

**How the *Goethe-Institut Finnland* Promotes its Services to  
Finnish University Students of German language**

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<p>This study analyzes how the <i>Goethe-Institut Finnland</i>, a nonprofit cultural German institution, promotes its services to Finnish university students of German language, by focusing on the perspectives of students in HAAGA-HELIA University of Applied Sciences.</p> <p>The objective of the study is to identify the degree of familiarity of the <i>Goethe-Institut Finnland</i> among students of German language in HAAGA-HELIA University of Applied Sciences, to recognize the demand for its services for learners of German and to identify the most effective promotional channels used by the organization.</p> <p>The theoretical part covers the definition and significance of promotion with the emphasis on nonprofit organizations. In the empirical part, both quantitative and qualitative research methods were applied. A questionnaire-based survey was conducted among students of the degree program for Multilingual Management Assistance and its Finnish equivalent, “Johdon assistenttityön ja kielten koulutusohjelma”. Furthermore, three lecturers of German language in HAAGA-HELIA University of Applied Sciences were interviewed in order to broaden the perspective of the study. In addition to that, an interview with a <i>Goethe-Institut Finnland</i> employee was conducted.</p> <p>Based on the findings of the study, recommendations for improvements regarding the organization’s promotional channels were made in order to get the <i>Goethe-Institut Finnland</i>’s name and services known to more learners of German and to offer better services to its existing customers.</p>	
<p><b>Keywords</b> promotion, promotional channels, nonprofit organization</p>	

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# 1 Introduction

Promotion allows organizations to reach out to its target audiences using various communication channels in order to gain their attention. These communication channels are promotional tools to inform, persuade and remind customers about the products and services they have to offer. Without promotion, organizations become stagnant and are at risk of losing their visibility in the market. Also nonprofit organizations have to be aware of this issue.

The target organization of this study is the *Goethe-Institut Finnland*, a nonprofit German cultural institution, that has promoted the study of German and fostered knowledge about Germany by providing information about its culture, society and politics in Finland since 1963.

In order to analyse how the *Goethe-Institut Finnland* promotes its services to Finnish university students of German language, a survey was conducted among students of the degree program for Multilingual Management Assistance (MUBBA) and its Finnish equivalent “Johdon assistenttityön ja kielten koulutusohjelma” (ASSI) in HAAGA-HELIA University of Applied Sciences. Since those degree programs lead to a career in an occupational field where foreign language skills such as German are needed, the pollees represent a target audience for the services of the *Goethe-Institut Finnland*. Due to the fact that the *Goethe-Institut Finnland* is open to learners and teachers of German language alike, an assessment of the organization’s services by lecturers of German in HAAGA-HELIA University of Applied Sciences were also included in the study.

## 1.1 Purpose, objectives and research questions

The purpose of the study is to analyse how the *Goethe-Institut Finnland* promotes its services to Finnish university students of German language, by focusing on the perspectives of students in HAAGA-HELIA University of Applied Sciences, particularly students of the MUBBA and ASSI degree programs. This will be done by assessing the effectiveness of the organization’s promotional efforts based on a survey among MUBBA and ASSI students.

The main objective of the research is to identify the degree of familiarity of the *Goethe-Institut Finnland* among students of German language in HAAGA-HELIA University of Applied Sciences, to recognize the demand for its services for learners of German and to identify the most effective promotional channels used by the organization.

The main research questions along with their sub questions are:

R1: What is the degree of familiarity of the *Goethe-Institut Finnland* among its target audiences?

R2: What services are currently being offered by the organization?

R2a: How frequently are the organization's services being used?

R2b: How satisfied are customers with the services?

R2c: Which services do customers and prospects want?

R3: What promotional channels are currently available in the organization?

R3a: Which promotional channels are the most effective in order to promote the organization's services?

R3b: How satisfied are customers with the currently used promotional channels?

R3c: Which promotional channels do customers and prospects want?

Based on the findings of the study, recommendations for improvements regarding the organization's promotional channels can be made in order to get its name and services known to more learners of German and to offer better services to its existing customers.

## **1.2 Limitations of the study**

The study is limited to the opinions of the students of the degree program for Multilingual Management Assistants (MUBBA) and its Finnish equivalent "Johdon assistenttityön ja kielten koulutusohjelma" (ASSI) and three lecturers of German language in HAAGA-HELIA University of Applied Sciences.

### **1.3 Structure of the report**

The report is divided into the following parts: introduction, presentation of the target organization, theoretical part, and empirical part. The theoretical part focuses on the promotion for nonprofit organizations. The empirical part describes the implementation of the research, presents the findings of the study and offers recommendations for improvement regarding the organization's communication channels.



## 2 Target organization

### 2.1 *Goethe-Institut*

The *Goethe-Institut* (English: Goethe Institute) is a nonprofit German cultural institution operational worldwide; it is autonomous and politically independent. Its mission is to further the knowledge of the German language, to foster international cultural cooperation and to convey a multifaceted image of Germany by providing information on cultural, social and political life (*Goethe-Institut* website 2013).

The first *Goethe-Institut*, which was named after German polymath Johann Wolfgang von Goethe, was founded in Germany in 1951. Today, the *Goethe-Institut* maintains 136 institutes in and outside Germany with a total number of 3,300 employees. Each institute is assigned to a Regional Institute and offers language, cultural and information services focused on the respective locations. The organization has its headquarters in Munich, Germany (*Goethe-Institut* website 2013).

### 2.2 *Goethe-Institut Finnland*

The *Goethe-Institut Finnland* (English: Goethe Institute Finland), which celebrates its 50<sup>th</sup> anniversary in 2013, is located in the Finnish capital Helsinki. It is assigned to the *Goethe-Institut London*, which is in charge of all institutes in the region of Northwest Europe [freely translated from German] (*Goethe-Institut Finnland* website 2013).

Partners of the *Goethe-Institut Finnland* are the German Library Helsinki, the German Embassy Helsinki, the German School Helsinki, the German-Finnish Chamber of Commerce, the German Kindergarten Lauttasaari and the Cultural Center of Tampere [freely translated from German] (*Goethe-Institut Finnland* website 2013).

### 2.3 Organizational structure

The *Goethe-Institut Finnland* is divided into three departments:

- Educational Department
- Arts Department
- Library and Information Center

### **2.3.1 Educational Department**

The Educational Department organizes language courses and language examinations; it compiles teaching materials and offers training for teachers in workshops and seminars (*Goethe-Institut* website 2013).

The *Goethe-Institut Finnland* offers German language courses at all levels. There are courses with special themes available, as well as exam preparation courses and courses for young learners. On request, they can be customized for companies, small groups or individual learners. Furthermore, the institute offers various internationally recognized proficiency exams [freely translated from German] (*Goethe-Institut Finnland* website 2013).

In addition, the Educational Department organizes training events for teachers in collaboration with other institutions (*Goethe-Institut* website 2013).

### **2.3.2 Arts Department**

The *Goethe-Institut* helps people all over the world to get in touch and engage with art from Germany (*Goethe-Institut* website 2013). The Arts Department at the *Goethe-Institut Finnland* offers a wide range of cultural events such as exhibitions, readings, lectures, movie screenings, and concerts to present German culture [freely translated from German] (*Goethe-Institut Finnland* website 2013).

In collaboration with local partner organizations, the organization initiates and supports exhibitions of the visual arts. Those include touring exhibitions that document a wide range of cultural themes (*Goethe-Institut* website 2013).

Furthermore, the *Goethe-Institut* is an ambassador of German movie. It offers movie screenings from classic silent movies to the latest German box office attractions (*Goethe-Institut* website 2013).

Additionally, the organization conveys an up-to-date image of German music and fosters dialogue and exchange between music artists in Germany and abroad (*Goethe-Institut* website 2013). Every year, a number of music projects take place at the institute's premises that present the spectrum of genres in German music [freely translated from German] (*Goethe-Institut Finnland* website 2013).

In collaboration with literary institutions such as the German Library Helsinki, the *Goethe-Institut Finnland* organizes book presentations, readings, and author and panel discussions [freely translated from German] (*Goethe-Institut Finnland* website 2013).

### **2.3.3 Library and Information Center**

The Library and Information Center is open to teachers and learners alike to borrow a variety of books, audio books, magazines and DVDs. The focus of the library collection lies on German literature of the 20<sup>th</sup> and 21<sup>st</sup> century, art, culture, society and history. The library is open to the public and all available materials can be borrowed free of charge [freely translated from German] (*Goethe-Institut Finnland* website 2013).

## **2.4 My Goethe.de**

On the *Goethe-Institut Finnland's* website, you can create a personalized homepage, the so-called My Goethe.de account that manages your e-mail newsletters and grants you access to communities and an online library [freely translated from German] (*Goethe-Institut Finnland* website 2013).

On My Goethe.de, customers can subscribe to a variety of e-mail newsletters. The *Goethe-Institut Finnland* publishes a weekly online newsletter with information on its services and upcoming events. Furthermore, subscriptions to international e-mail newsletters that provide information on science, education, media, society and culture

in Germany are available through the My Goethe.de account [freely translated from German] (*Goethe-Institut Finnland* website 2013).

In addition, My Goethe.de grants you access to e-learning communities for German language. Besides, it is a registration platform for online language courses [freely translated from German] (*Goethe-Institut Finnland* website 2013).

The online library that can be found on My Goethe.de allows customers to borrow digital documents, such as e-books, e-audio books and electronic newspapers for a predetermined period [freely translated from German] (*Goethe-Institut Finnland* website 2013).

### **3 Nonprofit organizations**

#### **3.1 Overview of the nonprofit sector**

As a nonprofit organization, the *Goethe-Institut* acts on a selfless basis and pursues exclusively and directly nonprofit making objectives (*Goethe-Institut* website 2013).

Nonprofit organizations distinguish themselves from for-profit organizations by their mission (Drucker 2006, xv); their work is to the public benefit (Worth 2012, 30).

They are organized and operated for several purposes: charitable, religious, educational, scientific, literary, testing for public safety, fostering national or international amateur sports competitions, and prevention of cruelty to children and animals (Worth 2012, 30). In fact, nonprofit organizations act as human-change agents: their “product” is a changed human being, such as a cured patient or a child that learns (Drucker 2006, xiv). The success of a nonprofit organization must be measured in terms of its ability to achieve its mission (Worth 2012, 7).

#### **3.2 Differentiating the nonprofit sector**

The nonprofit sector is broad and diverse. According to Salamon in Holland and Ritvo’s book (2008, 2), nonprofit organizations can be divided into four functional categories:

- Service providers: health care, nursing homes, educational institutions, and day care centers
- Advocacy organizations: civil rights, environmental issues, women’s issues, gay rights, and progressive and conservative movements
- Expressive organizations: artistic, social, and religious systems
- Community-building groups: associations and charitable foundations

### **3.3 Funding**

The funding of nonprofit organizations is different from business and governmental entities (Worth 2012, 7). Nonprofits do not distribute any excess of revenues over expenditures to benefit individual owners. The profit that a nonprofit organization generates must be reinvested in the organization itself instead of paying out their dividends to owners or investors (Worth 2012, 56). They must use their surplus to expand their services, upgrade equipment, training staff, and other activities to implement their mission (Holland, Ritvo 2008, 4). Furthermore, nonprofits rely on the support of donors and the work of volunteers (Worth 2012, 7).

#### **3.3.1 Fund-raising**

Nonprofit organizations engage in fundraising to increase and diversify sources of revenue and to advance their missions and gain other benefits (Worth 2012, 316/317). Effective fund-raising programs seek to develop a base of donors who continue to give on a regular basis (Worth 2012, 274).

According to Worth in his book (2012, 274-275), there are six basic steps of the fund-raising process:

1. Determine the priorities for the organization's financial support and develop a case to justify its goals
2. Identify and qualify prospects
3. Cultivate relationships between the organization and the prospects
4. Solicit the gift from the donor
5. Acknowledge the gift and recognize the donor
6. Steward the gift and the relationship with the donor

### **3.4 Funding models**

There are two types of funding models of nonprofit organizations: public charities and private foundations.

### **3.4.1 Public charities**

Public charities receive support from a relatively large number of donors or from government (Worth 2012, 33). Gifts made to public charities are tax deductible, which is to their advantage in their fund-raising efforts (Worth 2012, 29). The tax deduction for gifts is intended to encourage charitable giving and sustain the services provided by public charities (Worth 2012, 30).

