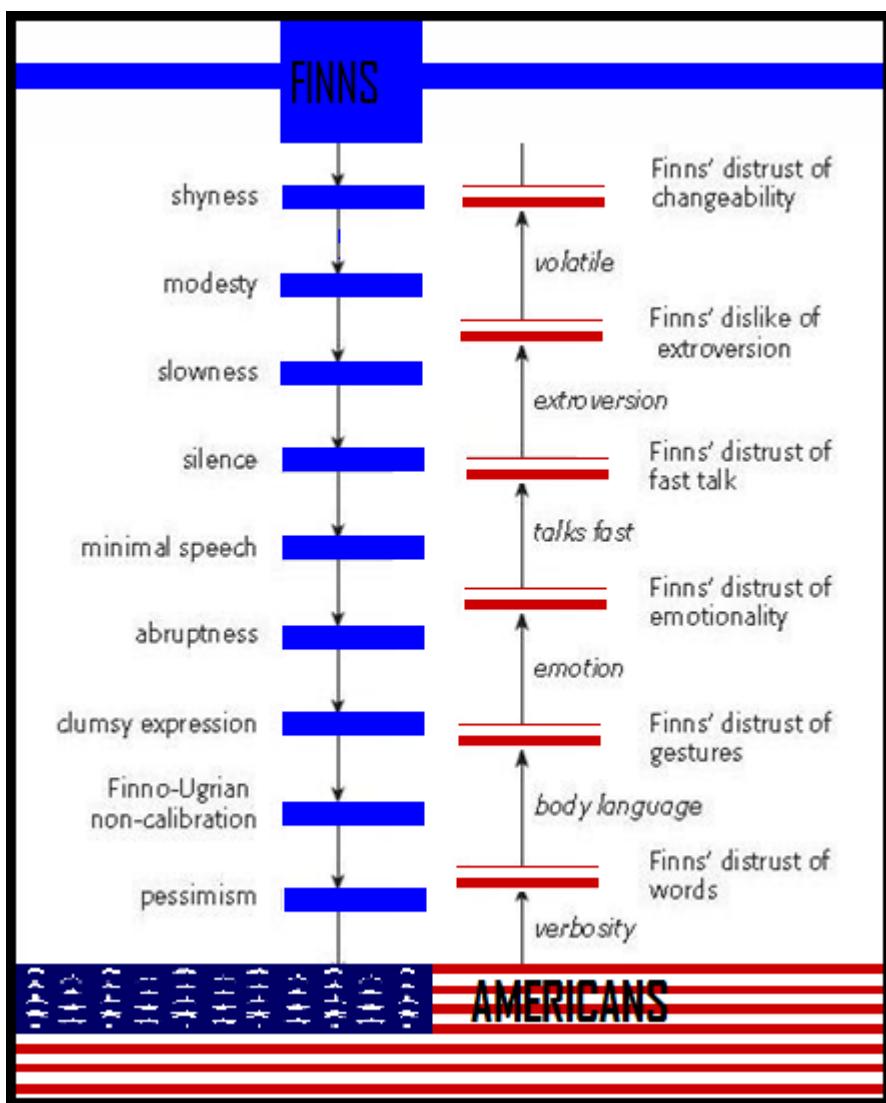


Figure 4; Barriers to Communication

Differences in the 2 countries' communication structure are illustrated by Figure 4. The Finn is introvert, modest, quiet, thinks in silence, doesn't interrupt, disgusts big talkers, uses silence and has minimal body language whereas the American's communication is extrovert, forceful, lively, he thinks aloud, interrupts, dislikes silence in addition to being talkative with excessive body language (Lewis 2005; Dutton 2009). This is another one of the main reasons why the use of a Finnish seller would not work as effectively as a multi active person i.e. an American simply because the time the seller has with the prospect is limited thus as much information exchange as possible has to occur in the few minutes and theory states an American would be the best at this since he as Lewis (2005) sates, is a big talker. 2 people who regard silence as very meaningful would equal to a lot of silence.

