Digital marketing plan for a non-profit organization. Case: Nordic ASEAN Business Forum Ry

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The Internet is changing people's lives as well as the way organizations operate. In fact, digitalization and digital marketing are considered essential in organization's operations. In this context, the capability tofacilitate and master digital marketing becomes a key asset of an organization to stay competitive.

This project-based thesis was commissioned by Nordic ASEAN Business Forum (NABF), a non-profit organization based in Helsinki, Finland. The need for the thesis comes from the fact that the organization's current marketing activities are unplanned and spontaneous. The aim of the thesis is to create a customized digital marketing plan in a handbook form.

The study focuses on content marketing, social media marketing and email marketing in the non-profit sector. The plan does not target all Nordic countries, but concentrates on targeting the Finnish market.

The knowledge base of the thesis covers literature reviews, theories and models related to marketing in the non-profit sector, content marketing, social media marketing and email marketing. Material and information were gathered and collected from books, journal articles and current online sources.

Benchmarking is used to learn and adapt good practices from other organizations. The key findings after benchmarking are combined with literature reviews of the knowledge base to justify and discuss different parts of the digital marketing plan. The plan uses PR Smith's SOSTAC ® planning system as a guideline of the structure. The result of this thesis is a tailor-made digital marketing plan which includes objectives, practical recommendations and tactics, different tools and means of performance measurement.

Thesis work started in August 2016 and it was agreed between the author and the organization that the plan would be delivered in December 2016 so the plan can be implemented in 2017.

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1   Introduction

This chapterintroduces briefly the topic background and the case organization. After that, the project objective, the tasks and the scope are also presented to give readers an overall picture of the thesis's process and coverage.The expected results from this project-based thesis andits international aspects are discussed to emphasize the need of this topic. Key concepts are explained later to ensure an understanding of basic conceptions used in the thesis.

1.1   Topic background

In this fast-growing world, it can be seen that the marketing is shifting from traditional to digital. According to Internet Live Stats (2016), 92.5% of the population in Finland is using the Internet. More than 90% of young people from 25 to 34 years old use Internet several times a day. 51% of the population from 16-89 years old uses different social media platforms. (Statistic Finland 2014.) These figures show an upward trend of digitalization in people's daily lives. On the other hand, traditional marketing is losing its power as the speed and cost of digital marketing can be clearly seen more outstanding.

From a broad context of digital marketing, the thesis studies more deeply into different aspects to create a digital marketing plan for the non-profit organization. Considering the differences in nature of the non-profit sector compared to the private sector, it is crucial to study different concepts and models related to designing a digital marketing plan which serve the non-profit organization effectively. Moreover, the organization is in the beginning stage of its operation therefore it is highly important to have a comprehensive and thorough plan.

This bachelor thesis topic is currently my personal interest among different topics in the field of marketing. I expect to gain more knowledge, skills related to digital marketing and especially good lessons throughout the process. The commissioning organization for this thesis is Nordic ASEAN Business Forum (NABF). It is a non-profit organization and was established in 2015.

1.2 Project objective

This thesis aims to improve the digital marketing activities of the organization by having a comprehensive and well-structured digital marketing plan.Hence, the project objective (PO) is **a digital marketing plan to utilize the digital marketing strategy and activities.**

In order to achieve the project objectives, there are 5 project tasks (PT) need to be done.

PT 1. Establishing the knowledge base for the digital marketing plan

This task is done in order to gain key understandings of the topic from reliable sources. The knowledge base consists of a variety of information, theories, models and concepts related to the topic. To create the plan as the outcome of this thesis, I need to have a solid base of the topic, and later use this knowledge base as reference when designing the plan.

PT 2. Analysing digital marketing strategies of other non-profit organizations for benchmarking

The aim of this task is to learn and adapt good practices from other non-profit organizations. Moreover, NABF's main competitor is also analysed and benchmarked in this task.

PT 3. Creating the digital marketing plan

This task is mainly done by applying SOSTAC ® model therefore a brief analysis of the organization takes place first. Then, based on the information and knowledge gained from benchmarking process as well as using the knowledge base as reference, I will create the customized digital marketing plan for NABF.

PT 4. Designing the handbook for the organization

The purpose of this task is creating a customized handbook to deliver to the organization. The handbook will be clear, straightforward and suitable for the organization. Considering the nature of the business world, it is hard to read a long thesis therefore the handbook only focuses on the most important and key points.

PT 5. Evaluating the project

This task consists of discussing the outcome of the project and clarifying different limitations occurred during the whole process. Suggestion for further research and my own reflection on the learning process are also presented.

1.3 Project scope

The scope of the project is decided after discussing with the representative of the case organization to ensure a mutual understanding between the author and the commissioning organization. First, this thesis focuses mainly on digital marketing and excludes aspects related to non-digital marketing. Moreover, as the organization shows its preference not to discuss about search engine marketing at the moment. Therefore, search engine marketing and its related elements are not discussed in this thesis.Second, as the limited financial resources of the organization, the thesis leaves out marketing activities required financial support such as paid online advertising or outsourcing services. Third, the thesis is researched and designed to target Finland market to ensure the effectiveness of the plan. Hence, marketing activities and strategies in other Nordic countries or other markets will not be involved in this thesis. Fourth, due to the time restraints, the actual implementation of the plan is excluded. The final outcome of the project is creating the handbook of the digital marketing plan.

1.4 International aspect

The international aspect of the thesis first comes from the members of the Board as they are from Finland and other Southeast Asia countries. Moreover, the main mission of the organization is establishing a strong connection between Finland and other Southeast Asia countries therefore the international aspect is strongly emphasized in the organization. Even though the target of the plan is Finnish market, potential targeted audience and members are from different countries.

1.5 Benefits

The major benefit of the commissioning organization is the improvement of its marketing activities when the organization implements my recommendations in the handbook. As a result, the organization can achieve its operational goals. In addition, this thesis covers

theoretical viewpoints related to marketing which benefit the organization as they can be used later in the future for other similar plans or projects. To other non-profit organizations, the thesis shows the procedure of creating a digital marketing plan as well as provides good practices which are learned from other non-profit organizations in the benchmarking process.

The main benefit I acquire is the improvement of various skills like research skills, writing skills and time-management skills. As I have worked in the field of digital marketing previously, the thesis will be a good practice for me to gain more knowledge and competences to work in the future.

1.6   Key concepts

Digital marketing is the application of the Internet and related digital technologies to achieve marketing objectives (Chaffey 2012, 10).

Content marketing is "a strategic marketing approach focused on creating and distributing valuable, relevant, and consistent content to attract and retain a clearly-defined audience — and, ultimately, to drive profitable customer action" (Content Marketing Institute 2015).

Social media marketing refers to the process of creating, delivering and exchanging values between an organization's stakeholders through the utilization of social media technologies, platforms and software (Tuten & Solomon 2013, 14).

Email marketingis commonly used for sending email to existing customers on a houselist (Chaffey 2012, 657). The email often contains a "call-to-action" (Ryan 2016, 155).

1.7   Case company

Nordic ASEAN Business Forum (NABF) is a non-profit organization which was established in 2015 in Helsinki, Finland. NABF was founded by five members from Finland, Thailand, Indonesia and Philippines. With a strong knowledge base and experiences of doing business in Southeast Asia countries of the founders, NABF acts as a forum to connect people, entrepreneurs and businesses. Moreover, NABF works as the partner of Southeast Asia countries' government (embassies and representatives). NABF's mission

is to bring together like-minded Nordic and ASEAN-related people and businesses in order to network, create ground for stronger entrepreneurial liaisons, and to share ideas and knowledge (Nordic ASEAN Business Forum 2016.). In fact, ASEAN is the Association of Southeast Asian Nations and the mission of NABF is creating a connection between Nordic countries and Southeast Asia countries.

Since the foundation of NABF, most of the members are acquired through personal contact and network of the founders. It is time for NABF to enhance the marketing activities to develop member engagement and acquire more new members. The aim of my thesis objective is to provide NABF with practical suggestions how to improve the current marketing strategies and activities to reach the ultimate goals towards both current and potential members. For current members, the goal of the plan is improving the relationship and engagement between members and NABF. For potential members, the objective is attracting and acquiring members.

2   Essentials of digital marketing

Figure 1 below shows the structure of the theory framework. It also helps readers to have an overview of the theoretical framework. As can be seen from the figure, first, I will discuss in general marketing in non-profit organizations. Then, a brief introduction of digital marketing will be presented. After that, I will discuss in detailthree topics that belong to digital marketing which are content marketing, social media marketing and email marketing. These three areas are the three main topics of the digital marketing plan.
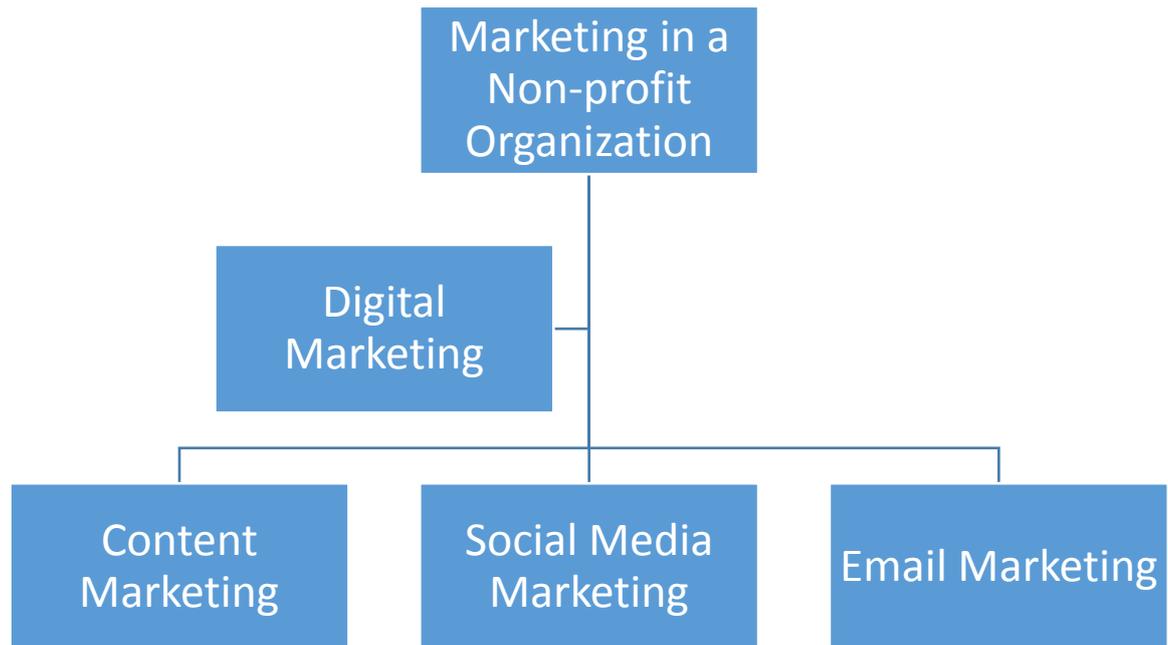
Figure 1. Knowlege base

2.1   Marketing in a non-profit organization

Traditionally, marketing is not considered an important subject in the non-profit sector. However, in this tough competition of the non-profit world, marketing strategies should be taken into consideration to ensure the success of an organization. (McLeish 2011, 4.) In some cases, marketing strategies are needed for the survival of a non-profit organization. The importance of marketing to a non-profit organization is also emphasized by Kotler & Levy (Dolnicar & Lazarevski 2009, 277) Moreover, the Internet plays an important role in these strategies. Therefore, a lot of marketing activities take place in digital forms (Nicolau 2016,159).