### **3.4.2 Private foundations**

Private foundations usually have only one or a few donors, often one person, one company, or the members of a family (Worth 2012, 33). Private foundations receive a different tax treatment from that of public charities. Tax deductions allowed to individual donors for gifts to private foundations are more limited than for gifts to public charities. In addition, their investment earnings are subject to a tax, and they face a requirement for minimum spending of their investment returns (Worth 2012, 34).

## **3.5 Funding of the *Goethe-Institut***

The *Goethe-Institut* is a public charity. Its funds may only be used for objectives in accordance with its contractual duties. Those contractual duties imply furthering the knowledge of the German language, fostering international cultural cooperation and conveying a comprehensive picture of Germany by providing information on cultural, social and political life (*Goethe-Institut* website 2013).

Most of the *Goethe-Institut's* overall budget consists of annual grants from the German Foreign Office. The cooperation with the German Foreign Office is governed by general agreement. Each year, the *Goethe-Institut* shall submit a budget draft to the German Foreign Office in the form of and in accordance with the principles applicable to the federal budget including a staffing and organization plan for the upcoming budget year. The *Goethe-Institut's* self-generated revenue is mainly generated from language course tuition and examination fees (*Goethe-Institut* website 2013).

## **4 Promotion**

### **4.1 Importance of promotion for nonprofit organizations**

Promotion serves the mission of a nonprofit organization (Worth 2012, 245). It implies an interaction between the customer and the organization (Worth 2012, 247). The promotion used by nonprofit organizations has the same purpose as the promotion carried out by for-profit organizations: to stimulate demand and disseminate information (O'Guinn, Allen, Semenik 2009, 54).

Marketing strategies must be taken into account to ensure the success and the survival of a nonprofit organization (McLeish 2011, 4). The need to keep promotion cost-effective requires focusing on the organization's target audience (Worth 2012, 250). Communications with target audiences must be coordinated and consistent (Worth 2012, 256); if an organization fails to communicate information about its programs on a regular basis, it might get hurt long-term (McLeish 2011, 207).

### **4.2 Target audiences**

For a nonprofit organization's promotion to be cost-effective, it needs to identify its target audience (Worth 2012, 250). "A target audience is a particular group of consumers singled out by an organization for an advertising or promotion campaign." Target audiences are always potential audiences because the organization can never be sure that the message will reach them as intended (O'Guinn, Allen, Semenik 2009, 16).

Nonprofit organizations serve four distinct groups of target audiences: clients, constituents, volunteers, and donors. Clients are the immediate beneficiaries of a nonprofit organization's output whereas constituents purchase some output from the organization, for example a product. Volunteers and donors supply or lend the organization different types of resources, such as time, money, knowledge, encouragement, or facilities (McLeish 2011, 52-53).



Nonprofit marketers need to have a deep understanding of their target audiences and their needs (McLeish 2011, xxi). Based on the information that a nonprofit organization gathers on its constituency, it must be able to target both individuals and the mass market using a variety of media platforms (McLeish 2011, 233).

The *Goethe-Institut Finnland's* target audiences consist of clientele, partners and sponsors. Its clientele comprises learners and teachers of German language. Its partners are educational institutions that promote the study of German. Its sponsors are, inter alia, governmental institutions.

### **4.3 Brand image**

A good nonprofit image or identity is the most crucial aspect of nonprofit marketing. Through its brand image, the organization informs its supportive publics and constituencies regarding its goals, objectives and its role in the community in which it operates. A good brand image garners favorable opinions about the organization's work and services and it projects confidence in how the organization spends its money, uses its resources, and takes care of clients. Moreover, the brand image should suggest that the organization is strategic and visionary, willing to be long-term in its orientation and principled in the pursuit of its objectives (McLeish 2011, 208-209).

As the *Goethe-Institut Finnland* acts on behalf of the Federal Republic of Germany, the organization needs to ensure that it maintains a good brand image. Its mission is to bring a multifaceted image of Germany to the world by providing access to German language, culture and society and to promote international cultural cooperation (*Goethe-Institut* website 2013).

### **4.4 Customer satisfaction**

Promotion plays an important role in inducing customer satisfaction (O'Guinn, Allen, Semenik 2009, 158). Satisfaction reflects a person's comparative judgment of a product's perceived performance or a service's outcome in relation to expectations (Kotler, Keller 2009, 8). Organizations need to set appropriate expectations for their

brand's performance and help their customers who have already purchased the advertised brand to feel good about doing so (O'Guinn, Allen, Semenik 2009, 158).

Customer assessments of product and service performance depend on several factors, especially the type of loyalty relationship the customer has with the brand (Kotler, Keller 2009, 70). A satisfied customer generally stays longer, purchases more products or services, pays less attention to competing brands, and is less sensitive to price (Kotler, Keller 2009, 71).

The assessment of the *Goethe-Institut Finnland's* promotional channels and services in terms of customer satisfaction is part of this study. The results can be found in the Summary of the findings section of this report.

#### **4.5 Competition**

Being aware of other nonprofit organizations with similar missions allow a nonprofit organization to question and evaluate its own services, and to eliminate areas of duplication. In addition, nonprofit organizations must be able to identify their competitive advantages. In order to do so, the organization has to determine its competitors, the strengths and weaknesses of its services or products, the numbers of its supporters, the expenses on its cause, and the revenue it takes in (McLeish 2011, 36-37).

Since the *Goethe-Institut* gradually took over all of the German cultural institutions abroad in the early 1960s, it has no direct competition in its field of activity. The organization is the worldwide market leader for teaching German (*Goethe-Institut* website 2013) but nonetheless, all educational institutions in Finland that promote the study of German language are active competition for the *Goethe-Institut Finnland*.

#### **4.6 Paid-for, earned and owned promotion**

A useful distinction in promotion is between paid-for, earned and owned promotion. Paid-for promotion includes advertising, sponsorship and product placement. Earned

promotion includes publicity gained through public relations activity on mass media and social media channels. Owned media are the promotional channels that an organization controls, such as its website, Facebook page or Twitter account (Powell 2013, 145).

The *Goethe-Institut Finnland* implements paid-for promotion in the form of advertising including a variety of traditional advertising media and new media. In addition, it sponsors cultural events in the fields of movie, theater, dance and music. Moreover, the organization gains earned promotion through the Internet and press releases. Owned media by the *Goethe-Institut Finnland* are its official website and Facebook page.

#### **4.7 Promotional mix**

It is a common mistake to believe that promotion is all about advertising. In fact, it is all about communication. The main objective of promotion is to ensure that customers are aware of the existence and positioning of an organization's products or services. Moreover, promotion is also used to persuade customers that a product or service is better than a product or service from a competitor brand and to remind them about why they may want to buy it. Usually, organizations use a variety of promotional methods, which is referred to as the promotional mix (Tutor2u website 2013).

A nonprofit organization can change its promotional mix in response to information about what its customers, clients, or donors need and want, while remaining faithful to its core purposes (Worth 2012, 247).

##### **4.7.1 Advertising**

Advertising is paid communication by an organization that wants to propagate information. A company or organization that pays for advertising is called the client or sponsor (O'Guinn, Allen, Semenik 2009, 9).

Advertising is mass mediated which means that it is delivered through a mass medium to reach a large number of people (O'Guinn, Allen, Semenik 2009, 10). The typical

mass media used are print ads, television, radio, newspapers, magazines, brochures and catalogs, direct mail, billboards, signs, in-store displays, posters, motion pictures, web pages, banner ads, and e-mails (O'Guinn, Allen, Semenik 2009, 11).

An ad informs a customer for a purpose, and that purpose is to persuade the customer to like and eventually purchase a product or service (O'Guinn, Allen, Semenik 2009, 10). One should note that advertising should not only be persuasive communication about a product or service, but also about an entire organization (O'Guinn, Allen, Semenik 2009, 11).

The mass media used by the *Goethe-Institut Finnland* in order to promote its services are its official homepage, its weekly e-mail newsletter, Facebook, print media and stand-up displays.

#### **4.7.2 Personal selling**

Personal selling is the process of persuading a customer to purchase a product or service in a face-to-face manner. Mostly higher priced products that are complicated to use and therefore require demonstration are dependent on personal selling. Only a qualified salesperson can address the questions and concerns of a potential buyer. If the salesperson fails to persuade the customer, all other advertising efforts will end up being wasted (O'Guinn, Allen, Semenik 2009, 641).

The *Goethe-Institut Finnland* is not engaged in personal selling.

#### **4.7.3 Sales promotion**

Sales promotion is the use of incentive techniques that create a perception of greater brand value among customers. Its purpose is to generate a short-term increase in sales by offering coupons, price-off deals, premiums, contests and sweepstakes, sampling and trial offers, rebates, loyalty and frequency programs and phone and gift cards to customers. Sales promotion is capable of almost instant demand stimulation and it

induces customers to purchase a company's brand rather than a competitor's brand (O'Guinn, Allen, Semenik 2009, 563).

The *Goethe-Institut Finnland* has engaged in sales promotion by offering price-off deals on its online German courses. The price-off deals are determined by the *Goethe-Institut* (*Goethe-Institut* website 2013).

#### **4.7.4 Public relations**

Public relations (PR) have an image-building function that fosters goodwill between an organization and its constituent groups. These constituent groups include customers, stockholders, suppliers, employees, and the general public (O'Guinn, Allen, Semenik 2009, 652).

In order to increase public awareness of an organization, the function of PR is to promote products or services through press releases, TV and radio presentations, events and seminars (O'Guinn, Allen, Semenik 2009, 655). PR aim to highlight positive events such as outstanding quarterly sales or noteworthy community service programs and they act as a tool to provide damage control from bad publicity (O'Guinn, Allen, Semenik 2009, 653). The attempt is not to cover up negative publicity, but to prevent the negative publicity from damaging the image of an organization (O'Guinn, Allen, Semenik 2009, 655).

The tools of public relations that the *Goethe-Institut Finnland* uses in order to earn good publicity include issuing press releases about its activities and sponsoring events.

#### **4.7.5 Direct marketing**

Direct marketing is an interactive system of marketing, which uses multiple advertising media to communicate straight to the customer. It is often designed to produce an immediate, measurable response, for example in terms of sales. In that way, the effectiveness of a particular direct marketing program can be assessed immediately (O'Guinn, Allen, Semenik 2009, 623).

Another purpose for direct marketing is to identify prospects for future contacts and to provide in-depth information to selected customers. Any time a customer responds to an offer, they can be identified as a prospect and they are to expect follow-up offers from a direct marketer (O'Guinn, Allen, Semenik 2009, 627).

Direct marketing programs are also designed to engage customers, seek their advice, furnish information and reward them for using a product or service. This generally fosters brand loyalty (O'Guinn, Allen, Semenik 2009, 627).

Any medium can be used for direct marketing; a combination of media is likely to be more effective than one medium alone (O'Guinn, Allen, Semenik 2009, 623).

The *Goethe-Institut Finnland* engages in direct marketing in the form of a weekly e-mail newsletter. Subscriptions can be made on the organization's official homepage. The newsletter provides information on the *Goethe-Institut Finnland's* services and upcoming events. Furthermore, customers can subscribe to international newsletters issued by the *Goethe-Institut* that provide information on science, education, media, society and culture in Germany [freely translated from German] (*Goethe-Institut Finnland* website 2013).

#### **4.8 Traditional advertising media**

Marketing has always had to rely on media to deliver its messages (McLeish 2011, xix). Most communication efforts by nonprofit organizations rely strongly on advertising media such as direct mail, social media, space advertising and electronic advertising (McLeish 2011, 24). Four elements are important in the effectiveness of advertising: awareness, liking, interest and enjoyment (Blythe 2000, 41).

Advertising media may contain both sought and unsought communications. Sought communications are actively looked at by customers during the purchasing activity whereas unsought communications activate a need the customer is not looking for to fulfill (Blythe 2000, 54).

#### **4.8.1 Print media**

Print media is a widely used advertising medium. It is relatively cheap, easy and convenient to use, and it provides the customer with a permanent record of the advertisement for future reference (Blythe 2000, 52).

Print advertising can typically be found in periodicals such as newspapers, free sheets, magazines, journals, directories, and yearbooks (Blythe 2000, 58). Paid-for publications are more likely to be read than free sheets because their buyer is interested in the content of the publication. However, free sheets guarantee circulation and usually have a much higher ad-to-copy ratio (Blythe 2000, 59).