6 STATISTICAL SURVEY AND ITS IMPORTANCE

Statistical survey is a method used to collect data from a selected group of individuals (Gummesson 1999). This date is valuable to the party collecting or paying for it because it provides important information about the selected target group's preferences. For this thesis a survey was used to determine the most suitable product for the target group. After segmenting the market and picking the desired group, a survey was conducted to shed more light on what this group was thinking in regard to AI and particularly to see where the opportunities laid. The survey helped me determine the most suitable product for this market which was the most important finding. The survey was extremely important because it helped me discover what was going on within the target group without it I would have nothing to base the product proposal on.

6.1 Survey type

There are many types of surveys from which to choose namely web surveys, mail surveys, telephone surveys, or personal interview surveys. A web survey was used for this study. The advantage of using a web survey is the fact that it's free; the survey software used simplified compilation and analysis of data collected. Another major reason why the web was used is because all the candidates from the desired population are internet users. This is a crucial factor because otherwise a lot more time would have been used to analyse the data manually.

The survey was conducted amongst 20 students. It highlights all the 'Yes' responses (in colour) to the questionnaire, the corresponding 'No' responses are shown in white as the distance from 20 heading towards the individual colour relevant to each question, (right to left). An online tool called Google forms was used to collect the data. This App allowed me to record email addresses of respondents which assured that the respondent's nationality was always put into account. A traditional hard copy questionnaire was also used by those who preferred the latter.

Figure 5 shows respondents' views' in regard to AI. It shows that most students had never heard of AI. An encouraging aspect is the students will to learn more about the organisation, this is a positive sign; another plus here is the above mentioned will to sign petitions. Even those who were not willing to learn more about the organisation (assuming they knew enough) were willing to sign petitions with just the amount the knowledge they had at hand. All respondents believed the organisation makes a difference. The survey showed that petition signing is the best suitable product for the segment.