In this subchapter, I will first review the characteristics of marketing activities in a non-profit organization, how these activities different from other companies in the private sector. After that, I will present possible challenges that an organization may face in its operation. Finally, I will explain the importance of a digital marketing plan for a non-profit organization.

Before proceeding further, there is a need to study the basic and unique characteristics of marketing activities in a non-profit organization so the digital marketing plan is more applicable and reasonable. McLeish (2011, 19-21) points out three main features of marketing activities in a non-profit organization. First, the most obvious factor is the non-profit motive. A non-profit organization does not find profit as the most important aspect. In fact, an organization operates to generate surpluses of revenue over expenses to fund its operation and activities (McLeish 2011, 18). Hence, it is difficult to set objectives which can be used to monitor the performance (Sargeant 2009, 40). This non-profit motive leads to the second characteristic that it is difficult to evaluate performance of marketing strategy. It is ambiguous for marketing managers to measure the effectiveness of strategy without the actual goal of profit. An organization actually evaluates intangibles such as services provided or members' feedbacks (McLeish 2011, 19). Finally, in order to support marketing tasks, a non-profit organization needs to concentrate on attracting resources, both human and financial resources. Henceforth, marketing activities are limited at some point.

Andreasen & Kotler (2007, 23) add a new viewpoint that it is hard to change or modify services because it is already set and agreed between members of the Boards and members of an organization. It is not flexible for an organization to change to serve different needs of its members. Gallagher & Weinberg (Dolnicar & Lazarevski 2009, 276) propose that characteristics of a non-profit organization are "non-financial objective, mission-driven, multiple customers and a competitive-cooperative relationship with competitors".

Despite the noticeable differences between a non-profit organization and a company in the private sector, a non-profit organization also has to face challenges in its marketing activities. McLeish (2011, 5) points out four main challenges which are reduced sources, increased reticence, changing of needs and persistent competition. Andreasen & Kotler (2007, 25) agree that sources of funds, especially financial resources make marketing activities more challenging.

With all these unique characteristics and possible challenges that a non-profit organization may face in its operation, it is risky to implement a marketing strategy without planning anything. At this point, I realize that any non-profit organization should start itsmarketing activities with a proper and organized plan. Andreasen & Kotler (2007) suggest that in the non-profit environment, marketing strategy should be approached systematically and planned strategically. Therefore, there is a strong need for a decent digital marketing plan.

Only a few researchs have been made of marketing for a non-profit organization, it is not a surprise that even less academic literature of digital marketing related to a non-profit organization is available. Therefore, from this point, most of theories and models discussed are in business and for-profit context. Despite that these theories are not written for non-profit context, I realize that the content is still valid and applicable. Goerke (Dolnicar & Lazarevski 2009, 275) proposes that non-profit organizations adopt business-like strategies and techniques, especially related to marketing.

2.2   Digital marketing

Digital marketing can be defined as "achieving marketing objectives through applying digital technologies". Therefore, the management of any form of online presence and the usage of online communication techniques are considered digital marketing activities. Digital marketing is implemented in conjunction with other activities of an organization to achieve its goals.(Chaffey 2012, 10.)

Why does digital marketing strategy matter? Because with a digital marketing strategy, an organization can ensure its efforts focus on the most relevant elements of digital marketing. Moreover, with a well-organized and logical strategy, an organization can avoid the situation of being left behind in the tough and competitive competition (Ryan 2016, 20.)

Different elements of digital marketing strategy are introduced and discussed in depth later in the next subchapters. These elements include content marketing, social media marketing and email marketing. As explained in the scope of the project, other elements such as search engine marketing or online advertising are not discussed in this study.

2.3 Content marketing

Content marketing is one of the key elements of digital marketing strategy. In fact, in a few recent years, content marketing has become more important in the marketing strategy of an organization. There are numerous definitions of content marketing. For example, according to Roberts & Zahay (2012, 469), content marketing is "creating and distributing content across the web that users find valuable and relevant, driving visitors to the website". Similarly, Chaffey & Ellis-Chadwick (2012, 44) define content marketing as the process of managing information and engaging customers through print and digital media to reach an organization's goals. In addition, Rose & Pulizzi (2011, 12) propose that "content marketing is a strategy focused on the creation of a valuable experience". However, despite all variations in the definitions, the basic idea of content marketing is focusing on delivering useful, relevant and beneficial information and content to reach the business goals.

This subchapter reviews different major elements in content marketing and content marketing strategy. First, the subchapter starts with a presentation of different purposes of content marketing. Next, different types of content, sources of content, the criteria to choose suitable content, platforms to distribute content and the metrics to measure the performance are discussed. After that, different predictions of the trends in content marketing given by experts as well as the usage of a useful tool are introduced in the end of the subchapter.

It is clearly stated in the definitions that the purpose of content marketing is attracting customers through creating and distributing educational or irresistible content and information (Pulizzi & Barrett 2009, 8). Harad (2013, 19) points out that the objectives of content marketing are 3Es: education, editorial and entertainment. Education purpose is providing valuable information and teach customer something new while editorial purpose means showing the perspectives and opinions of the organization. And finally, entertainment purpose is simply delivering the enjoyment to customers. (Harad 2013, 19.) Overall, both ideas share the same perspective of purposes as educating and/or entertaining people. Harad adds a new point that content marketing can be used to present an organization's viewpoint. The market research of content marketing conducted by Ascend 2 (2015, 5) shows that improving customer engagement (52%) and increasing lead generation (52%) are the most important objectives of a content marketing strategy. Other significant objectives are increasingbrand awareness (44%), increasing sales revenue (38%) and improving lead nurturing (32%) (Ascend2 2015, 5). From the result, only 28% of companies sur-

veyed believe that increasing website traffic is an important objective of content marketing (Ascend2 2015, 5) however, in the nature of NABF organization, increasing website traffic is considered remarkable because the website is currently one of its main channels.

What are the most important objectives of a content marketing strategy?

Objective	Percentage
Improve customer engagement	52%
Increase lead generation	52%
Increase brand awareness	44%
Increase sales revenue	38%
Increase lead nurturing	32%
Increase website traffic	28%
Increase customer retention	26%
Improve search engine rankings	19%
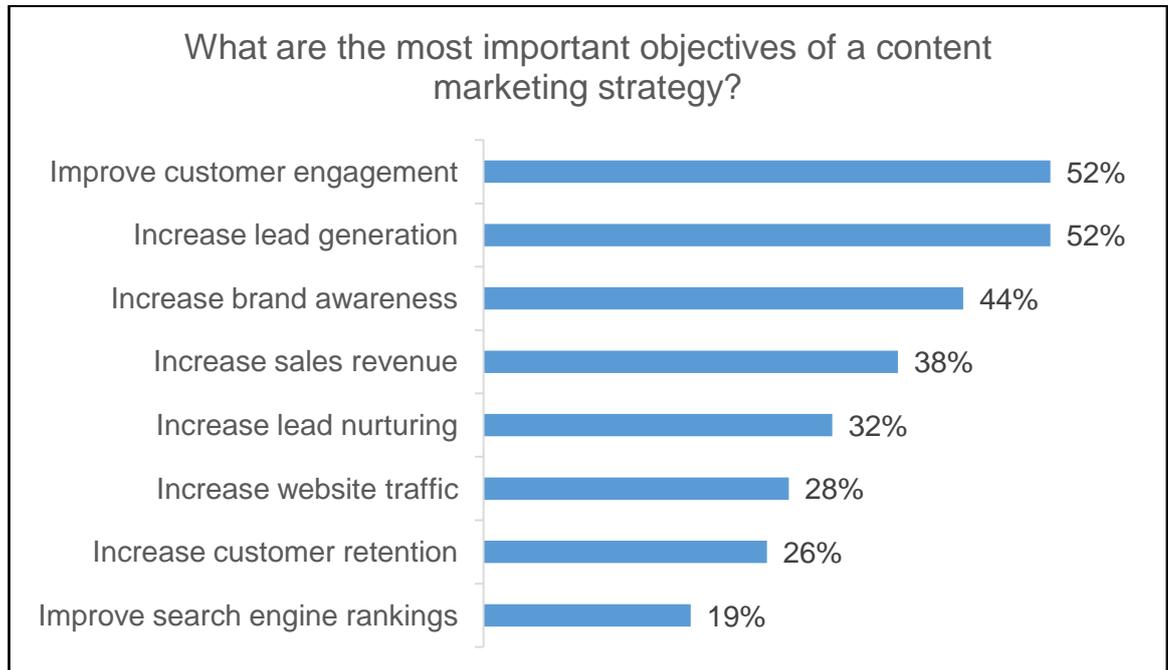
Figure 2. The most important objectives of content marketing strategy (Ascend2 2015, 5)

Different types of content can be found in the picture below of Content Marketing Matrix (Smart Insights 2015). The organization can consider using this tool to choose diffrent types and forms of content in the content marketing strategy. According to four different purposes which are Educate, Convince, Inspire and Entertain, there are plenty of forms take place to reach these functions. In the actual plan, this matrix will be adapted to the case of the organization.
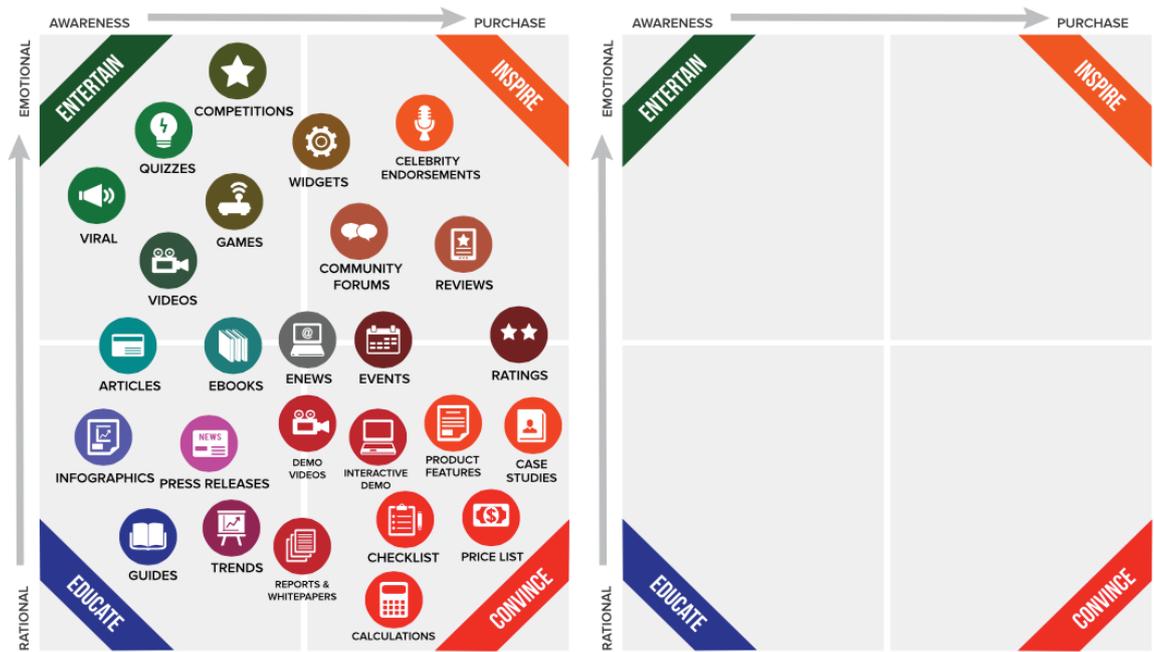
Figure 3. Content Marketing Matrix (Smart Insights 2015)

In order to have abundant yet high-quality content, it is important to define different and possible sources to collect content. Because it is challenging for the organization to only rely on its owned content to attract audience. Halvorson & Rach (2012, 114-116) propose six sources of content. Based on these sources, marketers can decide where to acquire content to fulfil the content strategy.