The *Goethe-Institut Finnland* uses a variety of print media such as magazines, brochures and flyers in order to promote its services. The publications are issued by the *Goethe-Institut* and provide information on the *Goethe-Institut's* general operations and language courses (*Goethe-Institut* website 2013). All publications are free of charge.

#### **4.8.2 Outdoor advertising**

Outdoor advertising is the oldest form of advertising. It covers a number of different types of advertising such as billboards, posters, advertising on street furniture, transport advertising and ambient advertising (Blythe 2000, 85).

Billboards are a passive medium, which is effective for support advertising and teaser campaigns, such as political campaigns, because the posters can be changed quickly if needed (Blythe 2000, 97). As they are usually read in passing, billboard copies must be very brief and their message has to be conveyed in very few words ( Blythe 2000, 87).

Transport advertising can be divided into two categories: outside transport advertising and inside transport advertising. Outside transport advertising comprises billboards and posters on the outsides of buses, taxis and trains. Inside transport advertising

comprises posters inside bus and train stations, and inside the vehicles themselves (Blythe 2000, 88).

In ambient advertising, the message becomes the medium and builds the message into the surrounding environment. This is done by taking into account the relationship between the ambient medium, the advertised product or service, and the proximity to the point of sale (Blythe 2000, 92).

In general, target audience figures for outdoor advertising are hard to measure because the audience may be walking, driving, or riding past the advert (Blythe 2000, 87).

The *Goethe-Institut Finnland* uses outdoor advertising in the form of a stand-up display including information on its language courses and upcoming cultural events. The stand-up display is placed at the front entry of the institute's premises. Since the institute is situated at the Kamppi shopping promenade in the Helsinki city center, the display can be read by pedestrians in passing.

#### **4.9 Corporate website**

A website serves as the voice of an organization as well as a conduit for individual and personalized service (Guerrilla marketing website 2013). Criteria to strive for in order to build and maintain a corporate website are to make it findable, sticky, loyal, and referable and to achieve a high conversion rate (Hart, MacLaughlin, Greenfield, Geier 2010, 291-292). Therefore, an organization's website must be promoted all over the place: in the websites of others, in the mass media, in all contacts the organization has with others. It belongs in all advertisements – print and electronic. It should be on the stationery, business cards, envelopes, invoices, catalogs, newsletters, flyers and in all directories. To encourage regular visits to the website, its content has to be kept fresh (Guerrilla marketing website 2013).

The *Goethe-Institut Finnland's* website is available in German and Finnish language. It provides information on its services for learners and teachers of German language. An event calendar keeps visitors informed about upcoming events at the institute and at its



partner institutions. Besides, the website is linked with many other websites of organizations that are related to Germany and German language. A special feature of the *Goethe-Institut Finnland's* website is the My Goethe.de account, a personalized homepage that manages your e-mail newsletters and grants you access to communities and an online library. Through the account, customers can subscribe to a variety of e-mail newsletters. In addition, My Goethe.de grants them access to e-learning communities for German language and a range of online language courses. The online library on My Goethe.de allows customers to borrow digital documents [freely translated from German] (*Goethe-Institut website 2013*).

#### **4.10 Social media**

Social media can reach, track and target consumers where they work and live (Powell 2013, 125). While traditional marketing focuses on one-way communication to target audiences, social media creates a culture of participation by granting consumers the right to have more of a say in the products and services that an organization has to offer (Tuten, Solomon 2013, 3). According to Gregory in Powell's book (2013, 113), organizations face three challenges when it comes to online communications: transparency, porosity, and agency. Social media makes an organization's activities more visible but at the same time more leaky. Additionally, consumers can act as positive or negative influencers in endorsing or challenging an organization's message (Powell 2013, 113).

##### **4.10.1 Facebook**

Facebook is a social networking service with 1.15 billion active users. Users can create profiles with photos, lists of personal interests, contact information, and other personal information. They can communicate with friends and other users through private or public messages and a chat feature. In addition, they can also create and join interest groups and "like" pages.

Organizations can build a page on Facebook in order to grow their business, build their brand and develop their relationships with customers. They can create Facebook

ads and different kinds of posts on their page including updates, photos, videos and questions. When an organization has a strong presence on Facebook, it is part of the conversation and has access to the most powerful kind of word-of-mouth marketing: recommendations between friends (Facebook website 2013).

The *Goethe-Institut Finnland* has set up a Facebook profile. As of October 2013, it counts 1,222 likes (Facebook website 2013). On the profile, you can find an overview of the organization including a description of its operations both in German and Finnish language. The organization uses Facebook to create event pages for its upcoming events, to post information about its activities and to share relevant links of its partners about Germany and German language. Facebook users who have “liked” the *Goethe-Institut Finnland’s* Facebook profile have the possibility to interact with the organization by replying to events, commenting on posts, sharing posts and by sending messages to the page administrator.

#### **4.10.2 Twitter**

Twitter is a real-time information network that enables its 200 million users to send and read text-based messages, so called “tweets”, of up to 140 characters.

Companies and organizations use Twitter to share information with people that are interested in their products and services. In addition, they get the opportunity to gather real-time market intelligence and feedback, and to build relationships with customers, partners and influencers (Twitter website 2013).

The *Goethe-Institut Finnland* does not use Twitter to share information about its services.

#### **4.10.3 LinkedIn**

LinkedIn is the world’s largest professional network with more than 238 million members. It can be used to find jobs, people and business opportunities. Users can create their own profile and upload their resume. They can invite anyone to become a connection. A contact network is built up consisting of their direct connections, the

connections of each of their connections and the connections of second-degree connections.

Organizations can set up a company page so LinkedIn members can learn about their business, brand, products and services, and job opportunities. Users can follow different organizations and are being notified about offers available (LinkedIn website 2013).

The *Goethe-Institut Finnland* has not set up a company page on LinkedIn.

## 5 Results of the questionnaire-based survey

In this chapter, the results of the questionnaire-based survey will be presented and analyzed.

The survey was conducted in the time period from November 29 to December 14, 2012. The paper survey forms were distributed by the researcher among the students of the degree program for Multilingual Management Assistants (MUBBA) and its Finnish equivalent “Johdon assistenttityön ja kielten koulutusohjelma” (ASSI) at the beginning of their German lectures. The completion of the forms, which was carried out under the supervision of the researcher and the responsible lecturer, took about ten minutes. Subsequently, the completed questionnaires were collected immediately by the researcher.

The data evaluation was done by manual counting and the help of Microsoft Excel in order to express the results as a percentage and to draw figures and tables. A copy of the questionnaire can be found in Attachment 1.

### 5.1 Survey respondents

78 out of 167 students who were enrolled in German courses of the MUBBA and ASSI degree programs at the HAAGA-HELIA campus Pasila during the winter semester of 2012 took part in the survey. As the language of instruction within the MUBBA degree program is English, the students enrolled in this program can be of Finnish or international background. Since the ASSI degree program is instructed in Finnish language, the students enrolled in this program are of Finnish origin or speak Finnish at mother tongue level. Information in detail regarding the respondents' nationalities was not recorded for this study. However, all students of the above-mentioned degree programs who have attended German courses represent a target group for the services of the *Goethe-Institut Finnland*.

## 5.2 Background questions

First of all, the results regarding the respondents' knowledge of German and their reasons for studying the language will be presented.

### 1) For how long have you been studying German?

In order to get an approximate estimate of the respondents' proficiency in German language, the students were asked to indicate how long they had been studying German for. As from figure 1 can be seen, 66.7% had been studying German for more than five years. This number was followed by 16.7% who had been studying German for two to five years, 10.3% who had been studying the language for one year or less and 6.4% who were at a beginner's level.

In summary, it can be stated that two thirds of respondents had been studying German for more than five years. Therefore, it can be assumed that most respondents would have had more than five years to acquire an awareness of the *Goethe-Institut Finnland*.

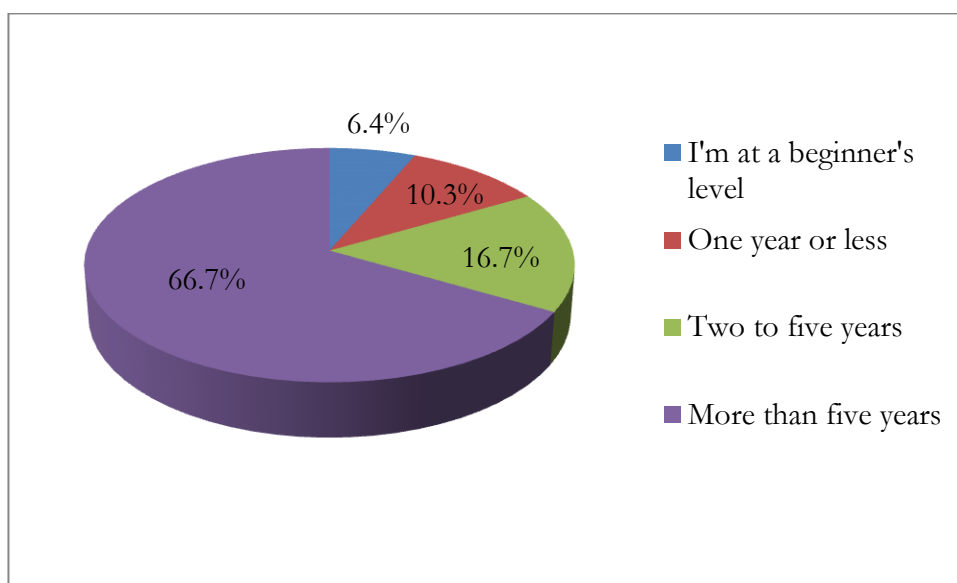


Figure 1. Respondents' proficiency in German measured by years

### 2) What are your reasons for studying German?

Proficiency in German language increases job opportunities with German and foreign countries in one's own country and abroad (*Goethe-Institut website 2013*). Question

number two asked the respondents for the reasons that influenced their choice for studying German. Half of the respondents indicated professional reasons as their prime reason. 21.8% indicated personal reasons and 21.8% stated that they were studying German for fun. 5.9.% indicated other reasons for studying German. Unfortunately, they did not elaborate the reasons.

In summary, it can be said that the majority of the respondents were studying German for their career. So one would assume that they consider their German studies important and that they therefore would value additional support, e.g. from organizations such as the *Goethe-Institut Finnland*.

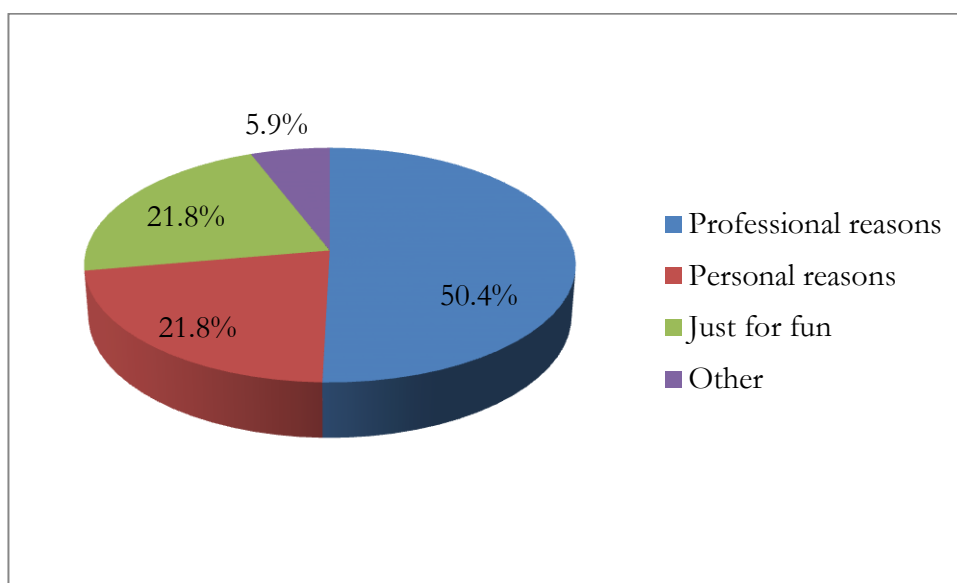


Figure 2. Respondents' reasons for studying German

### 5.3 Degree of familiarity of the organization

#### 3) How did you learn about the *Goethe-Institut Finnland* in the first place? If applicable, could you please specify your answer?

In order to investigate how effectively the *Goethe-Institut Finnland's* promotional channels have contributed to advertise its name among its target audiences, the respondents were asked to state where they learnt about the institute in the first place.