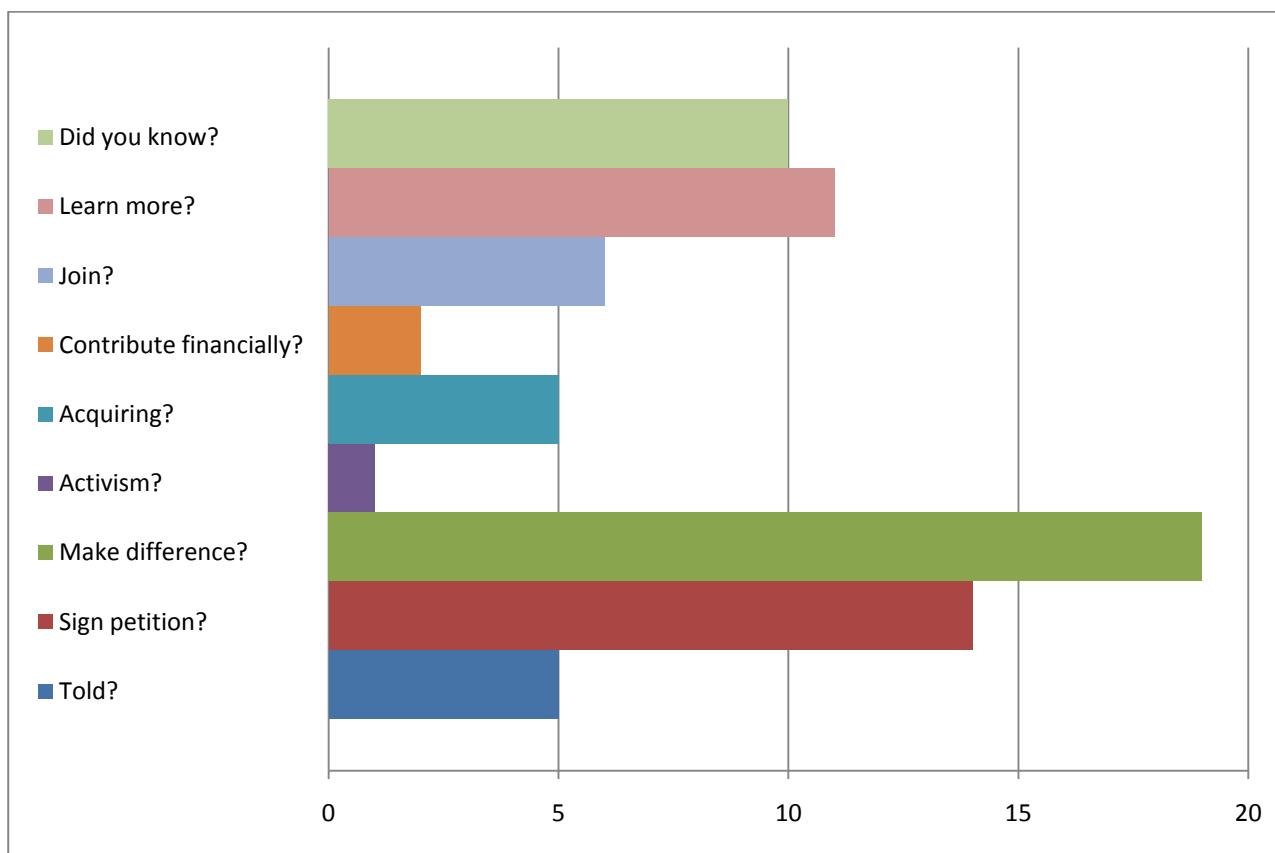


Figure 5; Survey results. (*Full questionnaire in appendix 1*)

7 IDEAL RECRUITER

Keeping in mind that the target group fall into the Finnish culture group, the ideal person for acquiring these people should be from a different culture but still have enough knowledge about the ‘Finnish way’ so as not to misinterpret the actual acquisition session. The ideal person must possess multi-cultural attributes. The entire acquisition exercise is a direct marketing’s own fruit of personal selling. Normally personal selling is a very expensive approach however in this case it is not because the recruiter surrounded by over a thousand students in a single building.

Lewis (2005) argues that multi-active people are loquacious and impulsive, and they attach great importance to feelings and relationships; they are very people oriented; they like to do many things at the same time, their conversation is roundabout and animated, and they try to speak and listen at the same time. Interruptions are frequent, and pauses in conversation are few. Multi-active people are uncomfortable with silence and seldom experience or permit it by always trying to make the conversation enjoyable (Dutton 2009). He and Lewis (2005) go on to state that written communication has less effect than oral, and multi active people prefer to get their information directly from people. The recruiter being someone from the USA with fluency in the Finnish language and enough knowledge about the culture which he mostly acquired from his long stay in Finland would be very successful. Since he speaks the language, a Finn would not feel insecure or inferior next to him, for he is not attempting to converse in a foreign language to the Finn. As a non Finnish speaker, I am well aware of the immense and obvious insecurity portrayed by a number of Finns when spoken to in English, especially when they assume the fore’s language skills as impeccable.

The American would appear humble and probably interesting to listen to since the Finn would almost immediately be able to detect the lack or rather heavy American dialect in him. Here, referrals come into play; assuming the listener ‘Finn’ isn’t really interested in what the American is telling about the organization, she would most probably still listen as the test strongly highlights; she would then probably tell her friends about this ‘American speaking Finnish with a funny dialect’ in the hallway and the friends would want to hear and see for themselves.

Before the end of the day, a fair amount of students would have heard about him and of course some of them would be genuinely interested in the cause. Basically, AI has to go to any lengths to create interest to their recruiter as this is the first stage to the acquisition process. The students are not obligated to talk to him so the organisation needs to use what works; this is as in the same way marketers use sex appeal because the idea behind that is just to create interest (Oxfordjournals.org). This ‘main stream’ approach is not different from others tactics previously used by AI. In previous years the organisation has continually used big celebrity names to create attract attention (amnesty.org); this explains how AI has enjoyed such steady growth

7.1 The procedure

The procedure involves steps formalized to the needs of the organisation which for this study are proposed as member acquisition assuming the members are, in preference order, willing to sign petitions, tell others about the organisation and lastly contribute a small sum for the organisation on the spot. The primary purpose of the recruiter is to acquire members through petition signing however since he is already on location it would do no harm to the process if he had more than 1 purpose. Here the idea is to have a plan B and C for each individual considering the ‘customer’ is already communicating with the recruiter.