Table 1. Comparison of different sources of content (Halvorson & Rach 2012, 114-116)

Sources	Definition	Advantages	Disadvantages
Original content	Content created for and by your organization	Most unique and relevant content to your organization	Time-intensive
Co-created content	Content created by other co-operators and parties such as bloggers, podcasters…	Gain built-in audience and unique perspectives. Experience different types of content	Do not take full control of content
Aggregated content	Content aggregated from other websites and sources	Get a lot of quality content at the same time. Cost-saving	Different risks such as content may not be reviewed carefully before publishing in

			your organization's channels.
Curated content	A person research and curate content with an editorial point of view	Gain a variety of reliable and quality content	Time-intensive and human resources requirement
Licensed content	License content created by a third-party publisher.	Gain high-quality content	Risks due to not fully control of content
User-generated content	Content created by users/customers.	Content is considered reliable and trustworthy from other user's point of view	Risks due to not fully control of content

Due to the limitation of financial resources, co-created content and licensed content are not applicable to the organization. Both of these sources require financial support as content is taken from a third-party. However, as these sources of content are unique and customized, I suggest that the organization can take these two options into consideration in the future. Eventually, original content, aggregated content, curated content and user-generated content are suitable for the organization. More detail about applying and utilizing these sources will be presented in the implementation.

Now when there is a variety of content, the crucial factor leads to a successful strategy is choosing the right content to publish. Halliagan & Shah (2010, 21) believe that content in content marketing strategy should be remarkable while Halvorson & Rach (2012) propose that content have to support business's goals and fulfil customers' needs.

> You need to create content that your audience wants and needs. Often that content will have little to do with the actual products you sell and more to do with the audience you are looking to attract.
> (Davis 2012, 23.)

Davis (2012, 23) suggests that the main focus of content is customers hence content should be valuable for them. Holliman & Rowley (2014, 276) point out that content is actually information so content should be high-quality information. Then, Rieh (2002) proposes that there are five aspects in quality information: usefulness, goodness, accuracy, currency and importance. To sum up, content should be significant, noteworthy and valuable for readers. Content also supports business goals and marketing strategies' objectives. Furthermore, it is essential to maintain the quality of content.

Regarding the criteria to choose content, the 5R criteria to determine the appropriate content is presented as follows:

- – *Requirement*: Is the content required for some reasons? (legally, politically, for funding, etc)
- – *Reach*: Which audiences is the content likely to reach, both today and in the future? How big are those audiences?
- – *Relevance*: How important and interesting is the content to users?
- – *Richness:* How valuable or unique are we able to make this content?
- – *Revenue*: How will the content affect site revenue-generating activities?

(Halvorson & Rach 2012, 117.)

In order touse this criteria, the organization can create a scorecard and determine the score of each content, each category of content or each topic based on these criteria. Based on the organization's timeline, resources and budget, the marketers can determine the priority of content (Halvorson & Rach 2012, 117.)

Similarly but more visualize, Casey (2015, 162) introduces Top Task Analysis to determine the priority of different available content:
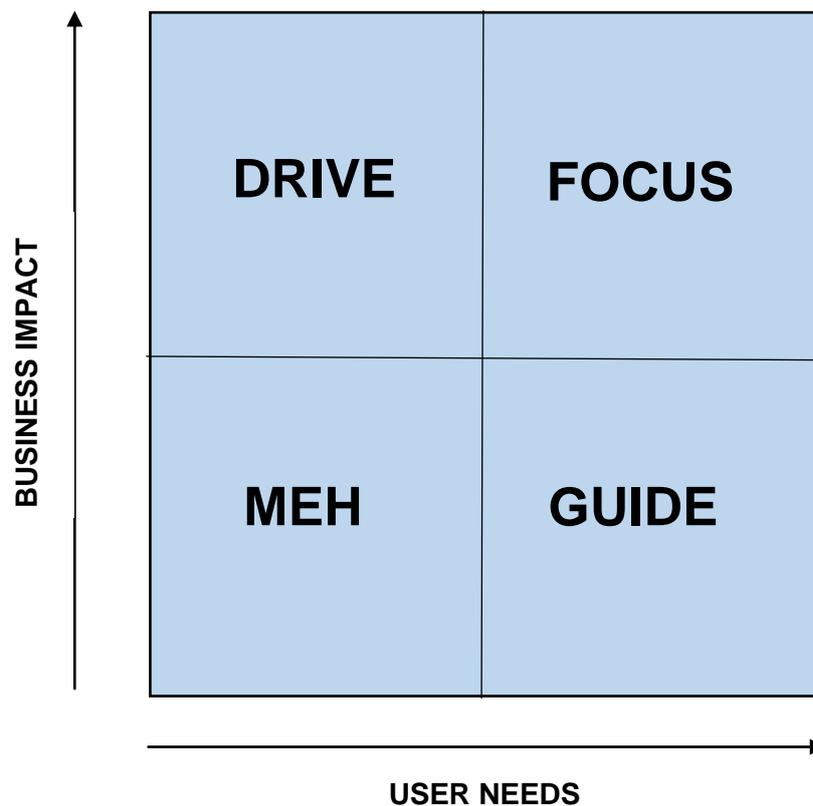

Figure 4. Top task analysis (Casey 2015, 162)

Focus is the first priority content as it is important to the organization as well as the audience. Following Focus group is Guide group which is important to the audience while Drive group focuses on the benefits of the organizations. The least important group of content is Meh group which contains unimportant content to both of the organization and the audience but the organization probably wants to include such as the organization's history (Casey 2015, 162.). The organization can decide to publish content of Focus group first, then Drive and Guide group and Meh group is the last group to consider if the organization has available resources.

After collecting and choosing suitable content, an organization need to identify the channels to publish its content because having excellent content or outstanding service is not enough if an organization does not have a platform (Pulizzi 2013, 215). Below is the hub-and-spoke model which introduces possible channels to publish content and how they are linked and supported each other.
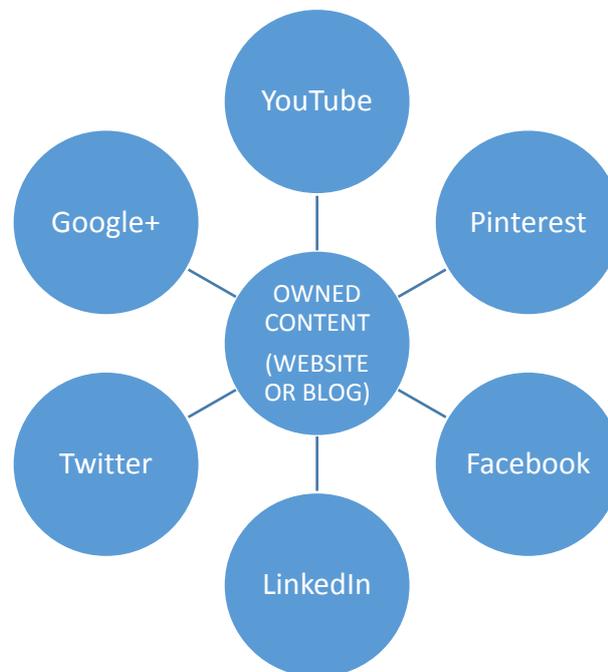
Figure 5. The hub-and-spoke model (Pulizzi 2013, 217)

The hub-and-spoke model introduces how content distributed in various platforms. The hub is the centre of the model and the spokes are different platforms surrounded. The organization's website and blog become the core of the model. These platforms distribute the organization' owned content and other social media platforms support the distribution of the hub. It is recommended that the organization focuses on creating, optimizing great content on the hub while the spokes promote hence create visibility and link back to the

hub (Pulizzi 2013, 216). The content marketing plan focus on the hub while social media marketing concentrate on tactics to implement on the spokes.

It is essential to define different metrics in the plan to measure the performance of the activities and tactics. These metrics are mostly audience based (Rose & Pulizzi 2011, 155). Moreover, these metrics help the organization to monitor the performance of activities every day and improve the process. Rose & Pulizzi (2011, 157) introduce some examples of metrics which are applicable and suitable for the plan are:

- Number of visitors to the organization website
- Pageviews on the blog
- Number of blog comments
- Blog subscriptions
- Most popular blog content/category
- Time spent on the site

Other metrics related to social media channels and they are discussed in the next subchapter of social media marketing. In this subchapter, these metrics are chosen as they are related to content distributing channels which are website and blog.

2.3.1 Trends

In this fast growing world, everything changes significantly within a short period of time. Especially in the marketing and business world, companies and organizations always have to update and keep up with the trends in order to stay in the competition. Understanding the upcoming trends, companies are able to fulfill their customers' expectations.In this subchapter, I will present some predictions of the content marketing trends in 2017 from various marketing experts, compare the similarities and differences and discuss the applicability among those trends to the organization's content marketing strategy.

Pullizi(Marketing Insider Group 2016) as the founder of Content Marketing Institute believes that in 2017 a lot of big brands and companies will obtain media/publishing agency. With a few cases in 2016, he predicts that in 2017, there will be more acquisitions in the market. Similarly, Rose (Marketing Insider Group 2016), chief strategy advisor of Content Marketing Institute agrees that more media companies will be acquired to ensure the alignment between content and advertising strategies from both parties. However, in the

case of NABF, this trend will not apply or effect the plan because of financial resources restraint.

Another trend of content marketing in 2017 is video. While Baer – president of Convince&Convert (Marketing Insider Group 2016) emphasizes that video will be the key factor to tell story of the brands and companies, Cleary (Marketing Insider Group 2016) proposes that marketers will focus on video as a retargeting strategy. As Facebook will introduce new approach to retarget people based on the video they watch, it is worthwhile to see how videos act as a key factor inmarketing strategies. Sheridan adds that in the long run, video-based content will take place more than textual-based content (Marketing Insider Group 2016).

Technology is always changing and we can look forward to new techniques and new formats in the future. Schaefer – the author of The Content Code book states that "We already saw interactive video, searchable podcasts, virtual reality and text-message blog posts in 2016" (Marketing Insider Group 2016) so in 2017 there are more types and formats of technology will appear. It is necessary that marketers always keep their mind fresh and constantly update the new trends which are suitable for their organizations in order to stay in the competition. Like Steve Jobs' famous sayings "Stay Hungry, Stay Foolish".

In brief, Brenner (Marketing Insider Group 2016), CEO of Marketing Insider Group states that "2017 will see brands move to more specialization, visualization, personalization and humanization in their content marketing programs and approaches".

2.3.2   Topic editorial inventory calendar

The topic editorial inventory calendar is the combination of the content production inventory introduced by Meghan Casey in The Content Strategy Toolkit book and editorial calendar introduced by Joe Pulizzi from Epic Content Marketing book. These chosen elements are considered relevant and important in the process of managing content in the organization. The purpose of this topic editorial inventory calendar is a tool to help staffs managing content in a more efficient way and the process of exchanging information between staffs is more convenient.