About half of the respondents stated that they learnt about the organization through an educational institution. Furthermore, they were asked to name the institution.

Seventeen of the respondents indicated HAAGA-HELIA University of Applied Sciences as the institution where they first heard about the *Goethe-Institut Finnland*. Other educational institutions named were the University of Helsinki, the University of Joensuu, the German School Helsinki, the Middle School of Sampo as well as highschoools and colleges that remained nameless.

Moreover, 3.8% of the respondents indicated “Other” as the place where they had first learnt about the organization. The places named included information booths at fairs and the participation of the *Goethe-Institut Finnland* in the Helsinki Restaurant Day. Only 2.6% stated that they had learnt about the organization through family or friends. 2.6% indicated advertising as their first encounter with the institute. 1.3% learnt about the organization at their workplace and a minority of 1.3% learnt about it on the Internet.

According to the results, the *Goethe-Institut Finnland's* advertising efforts at educational institutions were the most effective. The organization's participation in fairs and Helsinki events, such as the Restaurant Day, and word-of-mouth marketing, e.g. through family, friends or co-workers had little effect on increasing its publicity. As the percentages from figure 3 clearly indicate, the *Goethe-Institut Finnland* has a lot of catching-up to do concerning its implementation of advertising and Internet presence.

37.2% of all respondents stated that they were not familiar with the *Goethe-Institut Finnland*, which means that more than one third of the pollees had not even heard of the institute. This could be traced back to the organization's low media and Internet presence.

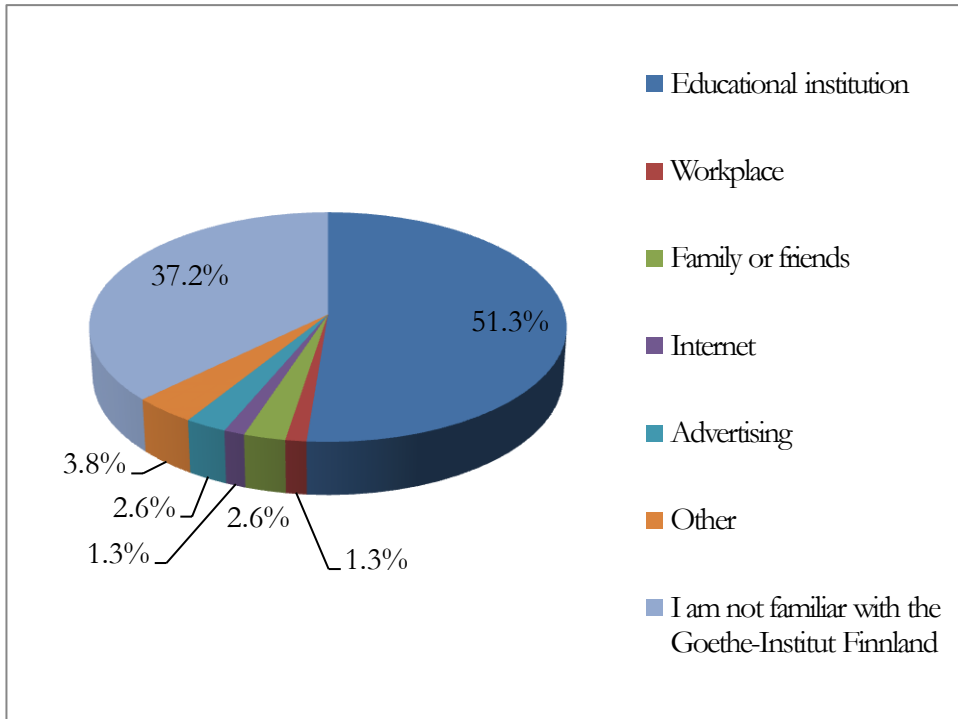


Figure 3. Respondents' first encounter with the *Goethe-Institut Finnland*

In summary, it can be stated that almost two thirds of the respondents were familiar with the *Goethe-Institut Finnland* and more than one third was not familiar with the organization. This result leads to the conclusion that the organization's promotional channels need to be implemented more effectively in order to increase its degree of familiarity among its target audiences.

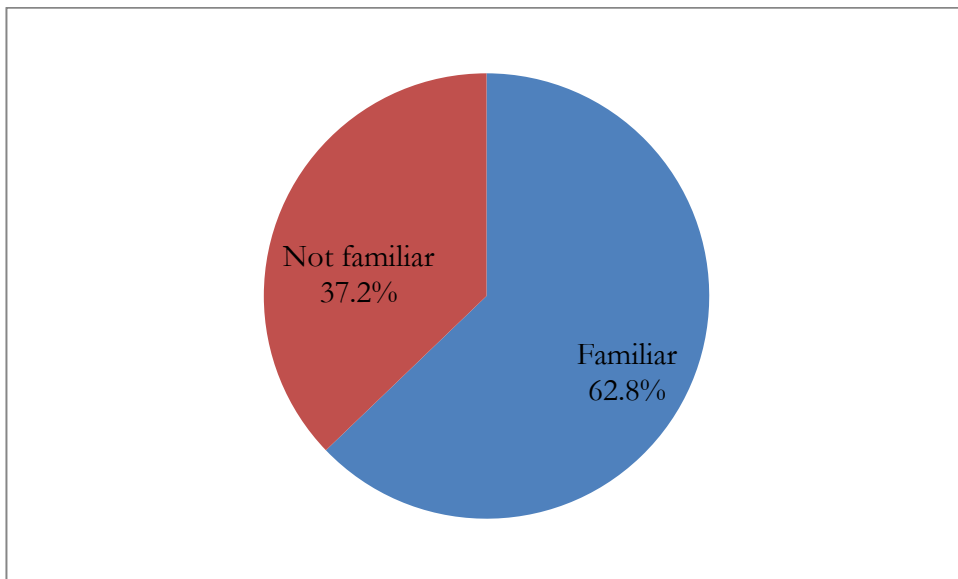


Figure 4. Degree of familiarity of the *Goethe-Institut Finnland* among the respondents



#### 5.4 Assessment of the *Goethe-Institut Finnland* by survey respondents who are familiar with the organization

##### 5.4.1 Assessment of the *Goethe-Institut Finnland's* services

#### 4) Have you ever used the *Goethe-Institut Finnland's* services? If yes, which services?

In order to determine the number of respondents who had used the *Goethe-Institut Finnland's* services, the students who were familiar with the organization were asked whether they had used the services.

As from figure 5 can be seen, 26.4% stated that they had used the services whereas 73.5% stated that they had not used them. The fact that nearly three quarters of the pollees had not used the services even though they were familiar with the organization leads to conclusion that the services may have not been promoted effectively to its target audiences.

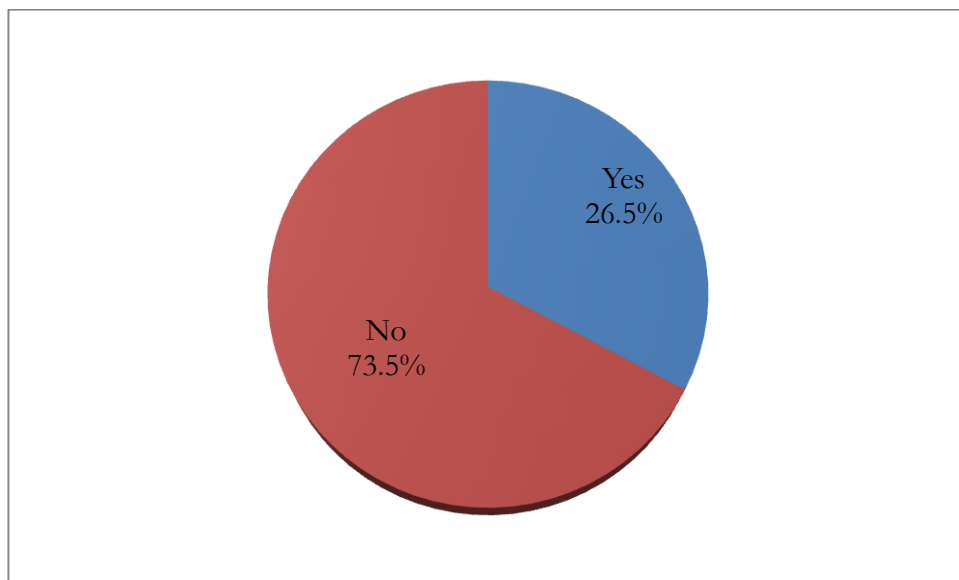


Figure 5. Respondents who have used the *Goethe-Institut Finnland's* services

In order to identify the popularity of the *Goethe-Institut Finnland's* services, the respondents were asked to name the services they had used. As from figure 6 can be seen, about half of the respondents had used the institute's library services. 13.3% had taken German language courses and 13.3% had attended cultural events. 6.7.% had

taken German language examinations, 6.7% had signed up for an My Goethe.de account and 1% had used another service which they did not elaborate on. According to these results, the library services appeared to be the most popular service among the respondents.

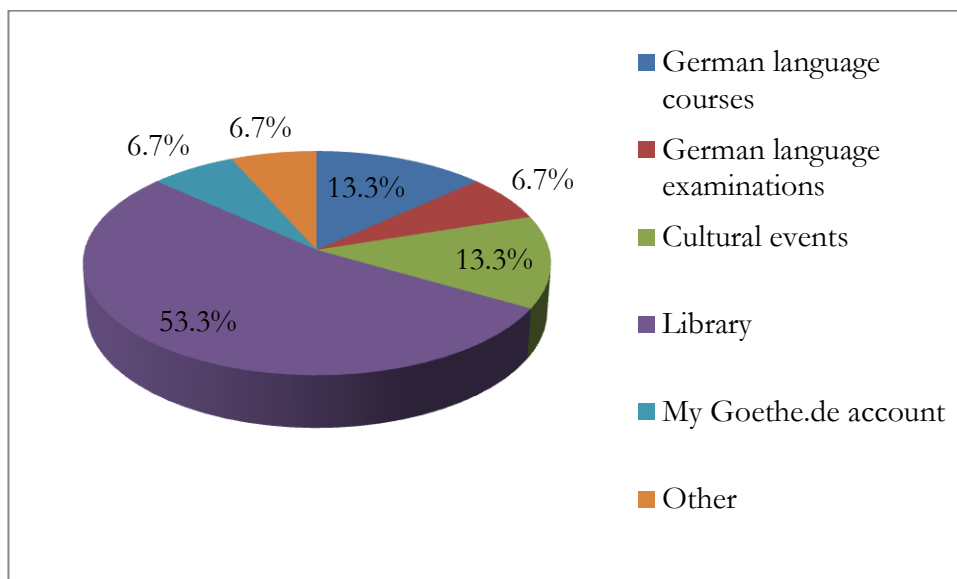


Figure 6. The *Goethe-Institut Finnland's* services used by the respondents

##### 5) How frequently do you use the *Goethe-Institut Finnland's* services?

Moreover, in order to detect to what extent the *Goethe-Institut Finnland's* services had been used, the respondents were asked how frequently they used the services. 53.8% stated that they used the services less than once a year. 23.1% said that they used them one to three times a year. None of the respondents used them once a month or several times a month. 23.1% stated "Other" but they did not indicate a frequency. The fact that the majority of the pollees used the *Goethe-Institut Finnland's* services only less than once a year is a poor outcome in terms of usage frequency.

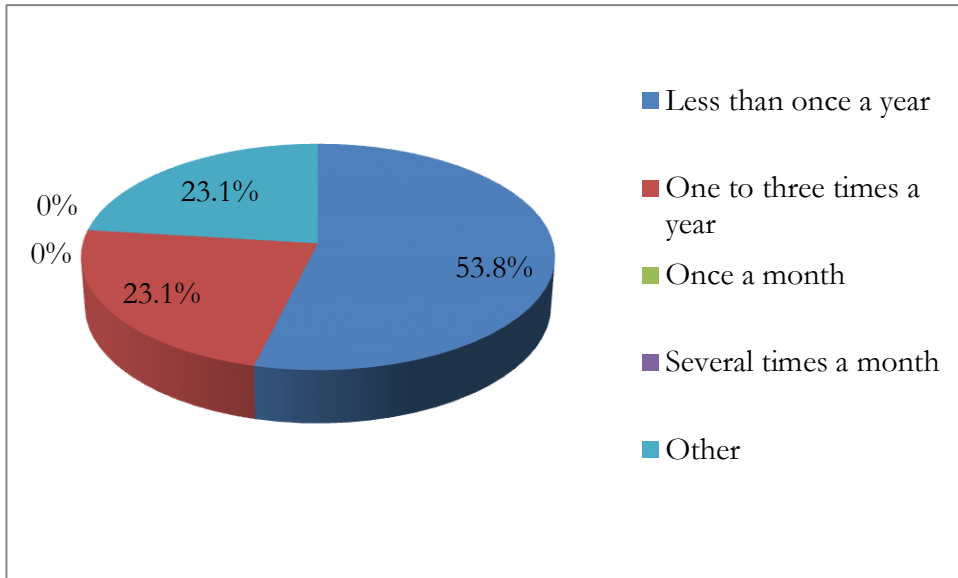


Figure 6. Frequency of use of the *Goethe-Institut Finland's* services among the respondents

Customer satisfaction is essential to any business. In order to measure the customer satisfaction of the *Goethe-Institut Finland's* services, the respondents were asked to evaluate the services on a scale from five to one.