Most assume that students ‘have no money’ and it might be a waste of time to ask for a financial contribution (studenomics.com; gocollege.com) but I do not think this is the case; of course at the end of the day it depends on how much one is asking for from a student. Strategic planning can overcome this ‘myth’. The Finnish students, who are the main focus group of this study, all receive a study grant from the government once a month (Kela.fi).

The best month for AI to carry out this operation is December. December is the shortest study month of the year (not counting summer school) which also sees almost all students heading home to their families for the holiday. A quick and short in-class survey highlighted that more students plan to travel during the summer and usually start saving up for these travels in January. Therefore, the first week of December is the perfect time. Students receive their grants on the 4th day of the

month (Kela.fi) and this is the day AI needs to carry out this exercise. Research has proved that people are generally more-jolly when they know that money has just been deposited into their account; the real budgeting only comes into play when the money is approaching depletion (Ford 2002).

AI's American recruiter would give a quick and brief talk about the organisation, 'ideal for someone from a multi active background'. His aim is to keep the listener interested while at the same time create enough excitement just as a regular sales person or an advertisement aims for. The recruiter needs to put across as much information as possible, all under two minutes. The idea here is for the recruiter to sell his idea then because as Lewis (2005) and Dutton (2009) state, most Finns would not ask anything immediately; so he needs to have a proactive approach which would enable him utilise calculated guesses. He has to know the questions the customer is formulating. An example of such a question is, 'you are probably wondering how signing a petition makes a difference' or 'you are probably wondering how the 2€ being asked for by AI can make a difference'. He would present the questions in this form then immediately reply to them.

I have witnessed a similar campaign from the Red Cross in SAMK last year. My opinion is that they did the whole thing wrong. They had two elderly ladies standing in the lobby with a stand asking for donations. This lacked appeal for there was nothing striking about their presence. I passed them at three different intervals, and to no surprise they had no 1 at the stand. I got the impression that the elderly ladies were perhaps 'too Finnish' with their communication as Lewis (2005) and Dutton (2005) both state a Finn in such a situation would rarely initiate conversation. Both of these Red Cross women stood there and I can only assume that they hoped someone would show interest first rather than attempting to stop passersby. This is just as the theory regarding cultural attributes states. Since AI's ideal recruiter is a multi active person he would not have the same problems and also he would not be an elderly person but rather someone below 35.

Reichert (2003) mentions a few elements of sex appeal namely dress code, sexual behaviour, physical attractiveness to name a few that are constantly being used by marketers. The extent of sex appeal used depends on the product being indorsed and since AI is a non profit organisation the use of excessive sex appeal would not be appropriate however, it would the organisation no harm to use

a physically attractive recruiter. Reichert (2003) names such physical attributes as facial beauty, complexion, hair and physique. Buss (1994) reiterates the same notion further by stating physical appearance is central for predicting interpersonal and mate selection which in short is the same idea as judging a book by its cover. Both Buss (1994) and Reichert (2003) go on to state that there is a definite link between physical attractiveness and sexual interest and this is the main reason why physically attractive people are used in advertising. For this reason, the use of a physically attractive personal seller would be beneficial to AI because at the end of the day, the idea to create as much interest as possible.

Since the survey showed that almost no Finnish students were willing to be activists, the recruiter need-not bring this up. He should rather concentrate on using the organisations letter-writing and petition signing activities as a selling point. AI has extensive letter-writing campaigns, usually the organisation would receive a number of letters from members then select a few which it views as relevant to a particular cause which would then be taken further. In addition to the above mentioned, AI spends a lot of time in acquiring signatures for petitions. In the colloquial sense, the Cambridge dictionary defines a petition as a document addressed to some official and signed by numerous individuals. A petition may be oral rather than written, and in this era may be transmitted via the Internet (Oxfordjournals.org). Considering the shy nature of most Finns (Dutton 2005; Lewis 2009) and the amazingly fast internet connection here; the internet petitions would fit perfectly with the locals. One would still manage to enjoy their private space and still make an impact. The recruiter would have 2 laptops on his stand allowing ‘customers’ to sign digital petitions in addition to a hard copy version for those who may prefer the latter.