Table 2. Topic editorial inventory calendar template

Date	Author	Topic	Headline	Call to action	Content type	Category	Audience	Channel	Publising date
January									
Jan-01									
Jan-02									

The table presents 10 elements of the topic editorial inventory calendar. Date is the day of putting information into the calendar. As the marketing activities in general are implemented by different people so the author should be indicated clearly to see the contributors and their responsibility. Topic introduces briefly about the content post. Headline should be appealing and sum up the whole information. It is essential to have call-to-action in every post, either blog posts or posts on social media platforms. Content type indicate the forms of content. This content type will help the organization to optimize content as one content can be put in different types. Category is used to categorize content into different topics. It is not discussed in depth about audience in this thesis, however audience element shows the target audience of the content hence the organization can decide on the tone and the design as well as the approach. Channel is where content are published. Finally, publishing date is to record the time when the author publishing content.

2.4   Social media marketing

According to Kaplan & Haenlein (2010, 61), "Social media is a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of user generated content". Social media includes different types of platforms such as the most popular social networking platforms Facebook and Twitter, LinkedIn as a professional networking site and media content sharing platforms such as Instagram and YouTube (Agarwal & Yiliyasi 2010). In this era of undeniable growth of social media, social media marketing is considered a key factor in marketing strategies of an organization. Tuten & Solomon (2013, 14) define social media marketing as "the utilization of social media technologies, channels and software to create, communicate, deliver, and exchange offerings that have value for an organizations' stakeholders". Because social media marketing offers inexpensive access to customers as well as there are numerous ways to engage and interact with customers, social media marketing is considered very beneficial to marketers (Tuten & Solomon 2013, 25).

This subchapter presents benefits and challenges of social media marketing. Later, defining social media applications in marketing activities will take part in order to apply them later in the plan. Moreover, different social media platforms are introduced briefly and the subchapter finishes by reviewing the key metrics to monitor the tactics.

In order to ensure that choosing social media as one of the key strategies in the plan is the right decision, analysing the benefits of social media marketing to an organization is an essential action. Teneja & Toombs (2014) propose the three main benefits of social media marketing as increasing visibility, viability/capability and sustainability.

Visibility: In other words, social media help an organization getting known by its audience. By focusing on online presence, an organization is able to maximize the opportunity to be remembered by its audience. Moreover, social media help an organization to differentiate itself from competitors. Topic, message and tone-of-voice are crucial aspects to define the uniqueness of an organization. (Teneja & Toombs 2014, 251.)

Viability/capability: Everyone in the organization needs to learn and develop through the process of managing social media. They have to actively connect, cooperate with colleagues, community and market. Not only learning about other competitors' behaviours and activities, but marketers also learn about themselves, about their strength and weakness, their businesses and their organization. Social media push marketers to constantly develop their capability. (Teneja & Toombs 2014, 252.)

Sustainability: Social media have changed completely the structure, the delivery and receiving process of information. Organization leaders do not spend hours in front of computer to do tasks. Instead, social media help them to create the long-term procedure of educating, entertaining and engaging people. Therefore, social media ensure the sustainability of marketing strategies. (Teneja & Toombs 2014, 252.)

Financial perspective. Social media marketing is considered inexpensive to reach different business goals compared to traditional marketing. Coles (2014, 5) agrees with the benefits related to financial aspect and adds some practical benefits of using social media as below:

- It is free
- You have a huge audience
- It's another communication tool to be utilised alongside more traditional methods
- You can engage easily with your customers

- You will have a visible presence on the web
- You receive real-time feedback

(Coles 2014, 5.)

Overall, there are many undeniable advantages of using social media in marketing strategies. Regarding short-term or long-term, social media is considered worthy to invest time and resources.

However, there are a lot of possible challenges in social media that marketers may face in their strategies. First, organizations' employees do not have enough knowledge, expertise and skills to deal with technology and utilize social media (Teneja & Toombs 2014, 255). Due to the limitation of resources, organizations have to do social media marketing on their own. Second, social media are not as easy as they may appear. There are many practical challenges and problems happen during the implementation (Teneja & Toombs 2014, 255). A lot of marketers assume that anyone can work with social media, however, to utilize and maximize the effectiveness of social media require serious commitment and strategic planning. Finally, social media also present an organization's online presence. It is challenging to constantly maintain astrong and positive image of an organization (Teneja & Toombs 2014, 256). At this point, I realize that to protect the online reputation of the organization, social media marketing requires more than just showing its presence on social media.

It is undeniable that social media play an important role in any organization's marketing strategy. Marketers choose how to operate social media based on the organization's vision and value. Now, I will define different functions of social media in marketing and discuss possible applications to the organization.

Customer relationship management. Social media are where an organization actively connect with its members and audience therefore the first key function of social media is building and managing customer relationship. Teneja & Toombs (2014) suggest that this process includes defining, building up and strengthening relationships and connections with members and audience. This process can be achieved by providing useful and relevant content to the members, quickly response to their questions and provide a friendly online community for all members to participate.

Building communities. While a lot of organizations still define building communities as the least important goal of social media (8%) according to Manta (2015), CEO of Manta,

emphasizes that it should be the priority. To clarify, he points out that social media can act as a new world-of-mouth community where loyal customers will spread good content and information (Taylor 2015). After all, more people will follow.

Networking. People use social media to network, from both viewpoints of an organization and its members. This is especially true for the organization as the core mission of the organization is creating a forum for its members to network and connect. In addition, an organization connect to various business and other organizations to cooperate and build a common environment (Teneja & Toombs 2014).

Event-based marketing. Social media, especially Facebook and Twitter help an organization to promote its own events to a large group of interested people. Furthermore, an organization can show its activities of participating in other related or local events. By this way, an organization can highlight and strengthen its overall image (Teneja & Toombs 2014).

Creating loyal fans. Surveyed companies state that the most important goal when using social media is acquiring and engaging new customers (Manta 2015). The most important factor leads to the success of an organization is member. Marketers should focus on managing social media to create loyal and active members in organization. These members will make an organization stands out among its competitors.

There are lots of social media platforms available and each platform serves a particular purpose and a specific group. NABF is currently presenting itself in two platforms which are Facebook and LinkedIn. According to Content Marketing Institute (2016, 17-18), the most popular social media platforms used by small businesses to distribute content are LinkedIn, Twitter, YouTube, Facebook and 66% rate LinkedIn as the most effective platform. Furthermore, Statista (2016b) presents the statistic of share of social media users in Finland in 2015 and the result is that Facebook has the highest number of users, followed by YouTube, LinkedIn and Twitter. Each platform is presented briefly below and hence it is considered whether suitable to implement in the organization's strategy.

 "Facebook is like a pub". People visit Facebook and tell about their personal stories, their jobs or what they did over the weekend.(Turner & Shah 2010, 34.) In fact, it is undoubtedly that Facebook is the most common and popular social media platform with more than 1.6 billion users in the world (Social Bakers 2016). For business, companies have their own Facebook business pages to maximize marketing opportunities through social media

(Lasse Rouhiainen 2016). Furthermore, Facebook pages help companies to interact, communicate and connect with their customers while for an organization, Facebook page is where it delivers consistent messages, vision and value in a friendly approach. At the same time, members of an organization can contact directly organization through Facebook chat or update latest information from the organization.

 "LinkedIn is like a trade show". People only talk about business on LinkedIn. (Turner & Shah 2010, 35.) According to Rosen (2012, 4), LinkedIn is a social media platform which enables people to connect, do business and network with other professionals. LinkedIn allows users to use professional networking and build up their business connections and relationships. In 2016, LinkedIn is estimated to have 467 million members and the number is increasing steadily (Statista 2016a). Dash & Sharma (2012, 28) emphasize that LinkedIn is 277% more effective than Facebook and Twitter for lead generation. LinkedIn is an essential part of business communication, marketing, positioning and lead-generation strategy in any industry. (Rosen 2012, 5).

 "Twitter is like a cocktail party" (Turner & Shah 2010, 35). Twitter is considered as the fastest and most direct platforms in exchanging messages and information. Turner& Shah (2010, 35) suggest that an organization should only focus on providing useful and relevant information on Twitter. By this way, the tactic will define organization's presence and position as an expert and a helpful guide. By the same token, an organization also can define clearly its values, vision and its messages through the tweets.

"YouTube is like Time Square on New Year's Eve" (Turner & Shah 2010, 35). YouTube is a platform to distribute original content and allows people or content creators to connect (YouTube 2016).It is hard to stand out on YouTube as the competition already exists (Turner & Shah, 2010, 35). Moreover, the content of video on YouTube has to be original (YouTube 2016) therefore it is required that the organization create its own content and videos. Considering the organization's available resources, it is reasonable to produce videos and distribute them in other platforms to observe its audience' responses first. Because the organization has never created its own video before so it is risky to jump into YouTube platform without testing and tracking the performance of videos.

An important part of the plan is defining key metrics in order to measure the performance of social media tactics. According to Tuten & Solomon (2013, 208), there are three types of metrics in social media marketing which are activity metrics , interaction metrics and return (financial) metrics. Activity metrics determine the actions of the organization on so-

cial media platforms while interaction metrics concentrate on the interaction of the audience with the organization on social media platforms. Return metrics measure how the outcome supports the plan's objectives. Overall, activity metrics measure the input, interaction metrics determine the responses and returns metrics evaluate the outcome (Tuten & Solomon 2013, 208-210.)

2.5   Email marketing

Acknowledging that email marketing is a crucial aspect in digital marketing, I will define different concepts related to email marketing, especially newsletter. The organization usesnewsletter to maintain relationship with members therefore in this subchapter I focus on newsletter and exclude other types of email marketing.

Email marketing is most commonly used for mailing existing customers or members on a mail list of an organization (Chaffey &Ellis-Chadwick 2012, 657). Roberts & Zahay (2012, 12) propose that email marketing can be used in customer acquisition and customer retention programs. Newsletter is one format of email marketing. According to Merriam-Webster dictionary (2016), newsletter is a short written report shows recent activities of the organization and that is sent to their members. Newsletter can be in printed form or digital form. In this study, I refer the term "newsletter" as newsletter in digital form. Readers can visit the website, see image, video or audio link from a newsletter through the hyperlink. Moreover, newsletter plays a significant role in maintaining customer relationship through daily, weekly or monthly basis email distribution. (Charlesworth 2009, 273.)

There are many elements in the email designing process such as email format, email frequency, timing and content of email. Marketers should invest time and effort to consider each element and how these elements support the whole email marketing plan.The format of an email shows how email looks like, either in plain text or HTML format. Plain text format only shows simple text without images or links whereas HTML format displays images, colour fonts and hyperlinks. A lot of discussions and surveys are raised to discuss the best options among these two formats.

First thing to consider is the deliverability of each format. To ensure the deliverability, first, an HTML email should be properly coded with no broken HTML tag in the email. Second, there is another plain text version should be added in the sending process. If these two steps are done properly, both of an HTML email and a plain text email will receive the

same deliverability rate. (Hubspot 2015; Smart Insights 2015.) Nevertheless, some email providers create filter for better user experience so an HTML email which contains a high level of image tags or uses HTML rich templates may not work well as a plain text email. Regarding the click-through rate, surprisingly Smart Insights (2015) state that a plain text email wins in this aspect. The reason is that a lot of marketers focus too much on the visual and design of the email and forget the core principle of email is the interaction between people. Readers will likely click through the link in the plain text email which look similar to the emails with their family and colleagues. (Smart Insights 2015.)

However, according to the surveys of Hubspot in 2011 and 2014 about the preference of receivers regarding these two options, both of the surveys state the same result as the majority (64%) prefer to receive email in HTML format. Similarly, the majority also prefer an email which contains mostly images rather than text. (Hubspot 2015.) I believe that these discussions will still continue as both options have their own pros and cons. As shown above, a plain text email shows better performance. However, I suppose that an HTML email workswell for newsletter hence the organization can have both formats in its email marketing.

The question of "How often should I send an email?" is always a good starting point when planning the email marketing plan. A lot of experts agree that organization will not be beneficial from newsletter if the frequency is less than monthly (Marcia, Alexis & Anne 2002, 69). They also suggest that quarterly basis can work for newsletter if the organization only have events quarterly and the newsletter tied to these events (Marcia & al. 2002, 69).

There are several surveys test the best day to send an email. According to CoSchedule (2016), Tuesday is the best day to email, following by Thursday and Wednesday. The same result is found by Customer.io (2016), Hubspot (2016) and MailerMailer (2013). On the other hand, GetResponse (2012) state that by measuring open rates and click-through rate, Thursday takes the first place. Similarly, MailChimp (2014) survey also shows that Thursday find the highest open rate and followed by Tuesday. In summary, an organization should send an email either on Tuesday or Thursday.

Next, Roberts & Zahay (2012, 191) introducethe "three golden Rs" to create high-quality and effective content for an email. Readers will not open an email if the content is not useful or **relevant** to their needs and interests. People receive many emails a day and they will only open the email which motivate them to take action.Moreover, an organization

shows **respect** to its members and readers by providing valued and in-depth information. When sending the email, an organization should keep in mind that only sending content which is worth reading. This requires significantly serious process of collecting and managing information.Not only sending out emails, an organization can encourage readers in the process of creating content. For example, asking members what kind of information they want to receive in the next newsletter or how often they want to receive the newsletter are some good ways to deciding the content. This ensure that**recipient control** is guaranteed and content is more valuable and reader-oriented.

Subject line is another the decisive factor to determine the open rates (Roberts & Zahay 2012, 184). Ryan (2016, 168) proposes that creating the email subject line is one of the most important stages in writing an email. Roberts & Zahay (2012, 184) suggest that the subject line should be short and less than 50 character while Ryan (2016, 168) recommend that the subject line needs to be "descriptive yet compelling".

Finally, it is very important to measure the performance of email marketing to understand the problems and develop in the future as well as maintain good points. There are three key measures for email marketing in the following list:

- **Delivery rate (non-bounce rate):** This rate indicate how many people actually receive the email. People may not receive it because the email address is not valid or email move to spam box.
- **Open rate**: For HLML message, this rate will measure how many people open the mail. However, due to features of some email readers, this rate is sometimes considered not accurate.
- **Click-through or click-rate**: Readers who click through on the email will how in this rate. (Chaffey &Ellis-Chadwick 2012, 531).

These measurements are basic indicators that should be measured in any campaign. However, each campaign may have different objectives therefore based on different goals other factors will be evaluated as well.

2.6 SOSTAC ® planning system

In order to create the digital marketing plan as the result of this thesis, I will study and apply SOSTAC ® Planning System to design the plan. SOSTAC ® is trusted and used by thousands of professionals to produce different types of plans. SOSTAC ® stands for Situation analysis, Objectives, Strategy, Tactics, Action and Control (Chaffey & Smith 2013, 538.)

Figure 6. SOSTAC ® planning system (PRSmith 2016)

Situation analysis helps an organization to answer the question "Where are you now?". Chaffey & Smith (2013, 541) suggest that different types of management information should be included to support the situation analysis, both internal and external. For internal, the most common analysis is SWOT analysis. This is also used in the plan to identify the organization's strengths and weaknesses as well as the opportunities and threats from outside. Externally, the competitor analysis is often used as a study about the competition and competitors (Chaffey & Smith 2013, 541). For the plan, instead of analyzing competitors, I use benchmarking method to serve the purpose of analyzing competitors as well as learn good practices from them.

Objectives explain the destination where an organization is going or to be more concrete "where you want to be". In this part, an organization needs to set realistic objectives for its digital marketing plan (Chaffey & Smith 2013, 547). Chaffey & Smith (2013, 547) introduce 5Ss objectives of digital marketing plan as: Sell, Serve, Speak, Save and Sizzle. Sell goals relate to the number of targeted member retention and member acquisition. Serve objectives determine the satisfaction of members who use the organization's services. Speak goals refer to how the organization engage and communicate with its members. Save can be the target of the organization in saving costs in its operation. Sizzle factors are determined added values that the organization can offer to its audience (PR Smith 2016.)

Strategydefines how to achieve the objectives and guide all detailed tactics and actions in the plan (Chaffey & Smith 2013, 551). Two key elements which influence the strategy are the priority of objectives and the availability of resources. SOSTAC ® planning model suggests different key components to consider in the strategy which are acronym STOP and SATIS. STOP includes Segments, Target markets, Objectives and Positioning while SATIS stands for Sequence, Acquisition versus retention, Tactical tools, Integration and Social media (Chaffey & Smith 2013, 553.) In the planning chapter, these elements of the strategy will be elaborated and apply to the case of NABF.

"Tacticsare the details of the strategy" (Chaffey & Smith 2013, 559). Tactics include digital marketing tools and different steps to build up the strategy. While strategy is longer-term, tactics are short-term and more flexible (Chaffey & Smith 2013, 559). Tactics can be shown in a GANTT chart or an editorial calendar.

Actionis a series of tasks and processes that need to be finished to complete tactics. In fact, action answers to the question "who does what and what need to require?". To achieve one tactic project, it is essential to define in advance key steps allocated to specific people within certain timeframe. In this stage, good project management skills and diligent attention to detail are important (Chaffey & Smith 2013, 565.)

Controlis monitoring the success of the plan. An organization need the control stage to identify whether its objectives are being meet and modifying the tactics and actions according to ensure that they are (Chaffey & Smith 2013, 576). In this stage, I will introduce different metrics and key performance indicators to help the organization measure the success of the plan. Moreover, different tools and applications are introduced as well so the organization can consider using it in the process.

3   Benchmarking

This chapter reviews why and how benchmarking is used as a research method in this thesis. First, the benchmarking method is introduced by presenting its definitions and different types of benchmarking. Then, before presenting the key findings of the benchmarked organizations, I present a clear criteria to justify my selection as well as identify different aspects for benchmarking. The chapter concludes with the reflection of the main findings which can be adapt to the digital marketing plan of NABF.

3.1   Benchmarking as a research method

There is a variety of research material about benchmarking but most of the literature and material I found were rather old. Hence, I suspect the validity of some information. However, I still choose these theories to discuss in this research because the main concept of benchmarking is still applied. Moreover, I only discuss literature from one source which is from the book "*Benchmarking basics: looking for a better way*" of Patterson and this source is repeatedly found in various sources in later years.

According to Patterson (1996, 4), benchmarking is the process of comparing different practices to learn beneficial information and then adapt to your own situation. Similarly, Tuominen & Niva (2011, 5) define benchmarking is when an organization identify, understand and adapt excellent practices of other organizations to improve and develop its own performance. In brief, the basic concept of benchmarking is learning and adapting.

Benchmarking is chosen as the main research method in this study mainly because of the significant benefits that an organization can gain during the process of benchmarking. First, the nature of a non-profit organization and a company is different so the theories presented in Chapter 2 may alter when apply to the context of NABF. This drives the need for benchmarking other similar organizations to understand the reality of marketing activities within the same sector. Second, the organization can meet its clients' expectations and requirements after adapting the best practices because an outstanding strategy will not exist if users do not favor it (Patterson 1996, 19). Third, adapting but not adopting best practices from other organizations helps the organization to create its own strategy and ensure the favorable outcome. Finally, benchmarking helpsan organization to set practical and realistic goals (Patterson 1996, 21).

There are many ways to categorize different types of benchmarking. However, the majority of theorists agree to divide benchmarking into two main types which are internal and external benchmarking (Patterson 1996, 31; Tuominen & Niva 2011, 16). Internal benchmarking is not investigated in this research because the objective of this method is analyzing competitors' strategy and performance. On the other hand, Patterson (1996, 32-36) introduces five types of external benchmarking are competitive, collaborative, shadow, functional and world-class benchmarking. Competitive benchmarking includes the procedure of comparing a key product or process with competitors hence competitive benchmarking requires the involvement of benchmarked organizations in the process (Patterson 1996, 32) while collaborative benchmarking receives information from a consortium of organizations (Patterson 1996, 34). Shadow benchmarking is similar to competitive benchmarking but without noticing the competitors that the benchmarking is implemented.Functional benchmarking compares a process with a similar but not identical process of the benchmarked organization within the same industry (Patterson 1996, 35.) Finally, world-class benchmarking is the comparison with the best organization regardless industry or sector (Patterson 1996, 36).

I choose shadow benchmarking approach in this study for different reasons. First, it is practical and reasonable to compare with other competitors and learn from their best practices without alerting them. Second, there is no non-profit organization is doing and implementing excellently digital marketing in Finland. The level of effectiveness is similar between organizations. There is a risk in shadow benchmarking as it is possible that I cannot gather complete data and the information is limited however, as stated by Patterson (1996, 35), new data collected is enable an organization to improve its process.

There are three criteria considered when choosing the organizations for benchmarking process. They have to be non-profit organizations and currently are operating in Finland. In addition, these organizations need to partly relate to business, entrepreneurs and startupswhich are the main target groups of the commissioning organization. The organizations chosen for benchmarking process are Finland-ASEAN Trade Association, Helsinki Think Company, Finnish Business Angels Networks (FiBAN).

In this process, I will examine content marketing, social media marketing activities and tactics of the benchmarked organizations. Email marketing is not an aspect to benchmark as due to the time restraint, it is unable to receive any email or newsletter from a non-profit organization. Instead of analyze every aspect in each benchmarked organization, I will focus on study in depth about one topic in each benchmarked organization. The ex-

ception is Finland-ASEAN Trade Association as it is considered as the main competitor of the commissioning organization. Therefore, Finland-ASEAN Trade Association will be analyzed in every aspect.

For content marketing, content will be analyzed mostly in their website and blog (if available). Types of content, the consistency and frequency of publishing content, tone and titles of content as well as the presence of a call-to-action are some key factors considered when benchmarking.Regarding social media marketing, benchmarking factors are types of social media platforms used, the number of followers, the numbers of likes, the numbers comments and shares, the usage of hashtags. These aspects are based mainly on the common metrics used to monitor the performance of social media marketing activities (Tuten & Solomon 2013, 209). Moreover, the diversity and quality of content published in social media platforms also are investigated. I also study how an organization interact and engage with its users and audience in its social media platforms.

3.2   Finland – ASEAN Trade Association

Finland – ASEAN Trade Association was founded in 1993 in Helsinki. Its mission is promoting trade, investment and business co-operation between Finland and Southeast Asia countries. Moreover, Finland – ASEAN Trade Association belongs to Finland Chamber of Commerce. The organization operates by organizing different events, keepingits members informed and updating information about Southeast Asia countries. The organization also provides counselor services to companies that want to enter Southeast Asiacountries. Its customer base ranges from individual to small medium enterprises and even large companies. (Finncham 2016.) The reason for choosing Finland – ASEAN Trade Association because it is considered as the direct competitor of NABF as both of them provide the similar services as well as serve a similar customer base. Hence, only in this case, I will analyze its webpage and other social media platforms.

Finland – ASEAN Trade Association does not have its own webpage. In fact, its page belongs to one page which includes different pages of other Finland Chamber of Commerce's associations as well. On the left side of the page, there are different sectors such as news, members and boards, etc. However, there is no consistency in using language as the association uses both Finnish and English, and in some sectors the information is only available in Finnish. This leads to the confusion for users.

The News sector provides information about different events and news related to Southeast Asia countries. The frequency of information is not persistent. In the summer, the organization updates information monthly for one post, however there is a gap in autumn when there is no post during September – October. Most of the content relate to business events organized in Finland as well as Southeast Asia countries. Furthermore, the association has a few posts about general information of business, the economy situation and the opportunities in Southeast Asia countries. The association puts each post in category such as: "Finnish-ASEAN", "General" and "In English". This action creates a better user experience as readers can find information and relevant posts according to their preference.

In its web page, the association also provides the annual report of the previous year. The annual report provides information about how the association operated in the previous year with actual number of members as well as presents the activities and events that the associations organized and participated. These types of content give readers an overview of the association's performance as well as it can be a crucial factor for them to decide joining the association.

The association does not have itsown Facebook page. Instead, the association publishes its content on Finland Chamber of Commerce Facebook page. Due to the overload of content from other associations, the information published on Facebook page may not effective and reach the right target group.

3.3   Helsinki Think Company

Helsinki Think Company is actually not a company in a traditional way. Helsinki Think Company is a community and a co-working space founded in 2012 in Helsinki. It provides a space for people to work, connect with other people and share their ideas. (Helsinki Think Company 2016a.) Helsinki Think Company is funded by University of Helsinki and the city of Helsinki (Helsinki Think Company 2016b). It does not get any revenues except from its member's fees therefore I assume Helsinki Think Company is in the non-profit sector. It has a wide range of customer base, from students to entrepreneurs (Helsinki Think Company 2016b).Helsinki Think Company is chosen to benchmark because of the diversity of content in its webpage and blog. Most of the team members are young people so they are very creative and have a lot of good ideas in itscontent strategy. When study-

ing about content marketing strategy of Helsinki Think Company, I focus on analyzing the content on its webpage and blog.

In the Home page of the website, Helsinki Think Company provides information about its values and offered services. Upcoming events and recent blog posts are also presented in the Home page. In addition, Helsinki Think Company shows a strong presence of its social media platforms such as Facebook, Twitter and Instagram. Moreover, in its webpage, Helsinki Think Company segments customers into different groups and named them in an appealing way such as The Curious, The Experimenters and The Impact Seekers. Then Helsinki Think Company defines clearly its benefits and offered services for each group. The organization has a short video (3 minutes) to conceptualize the idea of its value which is bringing people and ideas together. Finally, Helsinki Think Company uses an infographic to show its history achievements from the beginning. Frequently-asked-questions sector (FAQ) is another great tool to provide all necessary information about the organization in a friendly approach.

Most of the content in the blog is in an article form. Helsinki Think Company posts around 3-4 posts per month and the topics are very diverse. The topics are events news, the interview of people joining its events or stories of its members inside the community. Despite the differences, all these articles support the core idea of showing the benefits of Helsinki Think Company from different perspectives. Moreover, Helsinki Think Company definitely shows the consistency of its writing style and the articles design layout. All articles have a friendly and informal tone of voice and articles include a lot of photos and pictures. Last but not least, Helsinki Think Company never forgets to put "Call-to-action" quote in its article whether it is"Join their team" or "Sign up to get the event's ticket".

3.4 Finnish Business Angels Networks Ry FiBAN

Finnish Business Angels Networks Ry (FiBAN) is a non-profit association of private investors and star-up enterprises. Its main activities are matchmaking of startup and investors, sharing best practices and presenting private investors' interest. FiBAN network is considered as the largest business angel networks in Europe with more than 500 members and 100 events annually. (Finnish Business Angels Network 2016.) FiBAN is chosen as the benchmarked organization because of its active presence in a variety of social media platforms.

FiBAN actively presents itself in Facebook, Twitter, Instagram, LinkedIn and YouTube. FiBAN's Facebook page has 1505 people liked and it was rated 4.8/5 from 10 reviews. The frequency of posting and updating on Facebook is daily and sometimes twice a day. There is a variety of topics of Facebook posts such as news and articles related to investors and investment, posts about FiBAN's events and lots of inside stories of its team members. The content is taken from other sources such as local newspapers and magazines or created by FiBAN. Most of Facebook posts include images or FiBAN's website link and there is no post with only text. Moreover, FiBAN often creates and shares its own events using Event feature of Facebook. This is a great tool to invite, promote and control an event. FiBAN has used its own hashtags #pitchfinland and #FiBAN but the usage is not very frequent and consistent. There is no interaction between FiBAN and users. People do not leave any comment and yet FiBAN does not encourage people to interact. Overall, when looking at FiBAN's activities and tactics, Facebook is considered a platform to share content but not a platform to interact with people.

FiBAN's Twitter account has more than 5000 followers. FiBAN tweets once or twice per day. The organization often retweets from people who participate in its events or mention FiBAN in their tweets. FiBAN also tweets about its events and shares the link of its website. Different from Facebook, on Twitter FiBAN utilizes the usage of hashtags as there is a consistency of its usage of the hashtags. Moreover, FiBAN also interacts and mentions people who join its events in the tweets and the organization shows a lot of interests and expressions.
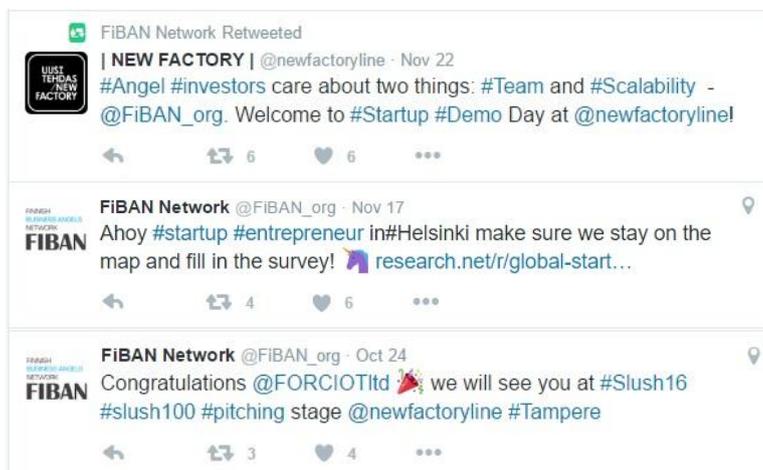

Figure 7. Tweets of @Fiban_org (screenshot)

FiBAN's LinkedIn account is displayed as a closed group. With 1912 members, LinkedIn account is where people, especially the members and partners of the FiBAN connect and network. The introduction of the group is similar content as the introduction of FiBAN in its

webpage. FiBAN states its mission, its value and the activities offered to its members in the profile of the group. People who want to join the group need to ask for the permission by clicking the call-to-action button "Ask to join". The function of a closed group helps Fi-BAN to concentrate on its members and potential groups. Moreover, a closed group enables FiBAN to maintain the focus and the quality of the group.

3.5   Conclusion and reflection on the findings

In conclusion, all these benchmarked non-profit organizations apply digital marketing in their strategies. They show their presence on their own websites. Finland – ASEAN Trade Association does not have its own social media platforms while both Helsinki Think Company and FiBAN have their own social media channels like Facebook, Twitter and Linke-dIn. It is recommended that an organization presents itself in different platforms to reach different groups of audience and fulfill their needs. In the case of NABF, it is recommended to spread its presence in different platforms but not too wide. NABF should consider its resources and its target audience in order to decide its communication mix.

Overall, content on the webpages of benchmarked organizations provide basic information of the organizations such as their history and mission, their offered services and the members of the boards. People who visit their websites can briefly understand the idea, concept and value of these organizations. From these benchmarked organizations, there are a few good practices that NABF can learn and adapt to its own strategy. First, Finland – ASEAN Trade Association shows that categorizing content according to different topics is an effective way to utilize content, especially when there are a lot of content available on the website. Categorizing content gives users a better experience as well as shows an organization's consideration towards its audience. Second, not only categorize content but an organization also can categorize its customers/audience like Helsinki Think Company's tactic. In the case of NABF which serves different types of audience, it is beneficial to define and categorize them clearly to ensure that the organization offers suitable services or benefits to the right group. Moreover, its members can understand and ensure that they receive their desired benefits. By this tactic, NABF and its members can have a mutual understanding. Third, NABF can learn from the benchmarked organizations and adapt suitable forms of content. For example, Helsinki Think Company has a variety of forms to display itscontent such as infographic or FAQ. Hence, which forms are suitable and adaptable to NABF will be explained in depth in the next chapter.

Regarding social media marketing, two main elements considered are tactics and content on social media platforms. Learning from FiBAN's actions on its social media platforms, it is suggested to utilize social media as a platform to interact and connect with people rather than a channel to publish content. Asking questions or encouraging people to comment are some ways to make Facebook page more interactive. Good lesson to learn from FiBAN in managing social media, especially Facebook and Twitter is utilizing the usage of hashtags. Its own hashtags are used consistently in different platforms. When organizing its own events, NABF can create its own hashtags and used them to categorize content as well as distinguish its own events to other organizations' events. In terms of content on social media platforms, what NABF can learn from FiBAN is that content can be collected from various sources. FiBAN hasa variety of qualitycontent which FiBAN takes from inside the organization, from newspapers, local magazines, its users and members. What need to improve in this phase when NABF adapt this tactic is having one person to collect and choose content with an editorial point of view to ensure the quality of content.

4   Project planning and implementing

The digital marketing plan applies SOSTAC ® Planning Model which is created by PR
Smith(Chaffey & Smith 2013, 538) hence the structure of this chapter is based on six ele-
ments of the model. The reason for choosing SOSTAC ® Planning Model as the guideline
of the plan is because it is trusted and chosen by many experts when creating any plan
(Chaffey & Smith 2013, 538) and its applicability to the case of NABF. Moreover, SOS-
TAC ® planning model covers different yet important stages of the whole planning
process so it is guaranteed that every necessary phases are covered. Due to its extensive
application, SOSTAC ® planning model is a good tool to design the digital marketing plan.
In this chapter, I will combine research and literature reviews on the topic of digital market-
ing plan and previous findings on the benchmarked non-profit organizations to justify and
discuss different parts of the plan. After all, these findings will be combined to create the
actual digital marketing plan for NABF.

4.1   Situation analysis

Before planning what to do, it is important to understand where the organization is and its
position in the competition. According to SOSTAC ® model, situation analysis can be
done internally and externally (Chaffey & Smith 2013, 541). In this phase, I decide to use
SWOT analysis to identify strengths and weaknesses of the organization as well as exter-
nal opportunities and threats. After that, key findings of the benchmarked organizations
will be taken into consideration to understand its competitors.

Table 3. SWOT analysis of NABF

STRENGTHS	WEAKNESSES
- Native people in the Board from Southeast Asia countries - Broad connections with local companies in Southeast Asia countries - Strong connections with Southeast Asia Embassies in Finland	- Lack of human resources - Less known than its direct competitor - Lack of clear and consistent strategy

OPPORTUNITIES	THREATS
- Potential growth in the future - Expanding its presence in other platforms - Possible increase of partners	- Duplicated content with competitors - Losing interest of current members

What makes NABF stands out and different from its competitors is that most of members of the Board are native people from Southeast Asia countries. Four out of five members of the Board are from Thailand, Indonesia and Philippines. They are confident in their knowledge, experiences and connections when doing business in their home countries. They believe that they are more familiar with the procedures, the business culture of Southeast Asia countries than Finnish people working in other organizations. Therefore, the first strength of the organization is the strong understandings and experiences of native people inside the organization. This connects to the second and third strengths which are strong connections with local companies and the Embassies.