Table 1. Respondents' satisfaction with the *Goethe-Institut Finland's* services (5 = very satisfied; 1 = very dissatisfied)

6) Overall, how satisfied are you with the <i>Goethe-Institut Finland's</i> services?	1	2	3	4	5	Total	Average
	0	1	5	5	2	13	3.6

An average satisfaction level of 3.6 indicates that the respondents were satisfied with the *Goethe-Institut Finland's* services.

#### 5.4.2 Assessment of the *Goethe-Institut Finland's* communication channels

##### 7) How do you receive updates about the *Goethe-Institut Finland's* activities?

In order to determine the *Goethe-Institut Finland's* most effective communication channels, the students were asked how they received updates from the organization.

Almost one third of the respondents stated that they found updates on the organization’s homepage. 15.4% said that they visited the institute every now and then. None of the respondents received updates via e-mail newsletter or the organization’s Facebook page. 7.7% stated that they received updates through other communication channels, which remained unnamed. As from figure 7 can be seen, nearly half of the respondents stated that they did not receive any updates from the *Goethe-Institut Finland*.

When looking at the results, the fact that nearly half of the respondents did not receive any updates about the organization and that none of the respondents who received updates did not receive them via e-mail newsletter or Facebook is a clear indicator for an accumulated demand in terms of online communications. Even though about one third of the pollees stated that they found updates about the organization on its website, social media such as Facebook are nowadays crucial tools to promote a business and reach out to target audiences.

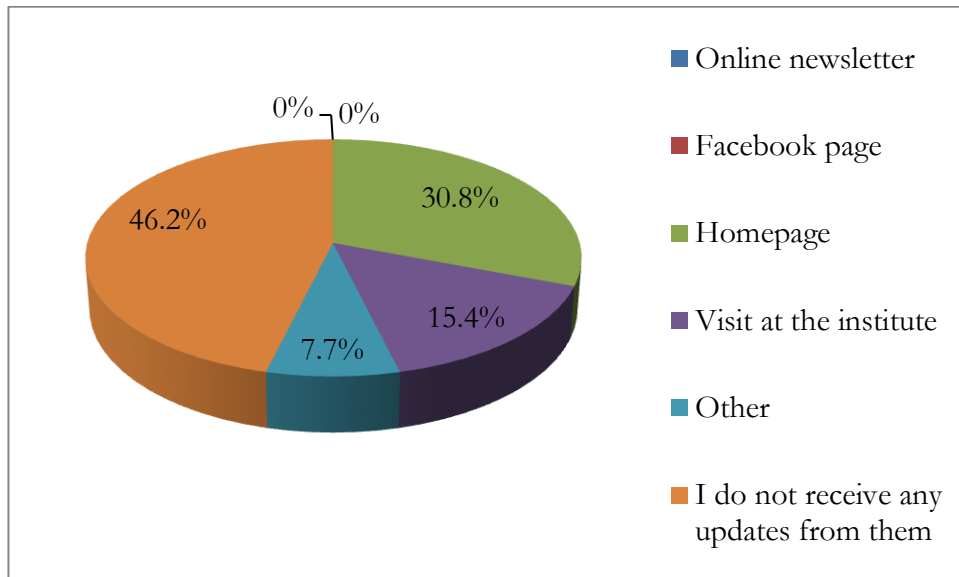


Figure 7. Utilized means by which the respondents receive updates about the *Goethe-Institut Finland*'s activities

Furthermore, in order to measure their satisfaction with the *Goethe-Institut Finnland's* communication channels, the respondents were asked to evaluate them on a scale from five to one.

Table 2. Respondents' satisfaction with the way the *Goethe-Institut Finnland* passes along information about its services

(5 = very satisfied; 1 = very dissatisfied)

<b>8) Overall, how satisfied are you with the way the <i>Goethe-Institut Finnland</i> passes along information about its services?</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>Total</b>	<b>Average</b>
	0	2	9	2	0	<b>13</b>	<b>3</b>

An average satisfaction level of 3 indicates that the respondents were somewhat satisfied with the way the organization passes along information about its services.

**9) Which communication channels do you find most useful in order to receive information about the *Goethe-Institut Finnland*?**

In order to identify the most sought communication channels to receive information about the *Goethe-Institut Finnland's* services, the respondents were asked which channels they would find most useful.

For 28.6% of the students, a visit at the institute was regarded as most useful. 23.8% responded that they found Facebook most useful. 19% of the respondents regarded the homepage as the most useful communication channel. 9.5% found the online newsletter most useful. None of the respondents found print media useful. 19% did not have any preferences. None of the students made suggestions for other communication channels.

In summary, it can be stated that the majority of the respondents regarded a visit at the institute as the most useful means in order to familiarize oneself with the *Goethe-Institut Finnland*. Such a visit would give prospects the opportunity to find out all about the

organization's operations at first hand and to meet its employees who could assist them with any requests they might have. In addition to that, a large number of students regarded Facebook and the organization's website as a useful communication channel.

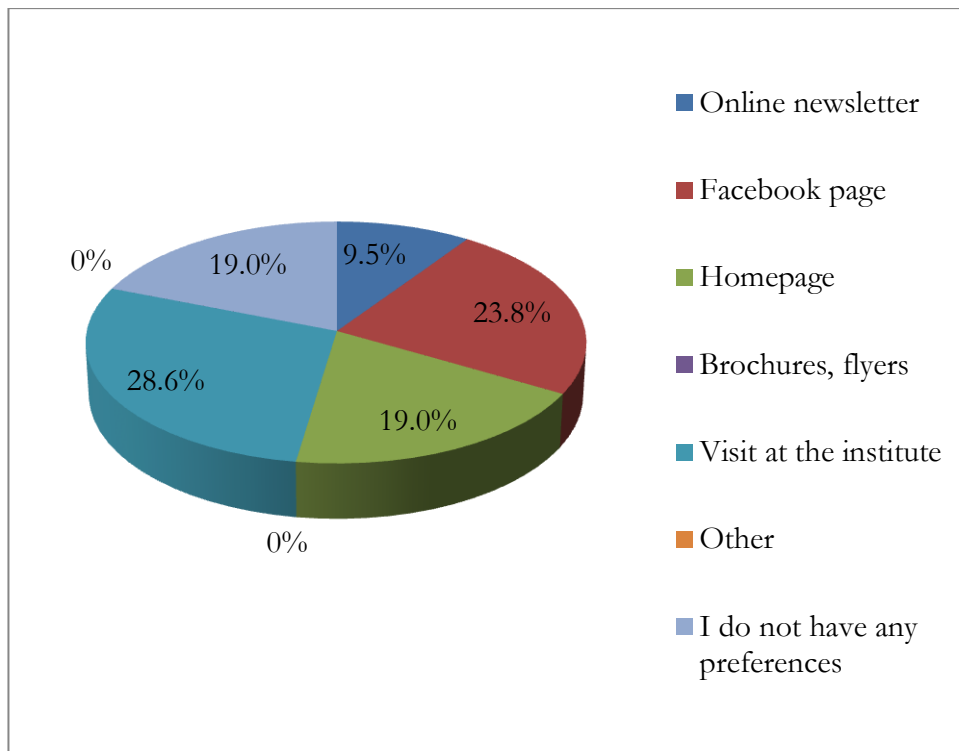


Figure 8. The *Goethe-Institut Finland's* communication channels measured by usefulness by the respondents who are familiar with the organization

### 5.4.3 Comments and suggestions

In the end of the survey, the students were asked to make additional comments and suggestions. Unfortunately, none of the respondents left any comments or suggestions.

## 5.5 Identification of the demand for *Goethe-Institut Finland's* services based on the opinions of survey respondents who have not used its services or who are not familiar with the organization itself

### 5.5.1 Competitor analysis

#### 4a) Are you familiar with any other institutions that promote German language?

First of all, in order to identify competitors for the *Goethe-Institut Finland*, the respondents were asked whether they were familiar with other institutions that promote the study of German language.

Only 4.6% stated that they knew other institutions that promote the study of German. Unfortunately, these institutions remained nameless. A vast majority of 95.4% responded that they did not know other institutions of that kind.

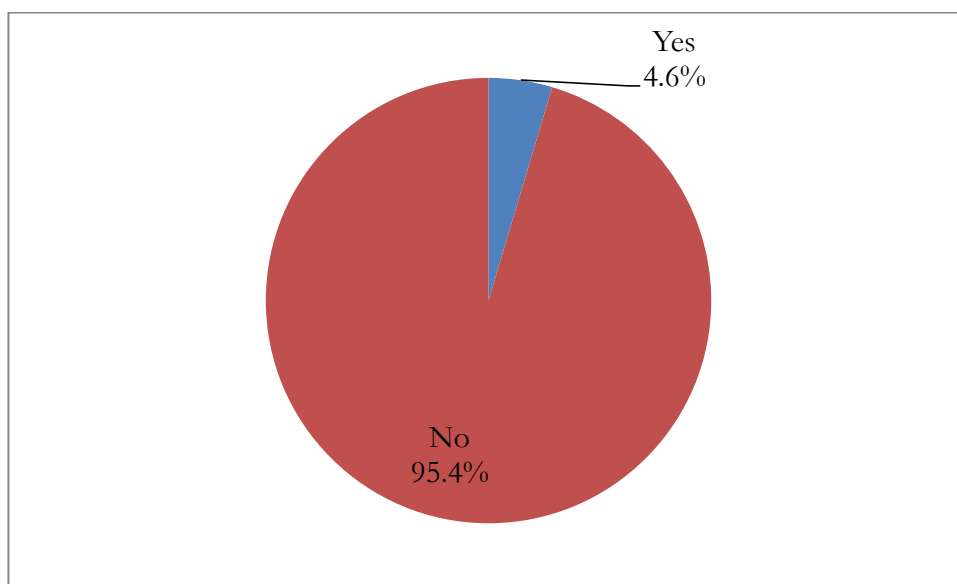


Figure 9. Respondents who are familiar with other institutions that promote the study of German language

#### 5a) Have you used the services of other institutions that promote German language? If yes, which ones?

In order to detect the number of respondents who had used services of other institutions that promote the study of German, the respondents were asked whether

they had used their services. 3.1% stated that they had used the services of other institutions whereas 96.1% stated that they had not used any.

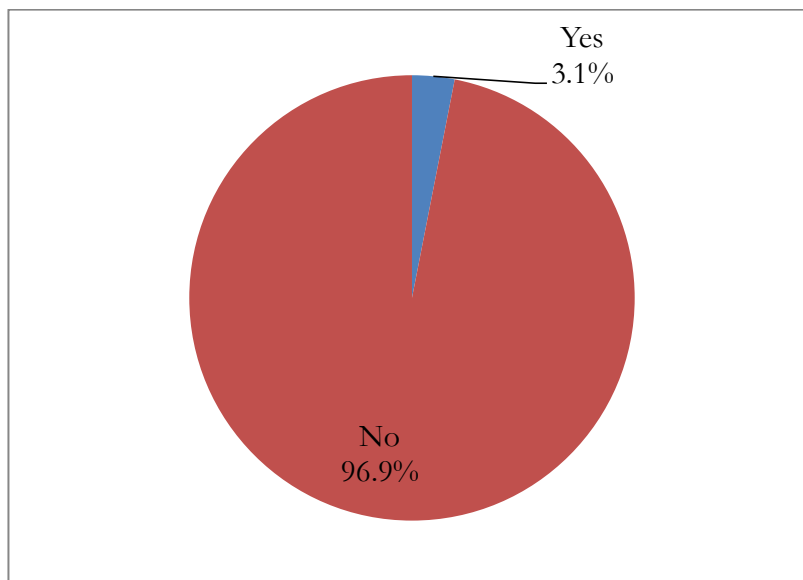


Figure 10. Respondents who have used services of other institutions that promote the study of German language

In addition, the students were asked which services of other institutions they had used. Two respondents stated that they had attended German language courses. In order to be able to compare the quality of the *Goethe-Institut Finnland's* services to the services of other institutions that promote the study of German, they were also asked to evaluate the services of the other institutions.