AI recently won an important victory in the fight for human rights in the UK when the government all but abandoned plans to allow pre-charge detention to extend to 42 days after a crushing defeat in the Lords. The organisation used an online petition campaign and successfully collected more than 9000 signatures via the internet from the UK. All one had to do was visit the website and enter their name, email and postal code. The petition was then presented to parliament. AI’s ideal recruiter needs to highlight the privacy aspect of such petitions for according to Dutton (2009) and Lewis (2005) Finns value their private space.

The survey highlights that almost all the students who are not willing to be members are willing to sign petitions. I assume that this is because most of the abovementioned group believe that being a member comes with obligations, however this is not necessarily the case though there is some truth to it. Students are supposedly overwhelmed with school work thus keeping away from such memberships. One does not need to be an AI member to sign petitions. Petition signing can be a onetime thing where the individual simply visits the AI site to sign (amnesty.org).

7.2 The approach

The desired approach is illustrated by Figure 6. It highlights the plan which the ideal recruiter uses as template a when attempting to acquire new members/support.

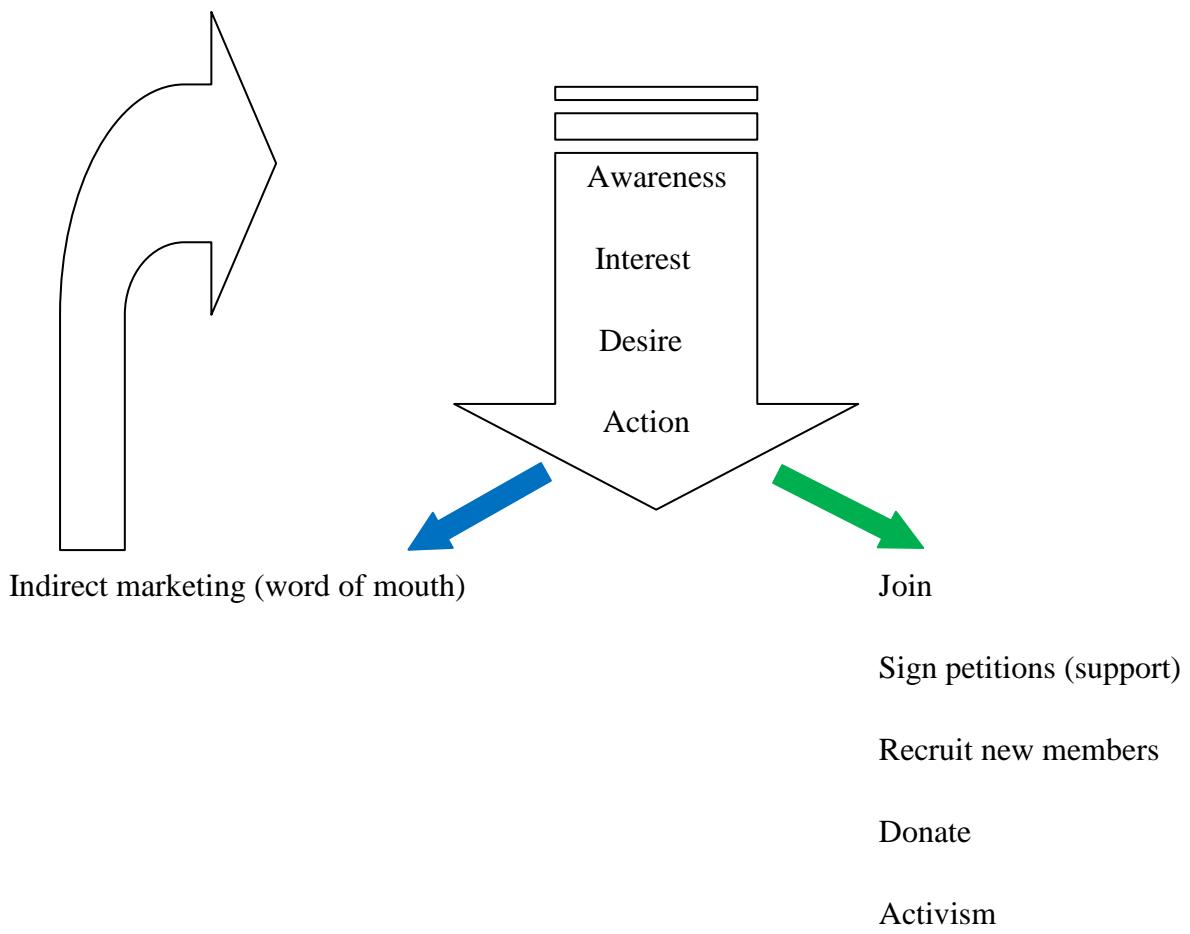


Figure 6; Blue vs. Green route

The left side of figure 6 shows how indirect marketing can play a big a role here. The desired route of the recruiter is the green route, and he is doing everything in his power to achieve this however, it is unrealistic to assume that he will have a 100% success rate; therefore, the blue route comes into action. Here the assumption is that, the student he failed to commit to the green route will automatically fall into the blue route thus the new cycle is created. Another role played by the blue route is that of referrals; word of mouth can double the amount support acquired (Berlo 1960; Gummesson 1999).

8 RECOMMENDATIONS

I recommend that a survey be conducted for a different segment of the market. It would give an insight to how other segments consider AI's products. It would also highlight similarities if any between segments. The approach would not the same as the one proposed for the students segment in this thesis. Another area which has recently proven to have a lot of success amongst the internet generation is social media; thus it would be intriguing to see how new members could be acquired with through this technique. Perhaps the use of more conventional research methods would work better with the older generation as internet usage in the older generation is not as high (Oxfordjournals.org)

Since this thesis emphasises the use of a multi active person, it would be informative to conduct this acquisition procedure on two similar locations which would see the reactive recruiter on location A and the multi active recruiter on location B. A ratio would then be worked out to determine efficiency levels and perhaps the 'real' ideal approach. Unfortunately Red Cross were not able to provide me with statics of the day when they were present in SAMK; this information would have shed more light on the two different strategies.