NABF is lacking in terms of human resources. There are total five people who are managing and operating all activities of the organization. There is no specific person who is in charge of marketing activities. Members of the Board take turn and post on Facebook or its website randomly and unplanned. This is also due to the fact that there is no clear and consistent strategy established. Moreover, because it is established last year in 2015, NABF is considered less well known and recognized compared to its direct competitor which was established in 1993.

The organization is actively connecting with various partners such as other non-profit organizations and associations, startups and small enterprises. The promising increase of partners will lead to a potential growth of the organization in the future. Furthermore, this will helps the organization to improve its presence and recognition in the competition. Another opportunity for NABF is that the organization plans to expand its presence in other platforms. This opportunity will be supported by this digital marketing plan as the plan will define how to enter new platforms and utilize these new channels.

Regarding the threats from outside the organization, there is a risk of having similar or same content with competitors'. Because content and information related toSoutheast Asia business are limited and may come from the same sources, for instance the embassies. In addition, current members can lose interest in the organization's activities orso

they may not continue being the members. These threats should be considered when creating the plan so the strategies in the plan can maximize the strengths and opportunities to avoid or minimize the threats.

4.2   Objectives of the plan

SOSTAC ® planning model defines five broad objectives of digital marketing plan as 5Ss which are Sell, Serve, Speak, Save and Sizzle. After discussion with the organization, I only focus on three elements of 5Ss objectives which are Sell, Serve and Speak in the plan. In more detail, in the case of the organization, Sell objective is acquiring more new members while Serve objective ensures that the organization delivers the promised benefits and value to its members. At the same time, Speak objective guarantees that the organization maintains its relationship with the current members by interacting, communicating and connecting.

More important, these decided objectives match with the objectives of content marketing strategy as well as the benefits of using social media and email marketing. The objectives of content marketing as education and editorial (Harad 2013, 19) are similar to the objectives of the plan to serve members with valuable information and content. Moreover, content marketing's purpose of improving member engagement (Ascend2 2015, 5) supports effectively the Speak objective of the plan. Benefit of using social media to improve the presence and visibility of the organization (Teneja & Toombs 2014, 251) can helps the organization to improve its position in the market and gain trust from the potential members. Therefore, all these judgements prove that the selection of using content marketing, social media marketing and email marketing is essential to reach the goals of the digital marketing plan.

The digital marketing plan still applies SOSTAC ® planning model. However, from this point, I will discuss other elements of SOSTAC ® according to different aspects of digital marketing which are content marketing, social media marketing and email marketing. By presenting like this structure, readers will have an overview picture of how each aspect of digital marketing works in reality, from forming a strategy to implementing tactics and actions and finally measuring and adjusting these tactics to achieve the goals.

4.3   Content marketing plan

Content marketing plan is one of three main elements of the digital marketing plan. The focus of content marketing plan is showcasing two channels which are the organization's website and blog to promote and distribute content. Moreover, the content marketing plan introduces different tools to support content marketing activities such as content marketing matrix and the topic editorial inventory calendar. Overall, the structure of the content marketing plan follows the sequence from introducing specific goals, to providing different tactics on two main channels, introducing other supporting tools, and finally providing metrics for analyzing the performance.

It is important to set specific goals for each aspect of the plan so that it is easier to track and measure. Moreover, content marketing, social media marketing and email marketing are different therefore there is no same metric for all these three aspects. The key goal is the high-quality content which is valuable or informative for readers (Pulizzi & Barrett 2009, 8). Furthermore, because the content marketing plan introduces new tools to assist the strategy so another goal is ensure that the organization is familiar and makes use of these tools. Optimizing website's content is another goal to increase more website traffic (Ascend2, 2015, 5).

Different tactics to utilize content on the organization's website and blogs are mainly designed after learning and adapting from benchmarked non-profit organizations. The lessons learned from other organizations are considered realistic and adaptable. However, I suspect the different outcomes of these tactics due to the differences in human resources between NABF and the benchmarked organizations. Still, it is advised to try these tactics and modify it after measuring the performance.

To support and assist the content marketing strategy and its tactics, content marketing matrix which is adapted from Smart Insights and Hubspot (2015, 13) is one of introduced tools. It provides different forms of content and it is recommended that the organization follow the matrix and use these forms when publishing content. In the plan, I also discuss and justify my reasoning behind these choices. Another tool is the topic editorial inventory calendar. This tool can be used to manage the topic inventory as well as control the procedure of publishing and promoting content.

4.4 Social media marketing plan

Similar to content marketing plan, the social media marketing plan also starts by proving specific goals. After that, I give recommended tactics to be implemented in each chosen platform. Tactics include suggested ideas of content to be published, when to publish them and useful tips to optimize the tactics.The social media marketing plan generates information from benchmarking process and uses theoretical framework as reference to create different tactics which are suitable for the organization's mission and available resources.

Due to the mission of the organization as connecting Southeast Asia countries and Finland business, the suggested content are provided based solely on its mission (Halvorson & Rach 2012). Content published on social media platforms should relate to either Southeast Asia countries or Finland. In addition, content should be valuable for audience and it is not necessary that content should be related to the organization (Davis 2012, 23) therefore the organization can publish content related to other organizations such as their events or their activities. As mentioned in the previous subchapter, video is a trend at the moment in content marketing (Baer 2016; Cleary 2016; Sheridan 2016.) Therefore, on Facebook the organization can share videos to promote the organization's events and activities.

The tactics of the social media plan are created according to different functions and applications of social media in the marketing strategy. Social media platforms are acting as a tool to maintain member relationships. Moreover, the platforms act as a community for members and potential members to connect and network. As one of the main activities of the organization is organizing business events, social media platforms are operated to support the promotion of these events. (Teneja & Toombs 2014.)

4.5 Email marketing plan

Different elements of email marketing are taken into consideration when designing the plan. Due to the lack of finding benchmarked organizations for a good email marketing strategy, this part will based mainly on literature reviews, statistics and experiences from experts. The email marketing plan will give the organization a throughout process of sending email newsletter and provides detailed tactics in each element.

In terms of email format, my conclusion after reviewing opinions of different experts (Hubspot 2015; Smart Insights 2015.) in chapter 2.5 is that the organization should send email in both versions. This will guarantee the delivery rate of an email because some email providers block email that contains rich or complicated graphics. Moreover, according to statistics, it is recommended to send emails on Tuesday and Thursday. However, this is only considered as a suggestion hence the organization should test the timing and track if this timing works well with its members. Because the current strategy of the organization is organizing four events in a year therefore the current frequency of sending newsletter is acceptable and understandable (Marcia & al. 2002,69). In terms of the content of newsletter, it is similar to content marketing plan. A new content can be added in the newsletter is information related to current news or changes in real time.For the metrics, it is important to define clear because from the result, the organization can understand their member's preference of content, the effectiveness of the timing as well as other related factors. The three suggest metrics are delivery rate, open rate and click-through rate (Chaffey & Ellis-Chadwick 2012, 531).

5   Discussion

This chapter reviews the overall process of this project-based thesis. First, the outcome of the thesis is evaluated and discussed. Then, the chapter discusses the limitations along with the suggestions for further research. After that, feedback from the commisioning organization is provided and the chapter concludes with my own personal learning reflection.

5.1   Outcome

The result of the thesis is a digital marketing plan which includes practical and precise tactics and actions to utilize the digital marketing strategy. The plan is created by using theories, models as the knowledge base and combined with the findings from benchmarking. The plan serves its purpose of providing suggestions on how the organization should work and focus its effort in different digital platforms. Not only providing the suggestions on existing platforms but the plan also recommends the organization to implement its activities on promising new channels. The available resources (both financial and human) of the organization are considered throughout the creation of the plan so the plan is applicable and suitable to the organization's current situation.

Considering the nature of the business world as people do not have time to go through a whole document and according to the request of the commissioning organization, the handbook form is chosen as the format of the plan. This format ensures all necessary and important information and content are included yet it is straightforward, precise and easy to follow. The handbook serves the purpose of the project and the objectives of the plan accordingly.

The plan focuses on digital marketing aspect but in order to optimize the effectiveness of the plan, it is recommended to revise other marketing activities of the organization and implement the plan in a way to support other activities as well. The commissioning organization can start implement the plan next year after the delivery of the handbook. As my period as a trainee in the organization still continues after this thesis, improvements and changes are able to take place if needed.

5.2 Limitations

The thesis holds some limitations during the work process and these limitations need to be defined clearly as my own reflection to improve in other projects in the future. Moreover, this part helps readers to take these limitations into consideration when they implement their own yet similar projects.

Due to the scope of the thesis, the thesis studies aspects related to digital marketing, tactics on platforms and technologies. Therefore, the main focus of the thesis is utilizing different digital platforms to reach the organization's objectives by using strategic tactics and actions. However, other factors that affect marketing activities were not covered, such as the audience's preference and marketing knowledge of the organization's staffs. In the content marketing plan, especially when creating content for different platforms, it would be more beneficial and effective if audience's perspectives and opinions are considered.

Another limitation of the thesis is lacking of the internal analysis of the organization's current marketing strategy. In the thesis, SWOT analysis is carried out to analyse the strengths and weakness of the organization. Nevertheless, current tactics and strategies on different platforms are not analysed in the thesis. In addition, as mentioned above, the thesis did not take into consideration the marketing know-how and expertise of the organization's staffs. Considering the fact that since the foundation of the organization, most of marketing activities are spontaneous and there is no planned strategy so I decide not to focus on the current strategy but rather concentrate on improving and introducing new tactics.

Benchmarking is chosen as the main research method in this thesis. During the process, due to my limitation in terms of language, specifically Finnish, some content and information are not analysed regarding the quality and the usage of content. This influences the perception about the performance of benchmarked organizations. Moreover, as the chosen method of benchmarking is shadow benchmarking which does not notify the benchmarked organizations about the process, it is limited in some degrees to examine the efficiency of the marketing strategies. I cannot access to get the data to measure the performance.

The last limitation is that due to the time restraint, I designed the handbook after creating the plan. This leads to possible changes of the plan in the future as the organization's opinion may differ from my perspective. If there is a feedback session or a discussion to

reach mutual approach, the handbook will be more relevant and satisfactory as it takes the organization's opinions into consideration. However, as I continue working as the trainee who is responsible for marketing activities, this limitation is not significant because possible changes are able to take place after the work process.

5.3   Suggestions for further research

As stated in the previous subchapter that due to time restraint, there are some limitations in the thesis. Therefore, it is highly recommended that the organization conduct a research about its members and audience's preference. This enables the organization to understand its members' preferences and behaviours on digital platforms. With the findings from the research, the organization is able to define specific strategies to reach its audience's desire. It is suggested to conduct a research to study about Finnish market first and broaden the research to other Nordic countries in the future.

In addition, due to the scope of the thesis, other factors that also belong to digital marketing but were not involved, such as search engine marketing, video marketing. It promises to be worth the effort to study more about these topics. Therefore, the organization can decide whether to study about these aspects in the future based on the findings from the customer research combined with the situation of the organization.

Furthermore, based on the current situation of the organization, only a few platforms are considered to implement in the plan. Nevertheless, it would be beneficial for the organization to identify the potentialities of other platforms such as YouTube, WhatsApp and Instagram. It is noticed that these platforms are used by other non-profit organizations so there is a possibility that these platforms can be supportive in the marketing strategy of the organization.

During the phase of implementing and measuring the plan, it is suggested that the organization studies more about different tools and software that help to optimize the work process. Regarding limited resources, it is beneficial for the organization to adapt these tools and software in the process for cost-saving.