Table 3. Respondents' satisfaction with the services of other institutions that promote German language.

(5 = very satisfied; 1 = very dissatisfied)

6a) Overall, how satisfied are you with their services?	1	2	3	4	5	Total	Average
	0	0	0	1	1	2	4.5

An average satisfaction level of 4.5 indicates that the respondents were quite satisfied with the services. Nevertheless, since only two respondents used and evaluated the services of other institutions, this result cannot be regarded as representative.



### 5.5.2 Demand for the *Goethe-Institut Finland's* services

#### 7a) Would you be interested in using services from the *Goethe-Institut Finland*? If yes, which services?

In order to identify the demand for the *Goethe-Institut Finland's* services among its prospects, the students were asked whether they were interested in using its services.

As you can see from figure 11, a vast majority of 84.6% responded that they were interested in using the services whereas 15.4% stated that they were not interested.

This result clearly indicates a demand for the *Goethe-Institut Finland's* services among its target audiences.

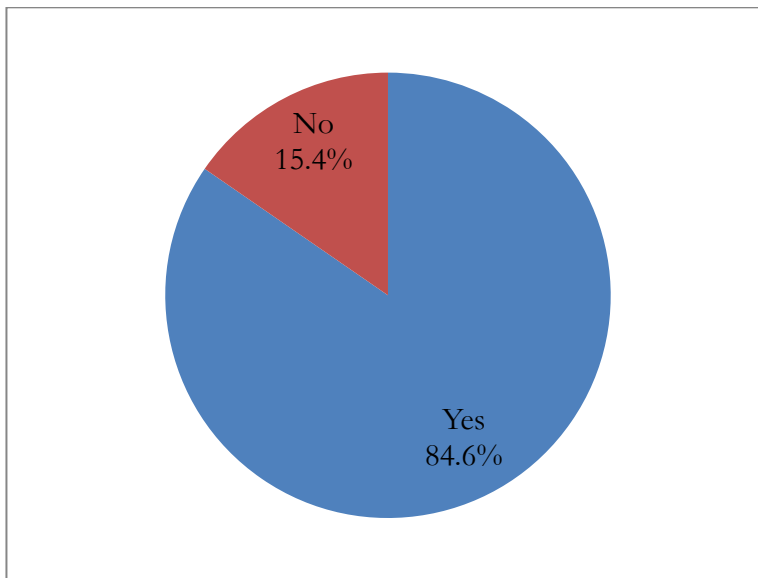


Figure 11. Respondents' interest in using services from the *Goethe-Institut Finland*

In order to identify the demand for the *Goethe-Institut Finland's* respective services, the respondents who elicited interest in the organization's services were asked to name the services they would like to use.

One third of the students was interested in attending cultural events. 26.8% were interested in attending German language courses and 20.5% wanted to use the institute's library services. 12.6% of the respondents were interested in signing up for an My Goethe.de account and 7.1% wanted to take German language examinations. None of the students suggested a service that could be added to the existing range.

According to these results, the respondents were most interested in attending cultural events. Besides, a large percentage was interested in attending German language courses and in using the institute’s library services. Only a small percentage was interested in signing up for an My Goethe.de account and an even lower percentage in taking German language examinations.

In summary, it can be said that the most sought services among the respondents were cultural events, language courses and library services.

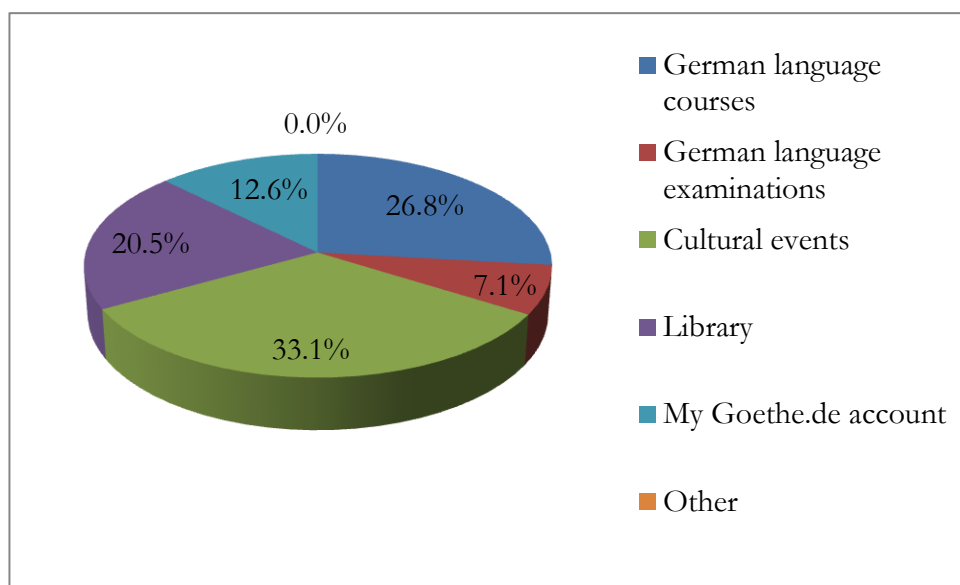


Figure 12. Respondents’ interest in the *Goethe-Institut Finnland’s* respective services

### 5.5.3 Demand for the *Goethe-Institut Finnland’s* communication channels

#### 8a) Which communication channels would you find most useful in order to receive information about the *Goethe-Institut Finnland*?

In order to identify the most sought communication channels to promote the *Goethe-Institut Finnland’s* services, the students were asked which channels they regarded as most useful information carrier for the organization.

27.1% of the respondents rated the organization’s Facebook page as the most useful communication channel. This number was followed by 26.5% who regarded the institute’s homepage as most useful. 17.4% considered a visit at the institute as the

most useful way to familiarize themselves with the organization whereas 16.1% preferred to obtain information via e-mail newsletter. 9.7% stated that they found print media such as brochures and flyers most useful. 1.9% indicated “Other” as their communication channel of choice but they did not make any suggestions. 1.3% of the respondents stated that they did not have any preferences.

Based on the results, digital media such as Facebook and the *Goethe-Institut Finnland’s* homepage were regarded as the most useful communication channels among the respondents. This trend is good news for the organization because digital media is an easily deployable and cost-efficient promotional tool.

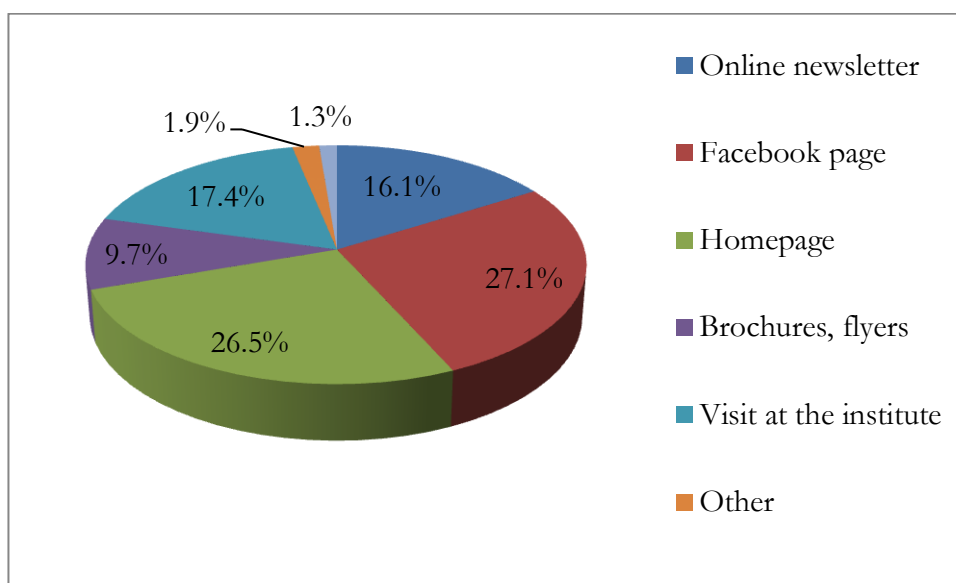


Figure 13. The *Goethe-Institut Finnland’s* communication channels measured by usefulness by the respondents who have not used the organization’s services or who are not familiar with the organization itself

#### 5.5.4 Comments and suggestions

In the end of the survey, the surveyed students were asked to make additional comments and suggestions. Three students suggested that a *Goethe-Institut Finnland* staff members could visit educational institutions such as HAAGA-HELIA UAS and present the organization’s services in German lessons. Three other students suggested that the organization should target its marketing more at educational institutions. One

student suggested that field trips to the institute should be organized for student groups.

## **6 Results of the interviews**

In this chapter, the results of the interviews conducted with three lecturers of German language in HAAGA-HELIA University of Applied Sciences and a *Goethe-Institut Finnland* employee will be presented.

### **6.1 Lecturer interviews**

One lecturer interview was conducted personally whereas the other interviews were conducted via e-mail. The aim of the lecturer interviews was to analyse the lecturers' satisfaction with the *Goethe-Institut Finnland's* services and the way the organization promotes its services. The interviews were conducted in August and September 2013. A copy of the interview questions can be found in Attachment 2.

#### **6.1.1 Interviewees' background**

The interviewees came from various backgrounds; two of them were German and one of them was Finnish. They were all female lecturers who are currently employed at HAAGA-HELIA University of Applied Sciences. They had been working as lecturers for German from twenty to twenty-eight years.

#### **6.1.2 First contact with the *Goethe-Institut Finnland***

In order to detect how the *Goethe-Institut Finnland* reaches lecturers of German as its target audience, the interviewees were asked where they had learnt about the *Goethe-Institut Finnland* in the first place. One German interviewee stated that the *Goethe-Institut* had been a household name to her since her childhood because a *Goethe-Institut* was located in her hometown in Germany. She could not recall when she had first heard about the *Goethe-Institut Finnland*. According to the other German interviewee, the *Goethe-Institut Finnland* is the first focal point as a German teacher when coming to Finland. She stated that she first contacted the organization after she had just moved to Finland in 1978. The Finnish interviewee first heard about the *Goethe-Institut Finnland* from a classmate when she was a student at the German School Helsinki.

The interviewed lecturers learnt about the *Goethe-Institut Finnland* in a variety of ways. Unfortunately, the two German interviewees did not state explicitly when or how they first heard about the organization. Referring to their responses, they were familiar with the *Goethe-Institutes* in Germany in the first instance before they got in touch with the *Goethe-Institut Finnland*. Nevertheless, all three interviewees had been familiar with the organization and its services for decades, so their assessment is based on a long-term experience with the organization.

### **6.1.3 Assessment of the *Goethe-Institut Finnland's* services**

In order to determine whether the *Goethe-Institut Finnland's* services meet the needs of both private and business customers in equal measure, the interviewees were asked for which main purpose they used the *Goethe-Institut Finnland's* services. All interviewees stated that they used the services both for private and professional use. This result leads to the assumption that the organization equally provides a balanced range of services for both private and business customers.

In order to identify the *Goethe-Institut Finnland's* most popular services among the lecturers, they were asked to name the services they had used. All interviewees had attended workshops or seminars and cultural events and they had used the institute's library services. One of them had also signed up for an My Goethe.de account. In addition, one interviewee stated that she had organized language examinations in collaboration with the *Goethe-Institut Finnland*. One other interviewee said that she had taken student groups to the institute. Overall, workshops, seminars, cultural events and library services appeared to be the most popular services among the interviewees.

Furthermore, the lecturers were asked how frequently they used the *Goethe-Institut Finnland's* services. Two interviewees stated that they used the services several times a year. One interviewee said that she used them less than once a year. This result indicates that the services were being used very infrequently by the interviewees.

Customer satisfaction is of high importance for an organization. Thus, the lecturers were asked to evaluate their satisfaction with the *Goethe-Institut Finnland's* services. The

customer satisfaction among the interviewees ranged from satisfied to very satisfied. This outcome can be seen as a very positive result.