9 CONCLUSION

Students can play a huge part in AI's overall goal of human rights upkeep. The study suggests the acquisition of Finnish students from universities for membership/support purposes, with main emphasis being on SAMK's Lipo students as this is the location where the survey was done. The Finnish culture has been highlighted so as to explain the best way to approach the 'customer'. The approach may appear to be complicated but frankly it is very basic. The idea is to use a recruiter who has a multi active background because he will find it easier to communicate with Finns who are generally reluctant to initiate conversation (Dutton 2009; Lewis 2005). The study specifically suggests a person of American origin. The abovementioned will be fluent in the Finnish language and have good understanding of the Finnish way which he would have acquired from his stay in the country.

The plot is to place this 'ideal recruiter' in the corridors of SAMK which are streaming with students from all directions. He would then stop students and firstly assure them that he would only take a minute of their time. The recruiter would use his multi cultural skills to acquire the student/s as illustrated by Figure 6. Dutton (2009) and Lewis (2005) both highlight how 'fast' and 'responsive' Americans are when it comes to communication and this is the main reason for utilising one for this exercise. AI should use sex appeal just as well as profit organisations do. For this reason the recruiter is a young physically attractive person whom the students would feel at ease communication with. The assumption here is that, the recruiter has the upper hand since he possess' sufficient knowledge about Finnish culture thus foreseeing the path in which the whole encounter would most likely take.

The use of a traditional market mix approach has been put into account for this study however, less emphasis is placed on some aspects of the mix particularly price. Most emphasis has been placed on promotion. The entire in-school operation is perceived as a form of promotion. The place is SAMK Lipo and the overall product is the upkeep of the human rights declaration as this AI's overall goal. The product has been modified to best fit the segment through differentiation. The study has also incorporated segmentation methods which see students as a sub-set of people with similar

characteristics. Individuals can influence AI's success in more than one way namely activism, donations, petition signing, etc. This is how I have managed to differentiate the product in the sense that even though the overall product is essentially the same, it is made 'different' through its requirement to particular individuals. For this study, the survey has shown that students are not really willing to make donations therefore the product requires them to sign petitions instead. The approach would be different when dealing with a different segment for example full time workers or people of a different age group.