Learning is never enough and there is a lot of rooms for improvement. In this thesis, I studied and analysed three benchmarked organizations. In the future, it is suggested that the organization constantly finds more good practices of other organizations and learn

from that. Moreover, it is advisable to compare the results with the findings from this thesis to identify if there is any difference or similarity. By continually learning and adapting, the organization can find areas for improvements.

5.4 Feedback from the organization

The thesis and the digital marketing plan was presented to the organization on Wednesday 21 December 2016. First, the key findings of the theoretical framework were introduced and the discussion follows up by introducing important tactics which are learnt through the benchmarking process. Finally, I presented the digital marketing plan to the organization. The plan is well received by the team and they agreed to implement it in 2017. During the discussion, the team believed that it is a good idea to take actions to understand more about the organization's audience. Therefore, my suggestion to carry a customer research is highly appreciated and we planned to design the survey and send it to the organization's members. After the discussion with the team, they acknowledged the importance of digital marketing strategy to strengthen the organization's presence in the competition. Moreover, they were most satisfied with the topic editorial inventory calendar as a management tool. The organization will start implementing this tool in 2017 to manage the content.

5.5 Personal learning assessment

The topic of digital marketing has been my personal interest since I started my specialization of marketing. This thesis writing process offered me an opportunity to explore more about this topic regarding literature reviews as well as reality practices. Eventhough I have some certain experiences in terms of social media marketing, after this process, I have learnt so much more about other related areas. Moreover, the topic is specifically related to the non-profit sector so it is very valuable to gain knowledge from diffrent viewpoints.

Furthermore, during the process, I have constantly improved my project management skills. It is challenging to keep up with the timeline and I am proud that I managed to follow my schedule and delivered the plan to the organization on time. Moreover, I practiced my problem solving and negotiation skills when compromising the expectations from the commisioning organization and the scope of a Bachelor thesis.

It was very challenging during the creation of the theoretical framework because the topic is broad and there are various sources and a wide range of information. In the beginning, it was hard for me to choose which information to include in the thesis. However, with the scope of the thesis to concentrate on certain topics as well as using my critial thinking, I was able to create a satisfactory theoretical framework. Thanks to the designing of the theoretical framework, I have learnt to see a topic from different perspectives and was able to assess it more objective.

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Attachments

Attachment 1. Digital marketing plan handbook for NABF

DIGITAL MARKETING PLAN

PRESENTED BY: CHI NGO

HELSINKI, FINLAND

TABLE OF CONTENTS

1. INTRODUCTION

The aim of this digital marketing plan is proving a comprehensive plan that contains all necessary information and different stages to implement the marketing strategies. The main focus of this plan is digital marketing, to be more specific, they are Content Marketing, Social Media Marketing and Email Marketing. This plan is created to target Finnish market but part of this plan can be modified to create other plans for other Nordic markets.

It should be considered that a further research about members' behaviors should be conducted in order to understand in depth the members' expectations and specific behaviors when joining the organization. The plan is designed to be straightforward, precise and reader friendly.

For a broader view into the subject as well as to understand the reasoning behind the process, reader is advised to read the thesis "Creating Digital Marketing Plan for a Non-profit Organization. Case: Nordic ASEAN Business Forum Ry" which is available on http://theseus.fi

2. OBJECTIVES OF THE PLAN

- Increase awareness of people about NABF
- Acquire new members
- Maintain and improve current members relationship
- Support other non-digital marketing activities

3. CONTENT MARKETNG

Content is the key value that NABF can provide for its members and customers on a daily basic. Through offering valuable and unique content, NABF can maintain and attract new members. The important aspects in this strategy is standing out from the competition and creating significant content which is beneficial for the audiences.

GOALS

- Post at least two posts on blog each month
- Optimize website content
- Use content bank and editorial calendar and exchange it between members for better implementation
- Ensure high quality or educational content

INTRODUCING TOPIC INVENTORY

WHAT IS IT?

It is a tool to collect, select and manage content from different sources and with this inventory, the organization can use it for blog, website, social media channels and email newsletter.

HOW IT WORKS?

First, collect content and information from the Embassies, other organizations related to ASEAN business, Finnish companies which are doing business in ASEAN, newspapers and magazines related to business, from inside the organization and from its members.

Second, evaluate and select the content according to appropriate criteria.

Third, place the chosen content into the editorial calendar for future publishing.

OPTIMIZING WEBSITE CONTENT

TACTICS:

- Segment members and named them differently and interestingly

- Create a separated section to emphasize benefits of members.

- Events section: Update photos of the previous events and possibly add comments or feedbacks of people who participated in NABF's events for credibility and reliability. Link these events to more detailed posts on blog

- Upload videos of previous events to show the atmosphere and activities in these events

- Picture of members of the Board: keep in same size and style

- Create FAQ (Frequently Asked Questions) to offer more information about the organization

DEVELOPING BLOG CONTENT

TACTICS:

- Suggested ideas for content:
  - Good example of member who is doing great in its own field (Interview)
  - ASEAN business opportunities (Article)
  - Feedbacks of people who join NABF's events (Interview)
  - Inspiration thoughts and sharing from members of the Board (Short post)
- Frequency: twice per month
- Share blog posts in other social media platforms: Facebook, LinkedIn, Twitter

USEFUL TIPS:

- Use appealing titles
- Less is more: use bullets, short sentences and paragraphs
- Use pictures
- Remember to put "call-to-action" quote in posts
- Categorize content into different category such as News, Events, etc.
- Be consistent in the layout and tone of blog posts

SUGGESTED CONTENT FORMS
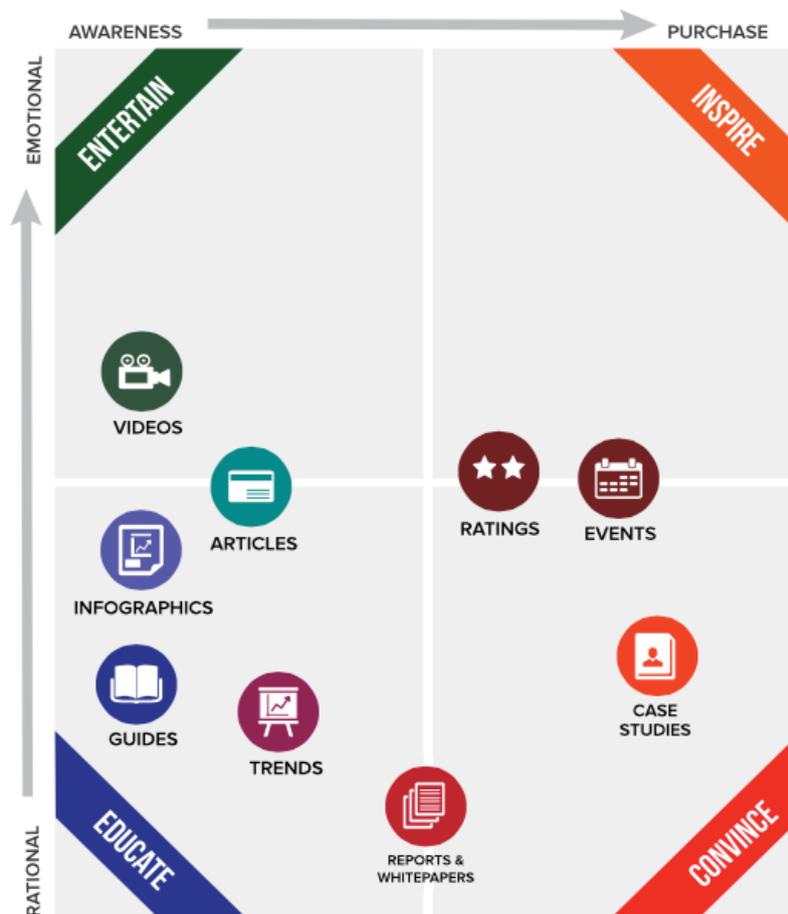
This is the content marketing matrix which is created specifically for NABF. The organization provides content through articles, guides or infographic on blog. Moreover, the organization should provide valuable statistics and trends of business in ASEAN countries. In addition, videos are created to show the organization's previous events to members. This is also a good type of content to attract new members as videos are more visual and attractive than normal text. NABF should ask its members to give reviews, feedbacks and recommendations on Facebook and LinkedIn pages. Finally, organizing events activities should be continued.

MEASURING

KEY PERFORMANCE INDICATORS

WEBSITE:

- Number of visitors to website

BLOG:

- Numbers of visitors to the blog

- Page views on the blog

- Number of blog comments

- Blogs subscription

- Most popular blog content/category

SAMPLE TOPIC EDITORIAL INVENTORY CALENDAR

Date	Author	Topic	Headline	Call to action	Content type	Category	Audience	Channel	Publising date
January									
Jan-01									
Jan-02									

The organization can use this sample calendar to manage content marketing activities. As more than two people are responsible for publishing content on different platforms, this calendar is a great tool to manage the process as well as avoid overlapping content.

4. SOCIAL MEDIA MARKETING

Social media platforms are where NABF connects and communicates with its members and audiences. Social media marketing acts and implements to support content marketing and other activities of NABF. As the other competitors of NABF do not focus on social media, NABF can use social media marketing as one of its competitive advantage.

GOALS

- Increase interaction with people on social media platforms
- Improve the visibility of the organization on social media platforms
- Build an online forum and community for members to connect and network
- Network with other organizations and business partners in order to acquire more members

WHAT (CONTENT)?

- Information about different business events related to ASEAN countries

- Information about NABF's events

- Information about business opportunities in ASEAN countries

- Stories inside the organization

WHEN?

- Frequency: 3 times per week

HOW?

- Add pictures to the post

- Encourage people to interact by asking questions

- Share posts from blog

- Use hashtag #NABFnews, #NABFevents

WHAT (CONTENT)?

- Information about different business events related to ASEAN countries

- Information about NABF's events

- Information about business opportunities in ASEAN countries

HOW?

- Participate in groups

- Request for recommendations from partners and members

TWITTER

WHAT (CONTENT)?

- News related to NABF's events

- Interesting news related to business and ASEAN countries

- Industry events: other non-profit organizations' events as well as business-related events

WHEN?

- Frequency: At least three times per week

- Share multiple times same tweet per day to reach more audience

HOW?

- Create a Twitter account

- Follow other potential business partners, organizations and members' accounts

- Use hashtags #NABFnews, #NABFevents for certain topics

- Share post from Facebook and blog

- Retweet from other accounts if news related to business and ASEAN countries

MEASURING

KEY PERFORMANCE INDICATORS:

FACEBOOK

- Number of people like pages

- Number of reactions, comments and share on each post

- Number of people reached on each post

LINKEDIN

- Number of clicks

- Number of likes

- Number of shares

- Number of comments

- Number of company follows

TWITTER

- Numbers of followers

- Numbers of account retweet the organization's tweets

- Number of replies to the organization's tweets

5. EMAIL MARKETING

Email marketing is an efficient way to maintain relationship with its members. NABF is doing this strategy on a quarterly basis. However, there are a few points that NABF can learn and improve the email marketing strategy.

FORMAT

- Send both HTML and plain text versions

DESIGN

- Focus on main point
- Provide important, necessary and relevant information in the beginning
- Include "Call-to-action" quote

CONTENT

- Important news related to ASEAN countries (especially in business)
- Information related to upcoming events hosted by the organization
- Information related to changes in real time, for example news related to stock market, or special local events which effect a country

FREQUENCY AND TIMING

- Quarterly
- Tuesday and Thursday

TRACKING AND MEASURING

KEY PEFORMANCE INDICATORS

- Delivery rate

- Open rate

- Click rate