Word-of-mouth marketing is one of the most credible forms of advertising. Therefore, the lecturers were asked whether they would recommend the *Goethe-Institut Finnland's* services to learners of German. All three interviewees agreed that they would recommend the services to German language students.

#### **6.1.4 Assessment of *Goethe-Institut Finnland's* communication channels**

In order to identify the *Goethe-Institut Finnland's* most effective communication channels, the lecturers were asked how they received updates about the organization's activities. All three interviewees stated that they visited the organization's homepage. One of them was subscribed to the organization's Facebook page and the weekly e-mail newsletter. Another lecturer said that she was not currently subscribed to a newsletter but she would like to catch up on that. Furthermore, one of the interviewees stated that she sometimes visited the institute. Another interviewee said that she would like to visit the institute more often but since the opening hours collide with her working hours, it is basically impossible for her at the moment. She suggested that the *Goethe-Institut Finnland* could introduce one day a month with exceptional opening hours, such as a "long Thursday", when the institute is open until 8 pm. Overall, digital media such as the *Goethe-Institut Finnland's* homepage, Facebook page and online newsletter were the most frequently used communication channels to receive updates about the organization's activities among the interviewees.

In order to determine their satisfaction regarding the *Goethe-Institut Finnland's* communication channels, the interviewees were asked how satisfied they were with the way the organization passes along information about its services. Two interviewees stated that they were quite satisfied; one interviewee was not able to make an assessment. Overall, this is a good result.

In order to understand the communication channel needs of the *Goethe-Institut Finnland's* customers, the lecturers were asked which communication channels they

found most useful in order to receive information about the *Goethe-Institut Finnland*. All three interviewees concluded an e-mail newsletter and the organization's website to be useful. Furthermore, two of them regarded print media as useful. In addition, two lecturers stated that paying a visit to the institute is a good way to get to know the organization. Only one interviewee found that Facebook was a useful communication channel to receive information about the *Goethe-Institut Finnland*. In summary, it can be said that the *Goethe-Institut Finnland's* online newsletter and homepage were the most sought communication channels among the interviewees.

#### **6.1.5 Assessment of the cooperation between HAAGA-HELIA University of Applied Sciences and the *Goethe-Institut Finnland***

First of all, the interviewees were asked to evaluate their satisfaction regarding the amount of contact between their organization and the *Goethe-Institut Finnland*. Two lecturers stated that they were quite satisfied; one lecturer could not make an assessment.

Moreover, they were asked to specify how the cooperation between the two organizations takes place. All three interviewees said that the cooperation mainly takes place on the initiative of German lecturers who get in touch with the *Goethe-Institut Finnland*. Two of the lecturers had taken student groups to the institute to familiarize them with the organization and its services.

In addition, one interviewee stated that a *Goethe-Institut Finnland* representative once visited HAAGA-HELIA University of Applied Sciences to inform German lecturers about the organization's activities.

Based on the responses, the cooperation between HAAGA-HELIA University of Applied Sciences and the *Goethe-Institut Finnland* is mostly initiated by lecturers. The *Goethe-Institut Finnland* should become more active in promoting its services to educational institutions where German language is taught.



Furthermore, the interviewees were asked how well the *Goethe-Institut Finnland's* services had supported their professional work. Overall, all three lecturers were quite satisfied with the support they had received from the organization.

### **6.1.6 Comments and suggestions**

In the end of the interviews, the lecturers were asked to make additional comments and suggestions.

According to one lecturer, the *Goethe-Institut Finnland's* media presence is too low. To give an example, she said that despite the fact that the organization was a sponsor of this year's Espoo Ciné film festival, its logo was not even printed on the promotional posters of the event.

Additionally, she noted that it would be a good idea if a closer collaboration between HAAGA-HELIA University of Applied Sciences and the *Goethe-Institut Finnland* could be achieved.

Another lecturer commented that she would like to receive information on upcoming events and language courses more frequently.

## **6.2 Interview with a *Goethe-Institut Finnland* employee**

The aim of the interview with the *Goethe-Institut Finnland* employee was to analyse the current situation of the organization regarding supply and demand for its services among its target audiences and to identify the most commonly promotional channels used by the organization to promote its services. The interview was conducted via e-mail in September 2013. A copy of the interview questions can be found in Attachment 3.

### **6.2.1 Interviewee's background**

The interview was conducted with the *Goethe-Institut Finnland's* head of Arts Department and deputy director, Mrs Hangaslahti-Brech, via e-mail.

### **6.2.2 Definition of target audiences**

First of all, Mrs Hangaslahti-Brech was asked to define the *Goethe-Institut Finnland's* target audiences. She stated that the organization's services are directed at everyone who is interested in and who is in need of German language and culture. However, they are primarily aimed at Finnish customers.

In addition to that, she was asked to give an estimate on which subgroup of the *Goethe-Institut Finnland's* target audiences made up its largest customer base. According to her, this question was difficult to answer since the institute attracts varied publics. She stated that the language course participants were continuous visitors, whereas the number of visitors of cultural events fluctuated according to offer. Besides, visitors of external events that are sponsored by the *Goethe-Institut Finnland* shall be counted as target audiences of the organization. However, according to her there is no way of knowing whether these visitors are generally interested in German culture or solely in the theme of the event.

### **6.2.3 Most and least frequently used services**

Mrs Hangaslahti-Brech could not give an estimate on which of the *Goethe-Institut Finnland's* services were used most and least frequently by its target audiences.

### **6.2.4 Usage of communication channels**

Subsequently, Mrs Hangaslahti-Brech was asked to name the communication channels that the *Goethe-Institut Finnland* uses in order to promote its services. She listed the organization's official homepage, print media, e-mail newsletters, Facebook page, advertisements, and announcements in free-of-charge event calendars in newspapers or at websites. Moreover, she stated that the organization tries to get into media through press releases and other outreach efforts with media.

Out of the above-mentioned communication channels, she stated that the most commonly promotional channels used by the *Goethe-Institut Finnland* are the official

homepage, the weekly e-mail newsletter and Facebook since they guarantee a rapid flow of information and do not involve any additional costs. The least commonly promotional channels used by the organization are advertisements because they are cost-intensive.

Additionally, Mrs Hangaslahti-Brech was asked whether they were any communication channels the organization would like to use to promote its services but had not used due to budget restraints. She stated if money were no object, the organization would like to use the services of professional marketing companies and they would like to place periodic advertisements of their upcoming events in relevant media.

### **6.2.5 The *Goethe-Institut Finnland* and HAAGA-HELIA University of Applied Sciences**

Since both the surveyed students and interviewed lecturers supported the idea of promoting a closer collaboration between the *Goethe-Institut Finnland* and HAAGA-HELIA University of Applied Sciences, Mrs Hangaslahti-Brech was asked whether the institute was interested in such a collaboration. She stated that they were definitely interested. Suggestions regarding the promotion of the collaboration between the *Goethe-Institut Finnland* and educational institutions and HAAGA-HELIA University of Applied Sciences in particular can be found in the Recommendations section of this report.

In summary, it can be said that not all interview questions could be answered thoroughly. Apparently, the *Goethe-Institut Finnland* does not have a tool that could help the organization to define the composition of its target audiences and track the usage frequency of its services.

## 7 Summary of the findings

The objective of the study was to find answers to the following research questions:

R1: What is the degree of familiarity of the *Goethe-Institut Finnland* among its target audiences?

R2: What services are currently being offered by the organization?

R2a: How frequently are the organization's services being used?

R2b: How satisfied are customers with the services?

R2c: Which services do customers and prospects want?

R3: What promotional channels are currently available in the organization?

R3a: Which promotional channels are the most effective in order to promote the organization's services?

R3b: How satisfied are customers with the currently used promotional channels?

R3c: Which promotional channels do customers and prospects want?

Based on the findings, what can be said about how the *Goethe-Institut Finnland* promotes its services?

The degree of familiarity of the *Goethe-Institut Finnland* among MUBBA and ASSI students in HAAGA-HELIA University of Applied Sciences was not very high; about two thirds of the respondents were familiar with the organization. Only one quarter of the students who were familiar with the organization had actually used its services.

The most popular service among the students who were familiar with the organization was the institute's library. In addition to the library services, the most popular services among the interviewed lecturers were seminars and workshops as well as cultural events. Nonetheless, all listed services had been used fairly infrequently by all respondents; more than half of the surveyed students indicated that they used them less than once a year. Overall, both students and lecturers were satisfied with the

*Goethe-Institut Finnland's* services. All three lecturers stated that they would recommend the services to learners of German.

Furthermore, the most commonly means by which the students received updates from the *Goethe-Institut Finnland* was its official homepage. The most commonly means among the interviewed lecturers were the organization's homepage, Facebook page and weekly e-mail newsletter. Overall, both students and lecturers were satisfied with the way the *Goethe-Institut Finnland* passes along information about its services. However, when looking at the findings of the questionnaire-based survey, you cannot ignore the fact that nearly half of the surveyed students did not receive any updates at all from the *Goethe-Institut Finnland* and that none of the respondents who received updates indicated Facebook as a source of information. This outcome is particularly surprising since Facebook is one of the main promotional channels in use according to the organization's deputy director.

The most sought means among the respondents in order to receive information about the *Goethe-Institut Finnland* was a visit to the institute, the organization's Facebook page and its official homepage. The most sought communication channels among the lecturers were the organization's e-mail newsletter and its official homepage.

Furthermore, two of the interviewed lecturers were satisfied with the amount of contact between their organization, HAAGA-HELIA University of Applied Sciences, and the *Goethe-Institut Finnland*. One interviewee could not make an assessment. According to the interviewees, the cooperation mainly takes place on the initiative of the. Overall, all three interviewees felt that the *Goethe-Institut Finnland* and its services had supported their professional work well.

Only a small percentage of students who were not familiar with the *Goethe-Institut Finnland* stated that they knew other institutions that promote German language. Since only two students rated their satisfaction level of the services they had used of other institutions that promote German language, their evaluation cannot be regarded as representative.

Nevertheless, a vast majority of the surveyed students was interested in using services from the *Goethe-Institut Finnland*. The most sought services among the respondents were cultural events, German language courses and the library services. The most sought communication channels among the students in order to receive updates about the *Goethe-Institut Finnland's* activities were the organization's Facebook page and its official homepage.

Overall, the evaluation and the demand for the *Goethe-Institut Finnland's* services and communication channels by the surveyed students and the interviewed lecturers revealed a similar result. The fact that the *Goethe-Institut Finnland* mainly uses digital media as promotional channels corresponds to the demand of its target audiences. However, the number of customers who were using digital media as an information carrier about the organization's operations was significantly low.

## 8 Recommendations

The findings of this study revealed that the promotional channels used by the *Goethe-Institut Finnland* have not been utilized to their full potential. The degree of familiarity of the institute among the surveyed MUBBA and ASSI students was moderate. In addition to that, a prominent number of the students who were familiar with the organization had never used its services.

Since many educational institutions in Finland such as HAAGA-HELIA University of Applied Sciences offer German language courses, the students attending these courses represent a target audience for the services of the *Goethe-Institut Finnland*. Thus, the organization's marketing should be more targeted at Finnish university students. This could be done by increasing the distribution of promotional materials at universities and by placing online advertisements at the universities' websites. Furthermore, offering special student discounts for German language courses and examinations could be a good way to attract prospects. In this context, promotional materials should point to the fact that many of the *Goethe-Institut Finnland's* services such as the library services, cultural events and the My Goethe.de account are free of charge, which makes them even more attractive to students who generally have a low income.

Furthermore, in order to promote the collaboration between the *Goethe-Institut Finnland* and HAAGA-HELIA University of Applied Sciences in particular, it would be a great idea if the *Goethe-Institut Finnland* participated in events organized by HAAGA-HELIA University of Applied Sciences, such as HAAGA-HELIA Going International where different countries are being introduced. The organization could support the information booth on Germany.

Based on the findings of both the questionnaire-based survey and the lecturer interviews, the most sought communication channels in order to receive information about the *Goethe-Institut Finnland* were digital media i.e. Facebook, the official homepage and the e-mail newsletter. Most pollees received information about the organization on its official homepage. The fact that none of the surveyed students received updates about the organization via Facebook at the time when the survey was conducted

implies that the organizations needs to rethink and change its approach in terms of social media.