Since the recruiter is engaging in personal selling, it is essential that he follows the same four step process suggested by marketing theory with disregard to whether AI is a profit or non profit organisation; as Figure 6 illustrates, the four stages are awareness, interest, desire and action (Ford 2002). This aspect of direct marketing puts emphasis on trackable, measurable and positive responses from 'customers' (Kotler 2002) who are known as students in this study. This form of marketing is different from traditional formal channels of advertising such as TV, newspaper or radio because unlike the latter it communicates directly to the customer with no use of a middle medium; but rather the use of AI's own personnel to perform a one on one approach.

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11 APPENDICES

Appendice 1: Amnesty International Questionnaire

Appendice 2: Universal Declaration of Human Rights

Appendice 3: INGO Charter

Appendice 3: Survey DVD

Appendice 1

Amnesty International

Your username will be recorded when you submit this form.

Had you ever heard about Amnesty International? *

- Yes
- No

Would you like to learn more about the organisation? *

- Yes
- No

Are you willing to become a member of the organisation? *

- Yes
- No

Are you willing to contribute to the organisation financially? *

- Yes
- No

Are you willing to assist in acquiring new members for the organisation? *

- Yes
- No

Are you willing to be an activist? *

- Yes
- No

Do you think the organisation can make a difference? *

- Yes
- No

Are you willing to sign petitions for the organisation? *

- Yes
- No

Have you told anyone about the organisation since the presentation? *

- Yes
- No

- Send me a copy of my responses.

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Appendice 2

Universal Declaration of Human Rights (Abbreviated)

Now, therefore, the General Assembly proclaims this Universal Declaration of Human Rights as a common standard of achievement for all people and all nations, to the end that every individual and every organ of society, keeping this declaration constantly in mind, shall strive by teaching and education to promote respect for these rights and freedoms:

Article 1

Right to Equality

Article 2

Freedom from Discrimination

Article 3

Right to life, Liberty, Personal Security

Article 4

Freedom from Slavery

Article 5

Freedom from Torture, Degrading Treatment

Article 6

Right to Recognition as a person before the law

Article 7

Right to equality before the law

Article 8

Right to Remedy by Competent Tribunal

Article 9

Freedom from Arbitrary Arrest, and Exile

Article 10

Right to Fair Public Hearing

Article 11

Right to be considered Innocent until proven Guilty

Article 12

Freedom from Interference with Privacy, Family, Home and Correspondence

Article 13

Right to Free Movement in and out of the country

Article 14

Right to Asylum in other countries from Persecution

Article 15

Right to a Nationality and Freedom to Change it

Article 16

Right to marriage and Family

Article 17

Right to own Property

Article 18

Freedom of belief and religion

Article 19

Freedom of Opinion and Information

Article 20

Right to Peaceful Assembly and Association

Article 21

Right to Participate in Government and in Free Elections

Article 22

Right to Social Security

Article 23

Right to Desirable work and to join Trade Unions

Article 24

Right to Rest and Leisure

Article 25

Right to Adequate Living Standard

Article 26

Right to Education

Article 27

Right to Participate in the Cultural Life of Community

Article 28

Right to Social Order assuming Human Rights

Article 29

Community Duties essential to Free and Full Development

Article 30

Freedom from State and Personal Interference in the above Rights

Appendice 3

INGO charter

Amnesty International is a founding signatory to the International Non-Governmental Organizations' Accountability Charter, making this binding on all its national branches. The charter commits AI and all other INGO signatories to meeting best-practice standards on public accountability and transparency. It sets out core values, operating principles and areas for particular attention by international NGOs. These include good governance and effective management; ethical fundraising and multi-stakeholder engagement. Specific reference is made to the expectation that INGOs will respect the principles enshrined in the Universal Declaration of Human Rights.

As a signatory to the Charter, Amnesty International is committed, in partnership with other INGOs, to comply with this externally generated code of organizational conduct as a minimum standard for all its operations.

To this end the organisation is mobilizing the various part of the Amnesty International movement to document and monitor compliance with the Charter and is working to make the results fully available to the public (amnesty.org).

Appendice 4

Survey DVD