Social media is transforming how nonprofit organizations do their work and their relationship with their constituents. Strategic use of social media helps to reach new people and brings added value to mission-driven work (Hart, MacLaughlin, Greenfield, Geier 2010, 3). It offers a much quicker response system for real-time coverage of events than traditional advertising media (Hart, MacLaughlin, Greenfield, Geier 2010, 181). As participation is a key element in social media (Tuten, Solomon 2013, 14), the Facebook posts by the *Goethe-Institut Finnland* could be more personalized in order to engage its supporters in two-way communication: nonprofit to constituent and vice versa (Hart, MacLaughlin, Greenfield, Geier 2010, 182). Personalized communication includes asking questions, approaching supporters for feedback and letting them know their thoughts are actually being heard (Hart, MacLaughlin, Greenfield, Geier 2010, 189). When nonprofits are able to connect directly with their supporters, those constituents will feel that the brand includes them (Hart, MacLaughlin, Greenfield, Geier 2010, 185). When a supporter feels as part of an organization, the organization will become part of the conversation which will eventually lead to the most powerful kind of word-of-mouth marketing: recommendations between friends.

In addition to that, adding a Like button on the *Goethe-Institut Finnland's* website might help to increase the organization's Facebook likes. You can find a button on the website that links you to the organization's Facebook page but when visiting the page, people might forget to press the Like button before leaving it. This reduces the chances that visitors will come back to the page and stay connected to the organization. As promoting your social media presence offline is just as essential as promoting it online (Guerrilla marketing website 2013), the organization should invite people to follow their Facebook page via all of its promotional channels – both print and electronic – in use.

Since the *Goethe-Institut Finnland* is not present on Twitter or LinkedIn, the organization should take into consideration to set up a company page on either of these social



networks. On Twitter, the organization could share information with people that are interested in its services and also get the opportunity to gather real-time market intelligence and feedback. On LinkedIn, the *Goethe-Institut Finnland* could set up a company page so members could learn about the organization and its services.

In the future, surveys such as conducted for this study should be carried out on a regular basis. This would give the *Goethe-Institut Finnland* an opportunity to study its customers' needs, wants, perceptions, and satisfaction.

## 9 Self-assessment

In making this study, I learnt a lot about the importance of promotion, particularly the implementation of promotional measures for nonprofit organizations. Besides, I developed a deeper understanding of the implementation of a scientific study, from answering theoretical questions to implementing study methods to finding solutions for research questions.

In the theory part, I examined various promotional channels, which helped me to recognize the most effective promotional channels for the promotion of the *Goethe-Institut Finnland's* services.

The conduct and the analysis of the questionnaire-based student survey appeared to be as most time-consuming since traditional printed questionnaires were used instead of web-based questionnaires. The use of online survey software would have facilitated the analysis of the survey but the distribution of paper questionnaires guaranteed a higher response rate because all students present were kindly asked to fill in and return the forms during the same lesson they were distributed at. One issue that might have been worthy of improvement in the student survey concerns the characteristics of the survey respondents. Characteristics such as nationality and age of the respondents were not recorded for this study. Even though the *Goethe-Institut Finnland's* services are basically open to all nationalities and age groups, it might have been interesting to obtain some more information about the respondents' background.

Overall, I believe that this study is beneficial to the *Goethe-Institut Finnland*, as it provides crucial information for the organization about its degree of familiarity among its target audiences, the demand for its services, the assessment of its services, and last but not least the effectiveness of its promotional channels.

The *Goethe-Institut Finnland* is many people's link to Germany; it will be needed in the future in order to promote and convey the German language as a key qualification for education, employment and understanding (*Goethe-Institut* website 2013). That is why it

is crucial that the organization and its services are being promoted in the most effective way.

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## Attachments

Attachment 1. The questionnaire-based student survey in English

### Questionnaire

The *Goethe-Institut Finnland* promotes the study of German and encourages international cultural exchange. It also fosters knowledge about Germany by providing information on its culture, society and politics.

I would be grateful if you could spare a few minutes to complete and return the questionnaire that will help me to analyze how the *Goethe-Institut Finnland* promotes its services to students in HAAGA-HELIA.

Thank you very much for your answers.

**1) For how long have you been studying German?**

- I am at a beginner's level
- One year or less
- Two to five years
- More than five years

**2) What are your reasons for studying German? (*multiple answers possible*)**

- Professional reasons
- Personal reasons
- Just for fun
- Other (please specify):

**3) How did you learn about the *Goethe-Institut Finnland* in the first place?**

**If applicable, could you please specify your answer?**

- Educational institution (e.g. school, university):
- Workplace
- Family or friends
- Internet (e.g. homepage, Facebook):

Advertising (e.g. newspapers, magazines, flyers, etc.):

Other (please specify):

I am not familiar with the *Goethe-Institut Finnland*

→ Please go to question 4a) on page 4

4) Have you ever used the *Goethe-Institut Finnland's* services?

Yes  No

If yes, which services: *(multiple answers possible)*

I have attended German language courses

I have taken German language examinations

I have attended cultural events (e.g. exhibitions, readings, movie screenings, workshops, seminars)

I have visited their library

I have signed up for an My Goethe.de account

Other (please specify):

If no → Please go to question 4a) on page 4

5) How frequently do you use the *Goethe-Institut Finnland's* services?

Less than once a year

One to three times a year

Once a month

Several times a month

Other (please specify):

6) Overall, how satisfied are you with the *Goethe-Institut Finnland's* services?

1    2    3    4    5

Very dissatisfied      Very satisfied

7) How do you receive updates about the *Goethe-Institut Finland's* activities?

*(multiple answers possible)*

- I am subscribed to their online newsletter
- I am subscribed to their Facebook page
- I visit their homepage
- I drop by at the institute every now and then
- Other (please specify):
- I do not receive any updates from them

8) Overall, how satisfied are you with the way the *Goethe-Institut Finland* passes along information about its services?

1    2    3    4    5

Very dissatisfied      Very satisfied

9) Which communication channels do you find most useful in order to receive information about the *Goethe-Institut Finland*? *(multiple answers possible)*

- Online newsletter
- Facebook page
- Homepage
- Brochures, flyers
- Visit at the institute
- Other (please specify):
- I do not have any preferences

10) Additional comments and suggestions:

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4a) Are you familiar with any other institutions that promote German language?

Yes  No

If yes, could you name them:

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5a) Have you used the services of other institutions that promote German language?

Yes  No

If yes, which ones: *(multiple answers possible)*

I have attended German language courses

I have taken German language examinations

I have attended cultural events

Other (please specify):

If no → Please go to question 7a)

6a) Overall, how satisfied are you with their services?

1 2 3 4 5

Very dissatisfied      Very satisfied

7a) Would you be interested in using services from the *Goethe-Institut Finland*?

Yes  No

If yes, which services: *(multiple answers possible)*

German language courses

German language examinations

Cultural events (e.g. exhibitions, readings, movie screenings, workshops, seminars)

Library

My Goethe.de account (a personalized homepage that manages your newsletters and grants you access to communities and an online library)

Other (please specify):

**8a) Which communication channels would you find most useful in order to receive information about the *Goethe-Institut Finnland*? (multiple answers possible)**

Online newsletter

Facebook page

Homepage

Brochures, flyers

Visit at the institute

Other (please specify):

I do not have any preferences

**9a) Additional comments and suggestions:**

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## Interview

**1) Wie lange unterrichten Sie schon Deutsch?**

Antwort:

**2) Wo oder wie haben Sie erstmals vom Goethe-Institut Finnland erfahren?**

Antwort:

**3) Für welche Zwecke nutzen Sie das Angebot des Goethe-Institut Finnlands hauptsächlich?**

Für berufliche Zwecke

Für private Zwecke

**4) Welche der unten genannten Dienste des Goethe-Institut Finnlands haben Sie schon einmal in Anspruch genommen?**

Ich habe an Workshops oder Seminaren teilgenommen

Ich habe an kulturellen Veranstaltungen teilgenommen (z. B. Ausstellungen, Lesungen, Filmvorführungen)

Ich habe das Bibliotheksangebot genutzt

Ich habe ein Mein Goethe.de Konto

Sonstiges:

**5) Wie häufig nutzen Sie das Angebot des Goethe-Institut Finnlands?**

Seltener als einmal im Jahr

Mehrere Male im Jahr

Monatlich

Wöchentlich

Sonstiges:

6) **Im Großen und Ganzen, wie zufrieden sind Sie mit dem Angebot des Goethe-Institut Finnlands?**

1 2 3 4 5

Sehr unzufrieden      Sehr zufrieden

7) **Gemäß Ihrer Erfahrung mit dem Goethe-Institut Finnland, würden Sie Deutschlernern das Institut weiterempfehlen?**

Ja  Nein

8) **Wie erhalten Sie Updates über die Tätigkeiten des Goethe-Institut Finnlands?**

- Ich erhalte einen E-Mail Newsletter
- Über die Facebook-Seite des Instituts
- Besuch auf Homepage
- Ich schaue ab und zu persönlich beim Institut vorbei
- Sonstiges:
- Ich erhalte keinerlei Updates vom Goethe-Institut Finnland

9) **Im Großen und Ganzen, wie zufrieden sind Sie mit der Art und Weise, wie das Goethe-Institut Finnland über seine angebotenen Dienstleistungen informiert?**

1 2 3 4 5

Sehr unzufrieden      Sehr zufrieden

10) **Welche Kommunikationskanäle halten Sie für am sinnvollsten, um Informationen über das Goethe-Institut Finnland zu erhalten?**

- E-Mail Newsletter
- Facebook-Seite
- Homepage
- Druckmedien (Broschüren, Flyer)
- Besuch beim Institut
- Sonstiges:

Ich habe keine Präferenzen

**11) Das Goethe-Institut Finnland ist ein Partner für jede Institution in Finnland, die das Lehren und Lernen von Deutsch fördert. Im Großen und Ganzen, wie zufrieden sind Sie mit Kontakt, der zwischen ihrem Arbeitgeber (HAAGA-HELIA University of Applied Sciences) und dem Institut besteht?**

1 2 3 4 5

Sehr unzufrieden      Sehr zufrieden

**12) Könnten Sie erläutern, inwiefern die Kooperation zwischen ihrem Arbeitgeber und dem Goethe-Institut Finnland erfolgt?**

Antwort:

**13) Gemäß Ihrer Erfahrung mit dem Institut, wie gut hat das Angebot vom Goethe-Institut Finnland Ihre berufliche Arbeit unterstützt?**

1 2 3 4 5

Ungenügend      Sehr gut

**14) Zusätzliche Kommentare oder Vorschläge:**

## Interview

- 1) **Wer gehört zur Zielgruppe des Goethe-Institut Finnlands?**  
Antwort:
  
- 2) **Ihrer Erfahrung nach, welche Untergruppe Ihrer Zielgruppe nimmt Ihre Dienstleistungen am häufigsten in Anspruch?**  
Antwort:
  
- 3) **Ihrer Erfahrung nach, welche Untergruppe Ihrer Zielgruppe nimmt Ihre Dienstleistungen am wenigsten in Anspruch?**  
Antwort:
  
- 4) **Welche Ihrer angebotenen Dienstleistungen werden am meisten von Ihren Kunden genutzt?**  
Antwort:
  
- 5) **Welche Ihrer angebotenen Dienstleistungen werden am wenigsten von Ihren Kunden genutzt?**  
Antwort:
  
- 6) **Welche Vertriebskanäle verwenden Sie, um Ihre Dienstleistungen zu vermarkten?**  
Antwort:
  
- 7) **Welche Vertriebskanäle verwenden Sie am häufigsten, um Ihre Dienstleistungen zu vermarkten? Können Sie dies begründen?**  
Antwort:
  
- 8) **Welche Vertriebskanäle verwenden Sie am wenigsten, um Ihre Dienstleistungen zu vermarkten? Können Sie dies begründen?**  
Antwort:
  
- 9) **Gibt es Vertriebskanäle, die Sie gerne verwenden würden, um Ihre Dienstleistungen zu vermarkten, die sie aber z. B. aufgrund von Budgeteinschränkungen bislang nicht verwendet haben?**  
Antwort:
  
- 10) **Wären Sie an einer engeren Zusammenarbeit mit Bildungsinstitutionen, wie z. B. HAAGA-HELIA University of Applied Sciences, interessiert um das**

**Goethe-Institut Finnland und seine angebotenen Dienstleistungen einem breiteren Publikum bekannt zu machen?**

Antwort: