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**Developing Communications for a Non-profit Organisation:
Association of Poles in Northern Finland**

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ABSTRACT

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The ground of this thesis is to analyse the current situation of a small ethnic-based association and suggest improvements for the organisation's activities and communications. The topic for the thesis was provided by the Association of Poles in Northern Finland, whose Chairman of the Board, Mr. Kajetan Źelech-Alatarvas is the representative commissioner of the work. The case association is a very young organisation, still in its development stage, and currently has only limited means of formal communication through its website and Facebook page and depends only on the activities of the board members under the guise of communication. Therefore, the association representatives believe that there is still sizable opportunity for development in their communication and general activities.

The aim of this work is to develop a communication plan, consisting of suggested media, channels, methods, and content, to communicate the association's message to its target audiences and also propose recommendations for improving the attractiveness of its activities. Those suggestions endeavour to significantly increase the association's visibility within the Polish community around Oulu and to gain more members and participants in the association's events, as well as sponsors to support its activities financially and more devoted volunteers in the future.

The main **research questions** for this thesis are: *What should be taken into account when developing communications? What tools and channels should be used when developing communications for a local non-profit organisation? What types of activities are required by a local non-profit organisation to increase its attractiveness to potential participants?*

The recommendation for the association was drawn based on theoretical knowledge regarding the communications and the results of the research concluded through interviews and a questionnaire. They have formed a set of proposals for constructing communication and reorganising activities offered by the association that will be possible to utilise in the organisation's current activities and will also form a direction for future development.

Keywords: communication, planning communication, communication process, non-profit organisation, association

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1 INTRODUCTION

Communication is a crucial component of business development in many organisations, including those in the non-profit sector, and it is the backbone of every successful company, whether it be in the for-profit or non-profit sectors. Non-profit organisations are more significant in society today than ever before. Andreasen and Kotler (2014) identify three key justifications for their participation in civil society. Firstly, they offer services that are not frequently provided by the government. Governmental programmes often fulfil the needs of the average voter, with non-profit organisations covering the gap. Secondly, there are instances where it is impossible to rely on profit-making organisations to deliver certain goods and services in a fair and equitable manner. Finally, non-profit organisations fill the gap left by national and international governments' execution of policies that fail to hasten the change demanded by modern society.

The non-profit sector operates for the benefit of society, but it also contains a wide variety of important organisations that are divided depending on the type of work they offer (Sargeant, 1999). There are several important factors that bring communication with its target audience, so far mostly associated with the private sector, to the attention of non-profit organisations. It can help an organisation increase its reach and efficiency and, as a result, maximise its capacity for comparative advantage. Well-integrated communications can address a variety of values that non-profit organisations represent, and with the right method, they can make sure that they reach and influence the target audience. Additionally, an organisation can build its brand and earn higher levels of trust through communication.

It has been noted that only a small number of non-profit organisations genuinely understand the necessity of employing an effective communication as one of the crucial components of their work. Developing communications for non-profit organisations is frequently given little attention. Many times, the reason is a lack of resources and financial stability within the organisation. As a result, developing the communication is considered low priority for the non-profit organisation's activities, and thus, it frequently serves as a reason for the organisation's low interest and inauspicious nature. (Nagyová, 2004)

This thesis was written for the Association of Poles in Northern Finland, whose Chairman of the Board is the work's representative commissioner, Mr. Kajetan Želech-Alatarvas. At the time of writing, the association in question was still at the stage of development, without an established

reputation or strong awareness among its target group in the area. Therefore, there are three problems this thesis explores: *What should be taken into account when developing communications for a local non-profit organisation? What communication tools and channels should be used when developing communications for a local non-profit organisation? How to develop the activities of a local non-profit organisation to increase its attractiveness for participation?*

Following the aforementioned, the ground of this thesis is to review the current situation of the association in the area of its activities and communication and suggest improvements for the organisation. The final outcome of this work is to draw up a communication plan, consisting of suggested channels, methods, and content, to communicate the association's message to its target audiences and a set of recommendations for improving the attractiveness of activities that can be organised in the future. Ultimately, the goal of this paper is to help increase the association's visibility within the Polish community around Oulu, through improved communications and the attractiveness of its offer, to enlarge membership and participation in association events, and to gain more volunteers.

The theoretical framework of this thesis was built by utilising information provided by the commissioner and by conducting a literature review regarding communication, the communication process model, media, channels, and content used in communication, and analysing each step of communication planning, from identifying target audiences and setting objectives to the evaluation phase.

For clarity, the theoretical framework is divided into three chapters:

The first chapter introduces key elements of communication, explores the concepts of communication, its model, as well as types, methods, channels, and media of communication. This part of the paper will lay grounds from professional literature to highlight the most important factors that need to be taken into account when developing communication for a non-profit organisation.

For the purpose of understanding how to plan communication, the next chapter describes all the steps that needs to be taken into consideration when developing a communication plan. Based on this theoretical knowledge and the results of the interviews and questionnaire, a recommendation for constructing a communication plan, with a practical form of the Yearly Communication Plan for SPPF was created for the association.

The last part of the theoretical framework introduces the Association of Poles in Northern Finland and establishes preliminary information. The focus lies on the commissioner's current situation, their activities up to date, communication efforts, and available resources. Additionally, a relevant target group is established.

In order to gain an understanding of how existing non-profit organisations use communication to attract new participants and encourage volunteers, and what activities they have in their offer, preliminary data for the research was gathered through semi-structured interviews with the board members of the Association of Poles in Northern Finland, and similar ethnic-based associations. To gain knowledge regarding what activities are attractive for the association's target audience and what communication channels and media they use most frequently, an online questionnaire of the Polish community was conducted to recognise this target group's needs, wants, and means of reaching them.

The reader can find a detailed description of the research methodology and approach in the fifth chapter of this piece. The results of the interviews and questionnaire are presented in the chapter six. The reader can find a constructed communication plan and recommendations for the commissioner in the seventh chapter. Lastly, conclusions and discussion can be found at the end of this work.

The author of this paper is of Polish nationality, a member of the Association of Poles in Northern Finland, and an active member of the association's board as vice chairman. As a result, the author had access to the association's internal documentation and was able to thoroughly describe the organisation's current condition using those documents. Although the author has a strong personal and emotional involvement in the development of the Association of Poles in Northern Finland, the review of the association and research were conducted in a professional, objective, and neutral manner.

2 COMMUNICATION

"Good communication is key to success in life and in business" (Shipside, 2007). Communication is the primary integrating factor in business and other organisations. Without proper communication, no business or organisation can grow and expand. People only remain in connection with each other by communicating with other people. It allows to share information, generate ideas, exchange opinions, motivate behaviours, and so on. Therefore, it is the foundation of the operations of any business or organisation. (Gopal, 2000, 3)

2.1 Definition and objectives

The term "communication" (which comes from the Latin word "communicare", which means "to make common") is commonly used in everyday language to signify speaking, writing, or delivering a message to another person. However, communication is far more than that. It entails verifying that the message has reached the intended audience (the people to whom it was given) and that the receiver understands and responds appropriately. (Rai & Rai, 2008, 1)

In their book "Business Communication Today" Bovée and Thill (2021) write: "Communication is the process of sending and receiving messages. However, communication is effective only when the message is understood and when it stimulates action or encourages the receiver to think in new ways." (44) Therefore, communication takes place when messages are exchanged that result in shared meaning (Gopal, 12).

Communication possesses a variety of characteristics. It is constantly in motion. Even though the same individuals keep discussing the same topic, it evolves and develops. Every time someone communicates, their moods, experiences, thoughts, and feelings are carried with them, as each person offers a unique perspective to each communication interaction. Communication is an interaction as well as a transaction. In the communication process, the two sides exchange ideas and information while also influencing each other. Because communication is always a process that goes both ways, it is not complete until the sender receives a response from the receiver. Communication is systematic and continuous, and it occurs in a timely and organised manner. Silence, body language, facial expressions, and symbols all play a role in the ongoing

process. Communication can also be intentional or unintentional, as it happens whether the person means it to or not. (Gopal, 12–13)

There may be a wide variety of communication objectives. Giving or passing on various types of information is one of the most important. They could include facts, figures, and data, as well as information on the process, activities, or products. Another key goal of communication is persuasion. It can be characterised as an attempt to influence others' attitudes, feelings, or thoughts, or to influence actions based on those views, emotions, or beliefs; hence, the entire advertising business is a result of this communication objective. (Gopal, 17–19) As an objective for communication, it can also include education by means of development and learning, entertainment, warning, and raising morale (Gopal, 19–22).

Hundekar (2010, 123) highlights the importance of maintaining communication as another objective of communications initiatives Kotler & Armstrong (2021) state that raising awareness of the organisation and its offerings, informing people about them, appealing to the target audience with specific messaging, and motivating them to take action are important communication objectives, as long as they are closely linked to the organisation's mission and the specific goals that it wishes to achieve.

Communication, especially for small, locally operating non-profit organisations, serves as a way of building awareness about their existence and activities. It is similar to building a brand that symbolises its offering, or the organisation itself, and therefore creates a certain attitude towards and perception of it. (Andreasen & Kotler, 168) Communication, which has as an objective increasing the visibility of the non-profit organisation, is commonly one of the prime objectives.

For a non-profit organisation, oftentimes communication's most common objective is to influence behaviour—to change current behaviour or prevent it from changing. It involves actions, such as informing the target audience about the alternatives (positive and negative ones), capturing their interest through the introduction of the consequences of respective actions, and taking action. Furthermore, the communication task is to increase motivation towards desired behaviour by providing information about necessary tools such as time and place, knowledge, and/or training that will ease the process of changing (or preventing the change of) certain behaviour that the organisation is promoting. (Andreasen & Kotler, 270)

2.2 Communication process model

Understanding the overall communication process is essential for developing an effective communication. A model of the communication process is presented in *Figure 1*.

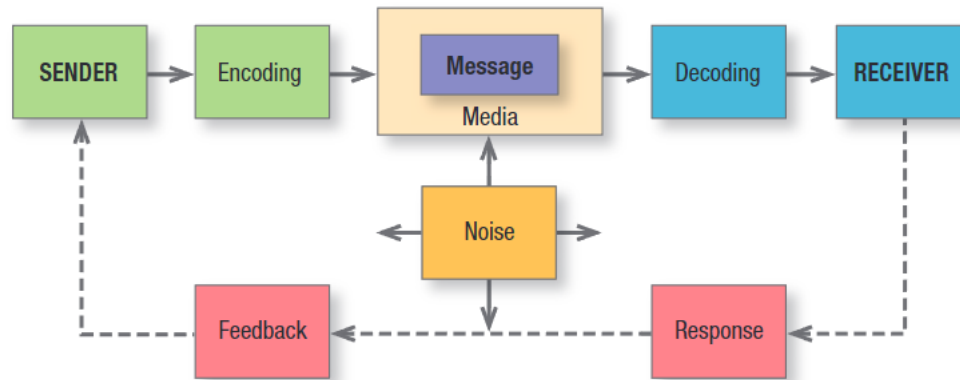


FIGURE 1. Elements in the Communications Process. (Kotler & Keller. 2016. Marketing Management. 15th Global Edition)

The process of communication involves the engagement of the two parties involved, the sender and the receiver. The sender initiates the communication process and is responsible for being clear about the communication's aim (or goal or objective) as well as the target audience (or receiver); that is, the sender decides why and to whom to deliver a message. Communication, whether conscious or planned, serves a purpose. We communicate because we wish to influence someone to do something, think something, or feel something. The source must identify what information to send and generate the message (or content) to be conveyed using words or other symbols that the intended receiver can understand. The process of putting the idea into words and symbols is called encoding. The sender also selects an appropriate channel or medium (for example, poster, e-mail, telephone, or face-to-face conversation) through which to deliver the message. The medium used is determined by various aspects, including the message's urgency, the medium's availability and effectiveness, and the relationship between the two communicants. (Rai & Rai, 4–5)

The process of transforming symbols into concepts and interpreting the message begins when the receiver becomes aware that a message has arrived and perceives it with his senses (he may see, hear, feel, etc.). This is known as decoding. Interpreting entails using symbol knowledge as well as prior understanding of the subject matter. The receiver's understanding ability, intellectual

level, values and attitudes, and relationship with the sender all influence the recipient's creation of meaning. If the sender and the recipient share a common field of experience, the receiver's interpretation of the message will be more accurate. Finally, the sender attempts to notice the effect of the message on the receiver; he determines whether the message was received, how the recipient replied to the message, and whether he took the needed action. This data concerning the receiver's response is referred to as "feedback." (Rai & Rai, 5)

As illustrated in *Figure 1*, there are numerous opportunities for a message to be interpreted incorrectly between the sender (an organisation) and the recipient (target audience). These barriers include noise and distractions, competing messages, filters, and channel breakdowns. (Bovée & Thill, 52).

Although the majority of communication actions are at least partially successful, relatively few are ideal. In general, some meaning is lost as the message passes through numerous communication obstacles between the sender and the receiver. Communication barriers can also exist during the creation, transmission, reception, or processing of the communication. The medium used to send a message might become a barrier to the message itself. Anything that obstructs the free flow of communication is referred to as "noise" in technical terms. These impediments appear and prevent the desired outcome from being achieved. (Gopal, 25)

To increase the probability that a receiver will understand the message as intended, it is best to rely on content that is easily recognisable by the target audience. Furthermore, in today's interactive media world, the organisation must frequently be prepared to flip the communication process—becoming a good receiver and responding to the message delivered by the audience. (Kotler & Armstrong, 416–417)

2.2.1 Hierarchy of response model

The responses of the target audience to the specific communication message have also gone through several stages. Over the years, a variety of response models have been developed. Strong's AIDA (Attention-Interest-Desire-Action) model and Lavidge and Steiner's Hierarchy of Effects model (Awareness-Knowledge-Liking-Preference-Conviction-Purchase) are two of the most well-known and focus on buying behaviours. (Lancaster & Massingham 2011, 241) Identifying the response stages enables communication message interventions to be adjusted to the stage in which the target audience is found, and rather than eliciting instant action, they assist

them in progressing to the next step. The model proposed by Andreasen & Kotler (96–99) is based on Prochaska & DiClemente's (1983) five stage model and describes response stages for behavioural change. As per *Figure 2*, in the precontemplation stage, the target audience is not really aware of the behaviour that non-profit organisations promote, or if it is already known, they decide that they are not interested. (Andreasen & Kotler, 96) Therefore, communications on that stage should focus on creating awareness of social behaviour that should be addressed, highlighting its importance, and introducing solutions. (Andreasen & Kotler, 276) The contemplation stage is where the target audience is thinking about the behaviour, weighing the costs and benefits of the exchange, and forming attitudes about whether they want to participate or not. (Andreasen & Kotler, 97-98) The communication message should educate the target audience about the details of specific actions and change their beliefs about the negative or positive consequences of taking a particular action. (Andreasen & Kotler, 276) At the preparation and action stage, the target audience has thought out the behaviour and is willing to participate; hence, communication about the skills needed to carry out the behaviour and maximise opportunities to act is required. (Andreasen & Kotler, 98, 276) The last stage, maintenance, refers to keeping social pressure on to continue the good behaviour; therefore, praising the success and continuation of behaviour through communication, for example, through personal stories. (Andreasen & Kotler, 99, 277)



FIGURE 2. Hierarchy of response model. (Andreasen & Kotler. 2014. Strategic Marketing for Nonprofit Organizations)

In order for any communication process to be successful, the intended message must be sent by the *sender*—the organisation in this case—to the *receiver* (Kotler & Keller, 584). As far as the sender role is quite clear, the receiver for a non-profit organisation, unlike the customer in the for-profit world, is quite diverse. It includes beneficiaries, who are commonly considered the primary target audience, but also donors and volunteers. Therefore, communication with the prime target audience is for many non-profit organisations as important as reaching out to their other target audiences—those who will support non-profit organisations' funding through donations and grants, and volunteers, on whom organisations oftentimes heavily rely. (Andreasen & Kotler, 20–

21) Creating a message that will reach all those receivers throughout the whole process of encoding, transmitting, decoding, and receiving, must be carefully crafted in order to avoid getting lost in the "noise" that might disturb the process at all stages of the response. (Kotler & Keller, 585)

2.3 Types of communication

Communication can take different forms depending on the manner in which it is expressed, the occasion, the symbols and media utilised, the relationship between the parties involved, and other considerations. The categories are not completely distinct; they often overlap, and one message or communication event may fit into more than one of these categories. This subchapter will summarise classification, simply for the purpose of understanding how different styles of communication may be affected by certain situations.

2.3.1 One-way and two-way communication

In one-way communication, information is transferred in only one direction, from the source to the target audience. There is no direct interaction between the parties involved in one-way communication. The receiver has no way of obtaining clarification or questioning the information received. One-way communication adheres to the linear Source-Message-Channel-Receiver (S-M-CR) communication framework. Because there is no feedback, the source cannot determine whether the message was understood by the receiver. Examples of one-way communication include radio and television broadcasts, newspapers, adverts, and other forms of mass media. (Rai & Rai, 9)

In contrast, two-way communication is interactive. It thoroughly involves both parties. In a typical two-way discussion, the person alternates between being the source and the receiver. The receiver may seek clarification, challenge the source, or contribute their own ideas and point of views to the discourse. At the end of such communication, both participants have learned more about the subject at hand as well as about each other. (Rai & Rai, 9–10)

2.3.2 Formal and informal communication

Formal communication is the flow of information through the established channels of an organisation. They are officially related to its activities. It might take the form of board or staff meetings, memos, reports, but also advertisements, websites, social media posts, and so on. Informal communication is about individuals. It is not official. It takes several forms depending on individual interests, such as gossip, rumours, chats, and discussions. It occurs in an unstructured manner outside of formal forums. This communication contains an element of unpredictability. (Krishnamacharyulu & Ramakrishnan, 2008, 5–6)

2.3.3 Written, oral and nonverbal communication

Written and oral are both forms of verbal communication. Oral communication is more rapid and natural. When the other person is present, it is normal for us to speak; we speak to communicate in natural and informal situations. When the target audience is present, we also speak in formal and official contexts, such as when giving a presentation or conducting an interview. Oral communication necessitates the presence and attention of both participants. This needs particular skills on both sides; both must be able to respond to the other's body language and make an immediate response to what the other says. The benefits of oral communication include prompt reactions and the opportunity to seek and provide clarification. (Rai & Rai ,12–13) It is not uncommon for oral communication to be supplemented with nonverbal communication and audio-visual media in order to achieve greater effect (Krishnamacharyulu & Ramakrishnan, 6).

Written communication is conveyed in writing. It is widely used where oral communication is not suitable. A written message may exceed time constraints since it can be kept and await the attention of the intended recipient. Written communication is distinct from the sender and does not rely on the sender's personality or voice for support. This necessitates a variety of skills on the part of both the transmitter and the recipient. (Rai & Rai, 12–13)

Oral-verbal communication is always accompanied by nonverbal communication, which is often-times more effective and may transmit information that differs from what the words express. Non-verbal communication encompasses everything around the speaker, as well as the speaker's personality and voice, and is referred to as body language. It is instinctual, mostly unconscious, and extremely difficult to regulate. Nonverbal communication with symbols complements written

verbal communication. Colours, maps, graphs, and music are examples of nonverbal codes that can be utilised to improve that form of communication. (Rai & Rai, 12)

2.3.4 Internal and external communication

Internal and external communication are terms used to characterise an organisation's communication. It consists of written, spoken, and nonverbal communication. Internal communication refers to messages that circulate within an organisation among its members; external communication refers to messages that appear and are received outside the organisation. Internal communication moves along authority lines, both upward and downward, as well as horizontal lines among people of the same status. Organisations have internal media for communication within the organisation. Outgoing external communication style and tone have an impact on the organisation's public image. When it comes to public communication, an organisation must have a well-thought-out policy. Messages from outside must be carefully documented, forwarded to the appropriate person for action, and filed for future reference. (Rai & Rai, 13)

2.4 Communication channels

Choosing an efficient technique for communication becomes more challenging when communication channels become more fragmented and congested. Communication channels may be personal or nonpersonal, with numerous subchannels inside each; therefore, using a single channel or a combination of them to reach the intended audience is a common practise. (Kotler & Keller, 590)

2.4.1 Personal communication channels

Two or more people communicate directly with each other through personal communication channels. They may communicate face-to-face, over the phone, through mail or email, or by texting or chatting. Personal communication channels are beneficial because they provide individualised attention along with feedback. (Kotler & Armstrong, 420) An alternative form of personal communication can be using a spokesperson to deliver an organisation's message. Usually, it is

an expert, or someone considered trustworthy by the target audience that has a greater chance of influencing them. (Andreasen & Kotler, 288–292)

Traditionally, word of mouth and direct personal mail had been examples of personal communication, nowadays published online in digital format. In the last few decades, the number of digital communication channels has increased. Emails, blogs, vlogs, webinars, podcasts, and social media are examples of digital communication channels broadly utilised by organisations, as they are inexpensive and offer a great opportunity to reach their target audiences directly. This personal influence carries especially great weight when the offer is risky, unusual, or requires a significant change in one's life. Having confidence in the opinion and recommendation might be convincing enough to take action; therefore, the power of personal communications is significant. (Kotler & Keller, 590)

2.4.2 Nonpersonal communication channels

Nonpersonal communication channels are mediums that transmit messages without requiring a human interaction or feedback. Major media, atmospheres, and events are among them. Broadcast media (television, radio), print media (newspapers, magazines), display media (billboards, signs, and posters), and online digital media (websites) are examples of major media. Atmospheres are designed surroundings that enhance the offering. Events, another example of nonpersonal communication, are produced happenings that communicate with a specific audience, through exhibits, tours, or other events. (Kotler & Armstrong, 421)

Nonpersonal communication may advocate the offering in the form of, for example, an advertisement or a website, or be an independent, such as communication via public relations. Those channels continue to be successful when attempting to communicate with a larger, undifferentiated audience. (Andreasen & Kotler, 288)

2.5 Methods and media of communication

The term "media" is a complex expression bringing many meanings depending on the context; as a result, it can signify different things to different individuals. The plural of medium is media, and it refers to communication channels that distribute news, entertainment, and promotional messages. Television, radio, magazines, newspapers, billboards, direct mail, the internet, and

social media are examples of these. The selection and usage of media is crucial to an organisation's or to a communicative entity's practise of deliberate and purposeful communication, and they require more innovation and imagination than ever before. The plural noun media encompasses all forms of print, broadcast, out-of-home, and interactive communication. The singular term medium indicates a particular kind of media. (Holtzhausen, 2021)

2.5.1 Communication mix

The communication mix refers to the many communication media and methods. Advertising, experiences, online and social media marketing, direct and database marketing, public relations (PR), and personal selling are examples of techniques that can be employed in the communication mix. (Kotler & Keller 2016, 582.) Furthermore, the term mix emphasises the complementary nature of these methods in order to optimise an approach for reaching the desired audience.

Figure 3 displays a table from Kotler and Keller (2016, 583) that includes examples of tools at hand for each of the eight methods of communication. This subchapter will provide a short summary of those methods of communication.

Advertising	Sales Promotion	Events and Experiences	Public Relations and Publicity	Online and Social Media Marketing	Mobile Marketing	Direct and Database Marketing	Personal Selling
Print and broadcast ads	Contests, games, sweepstakes, lotteries	Sports	Press kits	Web sites	Text messages	Catalogs	Sales presentations
Packaging–outer	Premiums and gifts	Entertainment	Speeches	E-mail	Online marketing	Mailings	Sales meetings
Packaging inserts	Sampling	Festivals	Seminars	Search ads	Social media marketing	Telemarketing	Incentive programs
Cinema	Fairs and trade shows	Arts	Annual reports	Display ads		Electronic shopping	Samples
Brochures and booklets	Exhibits	Causes	Charitable donations	Company blogs		TV shopping	Fairs and trade shows
Posters and leaflets	Demonstrations	Factory tours	Publications	Third-party chat rooms, forums, and blogs		Fax	
Directories	Coupons	Company museums	Community relations	Facebook and Twitter messages, YouTube channels and videos		Catalogs	
Reprints of ads	Rebates	Street activities	Lobbying				
Billboards	Low-interest financing		Identity media				
Display signs	Trade-in allowances		Company magazine				
Point-of-purchase displays	Continuity programs						
DVDs	Tie-ins						

Figure 3: Available Tools in the Communication Mix. (Kotler & Keller. 2016. Marketing Management. 15th Global Edition)

Advertising

Advertising can be defined as any paid form of nonpersonal presentation and promotional activities of an offer by a particular sponsor through a formal communication medium. It offers a complete control over message content and medium selection at the encoding stage of the communication process, however no control over message decoding and very limited response and feedback options. (Andreasen & Kotler, 300) Advertisements can serve a variety of purposes, including informing, persuading, or reminding. When introducing a new offer, informative advertising is employed. Persuasive advertising is used when the offer is well known to the general audience and is especially beneficial in a competitive environment to highlight its competitive advantages. When an offer has been available for a long time, reminder advertising is

recommended to keep the offer at the forefront of the target audience' minds and to maintain connections. (Kotler & Armstrong, 437–439)

Television, digital and social media, direct mail, magazines and newspapers in printed and digital form, radio are the most common advertising media. They can come from a wide spectrum of paid, owned, earned, and shared media and be used as mass media advertisements. The costs of each of them, their effectiveness and efficiency must be carefully examined when deciding which advertising approach to use. (Kotler & Armstrong, 447–449)

Public Relations

Publicity, or public relations, can be defined as "nonpersonal stimulation of behaviour by securing the reporting of significant news about the offer in a published medium or on radio, television, the Web, or in movies that is not paid for by the sponsor" (Andreasen & Kotler, 301) Public relations (PR) encompasses a wide range of mass-promotion methods, such as activities meant to engage and establish positive connections with the many publics with which an organisation interacts. Press relations, public affairs, product publicity, lobbying, investor relations, and collaboration with other non-profit organisations are all examples of PR activity. One of the most significant advantages of public relations is its cost-effectiveness, as it can have a large impact on public awareness at a far lesser cost than advertising. News, special events, textual and multimedia materials, and participation in public service activities are all important public relations strategies. These technologies can be utilised in a variety of ways and on various channels, such as social media, blogs, and websites, which are all key PR platforms. (Kotler & Armstrong, 454–457)

Sales promotion

Sales promotion is a tool in the communication mix for the short term, often working alongside advertising and personal selling. Sales promotion provides arguments for participating in the promoted action or buying the goods right *now*, whereas advertising informs the target audience about *why*. Although the level of control over the encoding of the communication message is significant for sales promotion, the receiver's decoding is not controllable. (Andreasen & Kotler, 300)

Events are one example of sales promotion activities. They may take the form of press events, seminars, audience debates, concerts, sports activities, or other gatherings and be used in internal communication, organisational communication, or marketing communication. An event can be considered a promotional activity if it meets the following criteria: it is pre-planned, the

goal and target audience have been established, and the event allows engagement with an experience. An event's sales promotion goals could include, for example, building present target audience relationship and improving the organisation's image. (Kotler & Armstrong, 482–483)

Personal selling

Personal selling, also known as personal persuasion, is the oral presentation of information about an offer in the form of a discussion with one individual or a larger group in order to secure a desired outcome. Individual persuasion may be paid for or performed voluntarily. Although the organisation has not much control over encoding the message (what the person will actually say), however the possibilities of feedback on how the message is being received are very high. (Andreasen & Kotler, 301)

Personal persuasion can be a very effective tool when it comes to activities such as lobbying, fundraising, and volunteer recruitment. It can also play a key role at the contemplation stage, where personal communication skills can encourage the right behaviour by pointing out the benefits and by minimising the costs, and at the maintenance stage by serving as a living example with their stories of success. (Andreasen & Kotler, 316)

Direct and Digital Marketing

Direct and digital marketing involve interacting directly with carefully targeted individuals or groups. One of its advantages is the ability to acquire quick responses from target audiences and establish sustainable relationships. Direct marketing is used by organisations to customise their offer and content to meet the needs and preferences of specific groups or individuals. (Kotler & Keller, 494)

Early direct marketing in the form of direct mail, catalogues, and telemarketers has shifted dramatically in recent years to a digitalised form available on smartphones, tablets, and other digital devices, alongside an explosion of online social and mobile media. This ease of access to the greater public at a lower cost has allowed smaller brands and organisations direct-to-individual communication, which is possible on such scale only through modern digital formats. (Kotler & Keller, 495–496)

Four main categories of online marketing communication include: websites, search ads, display ads, and e-mail. Modern technology offers tools such as SEO (search engine optimisation), contextual placements, and many algorithms to make sure that the message will reach the right

individuals. The constant rapid growth of digital marketing has placed it ahead of traditional media channels and made it a major method of communication. (Kotler & Keller, 638–639)

Social media is one of the fastest growing forms of direct communication. Individuals use social media to share text, images, audio, and video content with each other, as well as with businesses and organisations, and vice versa. It enables the organisation to build a public voice online while also supporting other communication initiatives in a cost-effective manner. It permits organisations to tap into web communities, inviting participants and maintaining a consistent connection with them. There are three main social media platforms: online communities and forums, blogs and vlogs (which can be done by individuals or via blog networks); and social networks (such as Facebook, Twitter, YouTube, and Instagram). With more being added to this list each year, social media is quickly becoming one of the leading methods of modern communication. (Kotler & Keller, 642–643)

When considering digital marketing, it is vital to remember that there are other popular forms that can be utilised in communications, such as earned media, though they cannot be bought. When people post reviews or discuss the services or activities of an organisation, it does draw attention to the organisation, regardless of whether it is negative or positive. While earned media is free, it cannot be directed, and this poses a challenge to organisations aiming to manage their public image. (Kotler & Armstrong, 413)

2.5.2 Word of mouth and unconventional methods

Word of mouth, the oldest communication method that involves sharing opinions and experiences via face-to-face interactions, is still one of the most powerful communication tools, and many companies and organisations exclusively rely on it. In the modern, digital world, this form of communication has also moved online. Discussion can sometimes start offline, then move to one channel, then another, as the number of participants increases, up to the point when it is almost impossible to separate online and offline communication. Organisations often encourage viewers to pass on information and also opinions about the offerings in the form of audio, video, or written information, which consequently creates viral marketing that spreads among the online users. This is a very cost-efficient form of communication, yet it is also impossible to control. (Kotler & Keller, 646–647)

Unconventional methods are not new discoveries, but rather existing paths that have been rediscovered. These techniques are frequently associated with a specific area, time, or situation. Unconventional tactics include ambient design, ambient media, and guerilla marketing. Ambient design can be used to influence a variety of human senses, and it encompasses a wide range of aroma, lighting, sound, touch, and taste effects used in sales promotion, such as when designing packaging, a store, or an event. Ambient media, in the form of sales promotion, can also be done outside, with, for example, hot air balloons, by staff dressed in advertising attire or costumes, or by employees running automobiles or carriages decked out in advertisements or promotional wear. (Othman, 2020). Guerilla marketing seeks to attract attention in unusual ways while spending as little money as possible. It happens in unexpected locations, and even if it is very successful, it is rarely used again since it loses its freshness. One of the goals of guerrilla marketing is to persuade people to talk about it with their friends, co-workers, family, and so on, consequently creating a "buzz" online or offline. (Behal & Sareen, 2014)

3 COMMUNICATION PLANNING

Planning communication is a process, just like any other. Following certain steps of the process allows to design an effective communication and promotion programmes. The process includes several steps, as per *Figure 4*, identifying the target audience, determining communication objectives, designing the message, selecting channels, establishing a budget, deciding on communication mix, collecting feedback, and finally managing integrated communication.

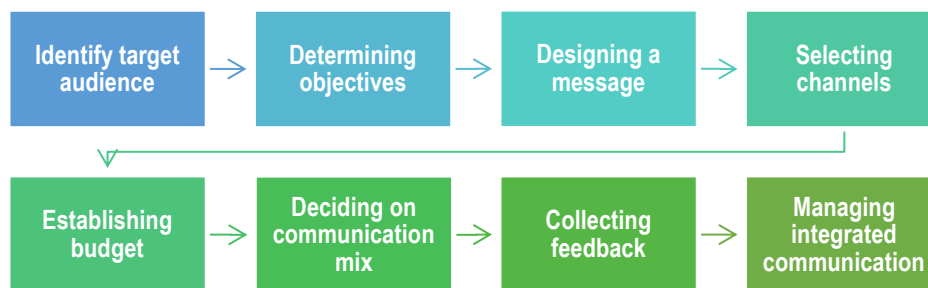


FIGURE 4: Steps in Developing Effective Communications. (Kotler & Keller. 2016. Marketing Management. 15th Global Edition)

3.1 Segmentation and identifying the target audience

Kotler & Keller (586–587) state that effective communication begins by identifying one’s target audience, which is influenced by factors such as what, where, how, when, and to whom the message is delivered. Therefore, any communication planning cannot begin without a thorough understanding of the target audience they seek to influence. It is important to understand that regardless of importance of the values the organisation intends to communicate, they will never meet the needs and wants of the whole population. For that reason, a technique called market segmentation is used. Market segmentation can be described as the process of identifying individuals and groups with similar characteristics and will have the most severe influence on determining the communication. (Fahy & Jobber, 2015, 118)

Already at the stage of defining an organisation’s mission and further on in developing communication, there is a need to answer the question: Who is the audience whose behaviour we want to influence? Planning communication requires even deeper examination and defining the specific characteristics of the target audience. Segmentation must fulfil various criteria for

being effective, such as measurability (possible to identify and measure), accessibility (possible to reach), substantiality (large enough), and meaningfulness (show clear variations). When those criteria are met, a certain process of defining market segments can begin. (Lancaster & Massingham, 80)

The market criteria used for segmentation might vary a lot depending on the offering. The most commonly used process starts with demographic and geographical criteria, followed by economic status, family life cycle status, and so on. However, to really understand the target audience, there is a need to perform segmentation from behavioural and psychological perspectives. This is the only way to find out what the target audience is *really* like, what sort of message will appeal to them, and how to communicate it. (Andreasen & Kotler, 142–152)

3.2 Determining objectives

After defining the target audience, the next step is to clarify the desired reaction and communication objectives. More broadly, if the goal of communication is to assist in the development of an organisation-target audience relationship, the objectives may include one or more of the following: raising awareness about the offering or organisation; appealing to the target audience about desired behaviour or offer, educating about them, creating a need to act or advocate for the offering and its benefits. The idea is to build content experiences that will entice target audience to stay engaged. As the offering or organisation may be completely unknown to the target audience or may be uninterested in participating, raising awareness and engagement might be the primary goal of communication, which will eventually lead to the need to educate them about it. (Kotler & Armstrong, 418) Those objectives are closely connected to which phase of the hierarchy of response our target audience is in, and determining objectives highly depends on that.

3.3 Designing a message

Following the identification of the desired audience response, the next task is to create an effective message. Choosing *what* to say (message content) and *how* to say it (message structure and format) represents it. (Kotler & Armstrong, 418)

Message content

A solid understanding of the target audience aids in the development of an appeal or subject that will elicit the desired response. These appeals can be rational, emotional, or moral in nature. Rational appeals draw attention to the audience's self-interest and highlight the offer's benefits. Examples could include demonstrating an offering's quality, value, or performance. Emotional appeals aim at generating either positive or negative feelings, which may drive or prevent the intended action. This could include emotional appeals such as love, joy, belonging, and laughter, as well as fear and guilt. Advocates of emotional communication argue that it increases attention and build trust in the organisation's offerings. The concept is that people often feel before they think, and that persuasion is an emotional process. Moral arguments influence a person's sense of what is "right" and "proper." They are frequently used to encourage people to support social causes such as environmental clean-up or assisting the underprivileged, as well as to appeal to the "greater good". (Andreasen & Kotler, 277–278)

Message structure

There are two aspects to consider when choosing a message structure. The first consideration refers to whether a conclusion should be drawn or left up to the audience. It is generally preferable to ask questions and allow the audience to form their own views rather than making conclusions. The second structure consideration is whether the strongest arguments should be presented first or last. Presenting them first draws a lot of attention, but it may result in an anticlimactic finale. (Kotler & Armstrong, 419)

Message format

The final decision on the message concerns is its format. Designing an attention-grabbing title, colour, and illustration for print or digital content is critical. The importance of novelty, contrast, eye-catching images and headlines, size and location, colour, form, and movement cannot be overstated. Motion, tempo, and sound must all be included if the message is to be transmitted through video content. (Kotler & Armstrong, 419–420)

Language

The message that is intended to reach a multi-language target audience must be designed in such a way that it reaches each audience. One option is to choose one primary language for the title, add additional language texts below it, and design the message to be bilingual or multilingual. The alternative option is to keep the message consistent in only one language and

develop versions in the languages required for communicating with the target audiences. (Kelly-Holmes, 2016, 169–170)

3.4 Selecting channels

There are numerous channels available for use in communication. One can use a single channel or a combination of them to reach their intended audience. It could have a *nonpersonal* form, usually represented by traditional media such as radio, television, newspapers, magazines, billboards, banners, brochures, and posters. When attempting to connect with a larger, undifferentiated audience, those channels continue to be recommended. Alternative forms are *personal* channels, with, for example, the organisation's spokesperson using the channel. (Andreasen & Kotler, 288)

Websites, emails, videos, blogs, webinars, podcasts, and social media are examples of digital channels broadly utilised by non-profit organisations, as they are inexpensive and give them a great opportunity to reach their target audiences directly. Regardless of the channel selected for communication, its credibility and trustworthiness are the foundation of its efficiency. (Andreasen & Kotler, 288–292)

3.5 Establishing a budget

The budget plays a significant role in determining the scope of communication. Resources are divided and co-ordinated by the budget (Mooradian, Matzler, & Ring, 2014, 101). It is not uncommon for non-profit organisations to use the objective-and-task method as the basis for their budget allocation. The budget is therefore set for planning, carrying out the project, and estimating the costs. (Nagyová, 436) Planning expenses are made up of resources employed by the organisation's own work force as well as services purchased from media and advertising companies. The costs associated with carrying out the communication plan comes from a number of different places, including PR events, website development, advertising costs, and so forth, and need to be carefully evaluated. (Andreasen & Kotler, 305)

3.6 Deciding on media mix and timing

This step of communication planning requires decisions on communication delegation, which is related to the budget and the wide variety of communication tools available to an organisation. Each communication instrument has advantages and disadvantages, which, when combined with the specific nature of the communication objective, require an evaluation to broadly decide the most acceptable mix. At the precontemplation stage, advertising, sales promotion, and publicity are usually the most cost-effective techniques, but personal persuasion (personal sales) may be best suited for the maintenance stage. Because there are so many efficient communication tools to pick from, organisations are continually looking for better ways to deliver their message. (Lancaster & Massingham, 242–244) Current trends suggest that direct means of communication, particularly through online media, is the most efficient. Direct emails, personalised promotions, as well as offering feedback are now more accessible than ever before, making them extremely effective interaction tools. (Lancaster & Massingham, 339)

Deciding on timing is another important step. It could have a form of cyclical or seasonal timing and be assumed differently depending on the time of day most suitable to catch the interest of the target audience. It is usually connected with specific events and actions designed to be most desirable during a certain period. The other type of communication is continuous, in which the messages are carried out throughout the year. This is the most frequently recommended for on-going offerings and serves as a stable reminder. (Andreasen & Kotler, 311–312)

3.7 Collecting feedback

One of the last steps in effective communication planning is the measurement of how successful the communication has been against pre-determined objectives. Evaluating effectiveness is difficult yet extremely important. It provides information on not only how effective the communication was in reaching its objectives but also the reasons for its failure. (Lancaster & Massingham, 224) Several questions could be asked: Did the message reach its target audience? Was the communicated offering meeting their needs? Was the message interesting enough to result an action? and so on. Answers to all those questions are extremely important, as they will provide excellent insights for planning the future communication. (Andreasen & Kotler, 85) Collecting feedback regarding communication content, its frequency, and target audience's change of attitude towards the offering in the past and present, along with measuring behaviour

resulting from the content (how many people act according to the desired objectives), allows for adjustments and suggestions for changes in forthcoming communication planning. (Kotler & Armstrong, 421–422) Methods of collecting feedback could be, for example, social media comments or satisfaction questionnaires.

3.8 Managing integrated communications

The wide range of communication tools, messages, and audiences requires smooth integration. Guided by the organisation's overall mission, various communication elements should work together to carry out its unique message. (Kotler & Armstrong, 426) In their book "Foundations of Marketing", John Fahy and David Jobber proposed the 4Cs model: clarity, credibility, consistency, and competitiveness, which became one of the most frequently used in creating integrated marketing communication.

Identifying the target audience, their needs and wants, as well as their behaviours, habits, and preferences, is always the first step in preparing integrated communication. This initial, profound research allows the organisation to choose the most appropriate tools and channels for communication and also helps to create a message that incorporates elements of the 4 Cs. As per the authors (Fahy & Jobber), it has to consist of a clear and a simple idea, that must be credible in the target audience's minds and at the same time include a competitive edge and stay consistent throughout the communication. (252–254)

Therefore, the need for integrated communication is unquestionable. As shown in *Figure 5*, those tools are frequently used alongside each other, or sometimes the focus of one method is required, depending on the most effective way to reach, interact with, and engage the target audience. (Kotler & Armstrong, 414–415) In reality, the decision on which of those tools to use when planning communication heavily depends on the resources that the non-profit organisation is able to spend on these activities (Fahy & Jobber, 254).

As much as delivering a consistent and persuasive message through communication mix methods is important, giving the target audience the possibility to respond is also essential in modern communication. The organisation's task is therefore to make its target audience feel that their opinion and feedback are valued. One of the ways to accomplish that is to check the communication channels often and provide thorough responses. It also provides a lot of information about how the target audience feels and thinks about the received message, allowing

the organisation to get to know their wants and needs even better and, hence, deliver an accurate message in their communication. (Andreasen & Kotler, 256)

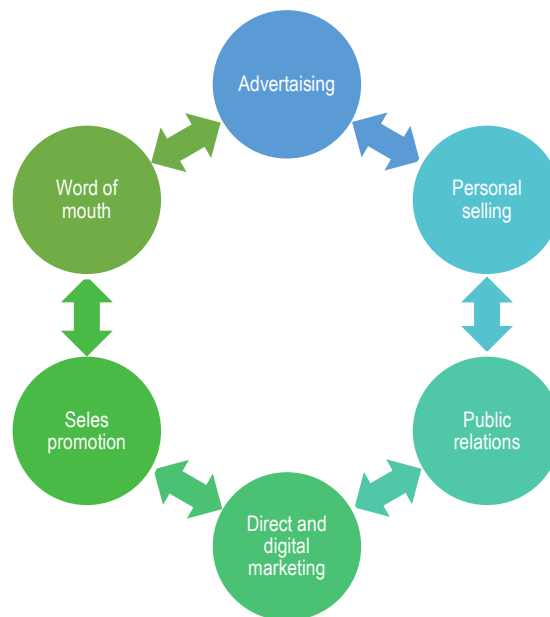


FIGURE 5: Integrated Marketing Communications. (Kotler & Armstrong 2021. Principles of Marketing. 18th Global Edition)

3.9 Pretesting

Regrettably, many non-profit organisations, for the reason of their scarcity of financial resources, decide not to pretest their planned communication. Planners frequently believe that by clarifying their target audience, they have learned enough to translate those insights into an effective communication. Many previous examples prove that neglecting this step resulted in the failure of the communication, and even a decrease in the desired behaviour. Sample pretesting, which does not necessarily involve a large cost, may save a significant amount of time, money, and even bad publicity if the message turns out to be a failure. (Andreasen & Kotler, 84)

4 ASSOCIATION OF POLES IN NORTHERN FINLAND

4.1 General information

The Association of Poles in Northern Finland (*Stowarzyszenie Polaków w Północnej Finlandii in Polish, Pohjois-Suomen Puolalaisten Yhdistys RY 3253707-2 in Finnish*) is a young organisation, registered in December 2021. As a non-profit organisation, the main purpose of the association is to connect Poles, Polish, and Polish-Finnish families living in Northern Finland, promote Polish culture, exchange experiences, and provide mutual help and support for the members of this ethnic group. The Association of Poles in Northern Finland is also aiming to increase cultural co-operation between the countries and people of Finland and Poland and their interaction in order to take advantage of what both cultures have to offer. (SPPF, 2023) Therefore, the other goal of the association is to increase knowledge and interest in Polish culture in Finnish society in the area. (Litewka-Anttolainen, 2023)

The formation of the association arose from the necessity of providing a communal need to belong to a group characterised by shared cultural and ethnic backgrounds, proficiency in the Polish language, and similar values. Currently, the association has around 40 members, even though the Polish community around the Oulu area is estimated at around 500 people. Most of the Polish people who live in Northern Finland are not aware of the existence or activities organised by the association; therefore, low visibility is one of its biggest problems. Many of those who have already heard about the association and the activities it provides are not interested in participating in them for various reasons that the association representatives can only assume. Another difficulty that the association faces is a shortage of volunteers. There are only a small number of people willing to spend their time and effort supporting their activities. As the association does not provide any form of financial payment for the work for the organisation, those actions are entirely voluntary. The representatives of the Association of Poles in Northern Finland believe that improving communication and adjusting its offer of activities might have a major impact on gaining more participation in its activities. (Želech-Alatarvas, 2023)

The association's management is directed by the board of association, which is elected at the annual general meeting. For the first year of its existence (2022–2023), the board of association consisted of seven members. In April 2023, a new board consisting of eight members was

elected. The main duties of the board are to create a plan of yearly activities, delegate the responsibilities and resources (both human and financial) for each of the planned events, oversee the association's budget, discuss means of financing its activities through applying for public grants, and monitor the association's communication, coordinated by one of the board members. (Litewka-Anttolainen, 2023)

The Association of Poles in Northern Finland does not currently have any official office space or address, due to limited financial resources, but it has plans to open one with regular opening hours for the public. (Association Internal Documentation, 2023) All the events organised by the association are held in the facilities provided by the city of Oulu for public gatherings or in outdoor spaces.

The financing of the Association of Poles in Northern Finland depends currently only on grants received from the city of Oulu and membership fees paid by its members. The association does not have any other sponsors at the moment. (Żelech-Alatarvas, 2023)

4.2 Target audience

The Association of Poles in Northern Finland's primary target group is people of Polish background and their families who live permanently in Northern Finland. According to the representatives of the association, the registered members are currently only Polish and, through family membership, their spouses, and children, who are sporadically of other nationalities. (Litewka-Anttolainen, 2023)

The other target group for the association is those interested in getting to know Polish culture and language. The representatives of the association identify Finnish society and persons of other nationalities living in Northern Finland within this group. The majority of them have some emotional connection to Poland through personal experience and are interested in extending it through participation in the association's events. (Litewka-Anttolainen, 2023)

Potential volunteers, the association's other target group, have so far been limited to those of Polish origin, mainly existing members of the organisation but also non-member sympathisers of Polish origin. The association's representatives believe that through greater participation in the association's activities and membership, this group will naturally expand; thus, the focus of the communication should be on the primary target group. (Litewka-Anttolainen, 2023)

4.3 Activities

During the course of its existence, the Association of Poles in Northern Finland has organised 16 events (till May 2023). The nature of those events was focused on integration and promoting Polish culture, and all of them were public and without restrictions. Only two events so far have required a small entry fee for non-members of the association. (SPPF/Events, 2023) In its goals The Association of Poles in Northern Finland assumes to organise events, concerts, exhibitions, or other cultural events, courses, workshops, trainings, competitions, shows, trips, and camps (SPPF, 2023), but not all of those were arranged. According to the representatives of the association, the reason was a shortage of finance and human resources (Żelech-Alatarvas, 2023).

Thus far, the majority of the events organised by the group have targeted both adults and children. The events have been planned in such a way that both parties can actively engage. The nature of the events, for example, Polish Fat Thursday (cooking event), Polish Independent Day celebration, or Mikołajki (a Christmas party and workshops), has created possibilities for both integration and the introduction of Polish culture. Some of the events, such as the May 1st (Vappu) celebrations, a trip to Hailuoto, or mushroom picking in Rokua, were designed to blend Finnish and Polish traditions and cultures through the exchange of knowledge and experiences. Events such as participation in the Polish Film Week and Värikäs Ravintola – Colorful Restaurant—had as their objective to promote Polish culture in the Oulu area. (SPPF/Events, 2023). During the school period, the association also organises regular coffee meetings every 2 or 3 weeks.

4.4 Communication

The Association of Poles in Northern Finland, during its membership registration process, asks its members about how they found out about the association. Up to date, the responses were only "from friends / acquaintances" (75%), and "social media (Facebook, Instagram)" (25%). (Association Internal Documentation, 2023). During the registration process, new members are requested to submit an email address for communication purposes, as well as the option to disclose their phone number in order to be added to the association's WhatsApp group.

4.4.1 Internal

As a main means of internal communication, the Association of Poles in Northern Finland has established a Messenger group for the members of its board and a WhatsApp group for the members and sympathisers of the association. Information about the coming events, as well as mutual support and advice, are shared through those channels. In the opinion of the association's representatives, this personal form of internal communication has been proven to be efficient and does not require much improvement. (Litewka-Anttolainen, 2023)

Internal communication is also conducted via emails for the purpose of sharing internal documents and informing about board meetings in an online or hybrid format. The association also collects emails from its members and communicates with them about, for example, changes in the organisation's rules or the date of the association's general meeting, but this method of communication is quite infrequent. Till now, no regular communication, in the form of a newsletter, has been developed.

4.4.2 External

The Association of Poles in Northern Finland, for external communication with the wider public, has established its own website, sppf.fi (moved from the previous free of charge website, sppfs.wordpress.com, in March 2023), Facebook page, and Instagram account. In order to increase clarity, a logo was created for the association, which includes a bright red poppy, one of the most recognisable flowers in Poland. The same logo is present in all the mentioned media and on every poster created by the association.

Website

The Association of Poles in Northern Finland created its first website in Polish at the very beginning of its existence. It included basic information about the association, information about coming events, and a short summary with a story and images after each of them. During the development of the website, Finnish and English versions were added in order to increase the possibilities for sharing the content with a non-Polish-speaking audience. In March 2023, after the purchase of its own domain, the website sppf.fi replaced the previous one. A new website has been created in three languages; navigation and overall appearance have been improved to appear more professional, but the major content has remained unchanged. The website is

frequently updated with the content of upcoming events and short blog stories summarising past events. The website provides contact information via email, but there is no option for leaving comments on the event blog posts. (SPPF, 2023)

Social media

The Association of Poles in Northern Finland has its own Facebook page, Instagram account, WhatsApp account, and profile on LinkedIn. From those four media, Facebook and WhatsApp are the most active, while Instagram and LinkedIn lack frequent updates. The association's Facebook page currently has 35 followers, and it is frequently sharing its content with the Facebook group Polacy w okolicach Oulu (The Poles from Oulu area) which has over 170 members. The Association of Poles in Northern Finland does not have any formal plan for its social media communication that would include content and scheduling the posts and depends only on the activity of its board members under the guise of communication. Posted content includes mostly information about upcoming events and posters with photos and a short text summary after them, without any motivational or encouraging content.

Word of mouth

The Association of Poles in Northern Finland has arisen from a small group of people of Polish origin that have personal, friendly interaction and therefore share knowledge about the association and its activities through personal, informal communication. This means of transmitting the message is still very strong and active and stands as one of the pillars of the association's communication, with personal recommendations of the association's members and sympathisers sharing the information with the new Polish people they meet in various everyday life circumstances. (Żelech-Alatarvas, 2023)

4.4.3 Public relations

During the first year of its existence, the Association of Poles in Northern Finland has initiated collaboration with other organisations, such as Suomi-Puola Yhdistysten Liitto Ry, the Foundation DIVERSITY POLSKA, Villa Victor Oulu, and the Embassy of the Republic of Poland in Helsinki. The association also participated in the event Värrikäs Ravintola – Colorful Restaurant organised in Oulu. In consequence, the Association of Poles in Northern Finland was mentioned in their external communication. Up to date, according to association representatives, regrettably, that is

the only publicity that the association has managed to gain in the local public media; therefore, this is one of the possibilities for improvement. (Litewka-Anttolainen, 2023)

5 RESEARCH METHODOLOGY

This thesis utilised both primary and secondary research methodologies. Primary data collected for this single study utilised both qualitative method in the form of interviews, as well as quantitative method in the form of a questionnaire.

Secondary data is information that has already been gathered and distributed by someone else. One advantage of using secondary data over primary data is its ease of availability. (Johnston 2014, 619.) The theoretical data for this thesis, discussed in chapters 2 and 3, was gathered from books, articles, and electronic sources such as e-books and internet articles. The sources chosen for building the theoretical frame are written by business professionals, ensuring that the secondary data used for this work is credible and professionally accepted. The theoretical part has formed the knowledge base for answering the first research question: *What should be taken into account when developing communications?*

The foundation for chapter 4, review of the current situation of the Association of Poles in Northern Finland was empirical data collected from interviews with board representatives of the Association of Poles in Northern Finland, along with participant observation and documentation analysis of the organisation.

Both primary and secondary research methodologies were used in order to answer the second research question: *What tools and channels should be used when developing communications for a local non-profit organisation?* The theoretical framework allowed to choose the most suitable method and media from the communication mix and provide planning structure for building communication for the case study non-profit organisation, while primary data collected from interviews with the representatives of similar ethnic-based associations and a questionnaire provided in-depth insights into the topic at hand: how to develop effective communication in order to reach the target audience.

To answer the third research question *What types of activities are required by a local non-profit organisation to increase its attractiveness to potential participants?* data was collected from interviews and a questionnaire and utilised in order to gather a better understanding of the target group's needs and wants, what events are attractive to them, and therefore how to communicate with them in an effective manner.

In this chapter, I will describe the qualitative research method and the interview process, followed by the characteristics of concluding a questionnaire that will include both qualitative and quantitative data collection styles.

5.1 Interviews

Qualitative research is a type of scientific research that seeks to understand a given research problem or topic from the perspective of the local population it involves. Qualitative research is especially effective at obtaining culturally specific information about the values, opinions, behaviours, and social contexts of a particular group. The most common qualitative methods are participant observation, in-depth interviews, documentation analysis, and focus groups. Each method is particularly suited for obtaining a specific type of data. (Sachdeva 2008, 165)

In qualitative methods, the interview is the primary data collection technique based on the interaction between the interviewer and the person being interviewed. This interaction allows for additional observation during the interview, and thus additional knowledge may be gained. (Dowling, Lloyd, & Suchet-Pearson, 2016) One advantage of conducting interviews is their flexibility, as the interviewer can immediately clarify questions and clear up any potential misunderstandings. The number of people involved in the interview, the level of structure: the proximity of the interviewer to the participant, and the number of interviews conducted during the research all influence the variations when using this technique. (Sachdeva, 167–168).

There are three types of individual interviews: unstructured, semi-structured, and structured. Unstructured interviews are distinguished by a flexible approach to questioning because they do not adhere to a system of pre-determined questions and standardised recording techniques; therefore, much more freedom is allowed. In contrast, structured interviews involve the use of a set of predetermined questions to guide the question order in a certain direction. A semi-structured interview has a combination of both characteristics, generally starts with a few specific questions, and then follows the individual's tangents of thought with interviewer probes. Most qualitative research relies on an unstructured or semi-structured interview. (Kothari 2004, 97–98)

Many interviews are conducted face-to-face, with the obvious benefit of being able to observe and record nonverbal as well as verbal behaviour. An interview, however, can be conducted by phone or, most commonly nowadays, online. Phone and online interviews offer the opportunity to conduct more interviews within the same time frame and draw participants from a wider

geographic area. And at the same time, bringing participants to a neutral site and offering a comfortable environment while conducting an interview-often from their home or office has a significant influence on the quality of the interview. (Sachdeva, 168–169)

The voluntary aspect of the interview must always be made clear. Participants for individual in-depth interviews are usually chosen not because of their opinions, but because their experiences and attitudes allow to reflect the full scope of the issue under study. (Kothari, 99)

For this thesis, semi-structured interviews were conducted in April and May 2023 in the form of face-to-face personal interviews and via online channels with two board members of the Association of Poles in Northern Finland and five representatives of similar ethnic-based associations.

The main purpose of the interviews with two board members of the Association of Poles in Northern Finland was to gain insights into the current situation of the organisation. This data allowed to propose a set of recommendations for improvement based on the theoretical professional knowledge and practises utilised by other interviewed associations. The template of questions used for the interviews is available in *Appendix 1*.

Of the eight organisations initially contacted, five interviews were concluded with representatives of similar associations. The organisations contacted for the purpose of the research shared a few key characteristics: they have around 50 members, operate only locally, and have as their main goal to integrate communities sharing similar backgrounds and values. The aim of the interviews was to identify what communication channels and tools are most effective for them and what activities they offer in order to ensure active participation. Four out of five of those representatives confirmed that their organisation has fewer than 50 members, and all of them operate only within a small area and have integration as one of the main purposes of their existence.

To provide structure to the interviews, the discussion was divided into two main themes: activities and communication. Additionally, cooperation with other organisations was discussed. To steer the conversation and obtain the necessary information from the interviewees, questions around these themes were prepared. For the interview template with the questions, refer to *Appendix 2*.

For analysing the gathered data, it was assumed that the interviewees provided accurate information about the actual activities of their organisations as well as the channels and methods of communication they utilised. The results of these interviews can be found in subchapter 6.1.

5.2 Questionnaire

A questionnaire is the most common method of gathering quantitative primary data. A questionnaire allows for the collection of quantitative data in a standard manner, ensuring that the data is internally consistent and coherent for analysis. Questionnaires are any group of written questions to which participants are asked to respond. Both questionnaires and interviews can be highly structured, but it is common for interviews to be more open-ended, allowing the participant to provide detailed answers. Questionnaires should always serve a specific purpose that is related to the research objectives. (Roopa & Rani, 2012)

A questionnaire is frequently regarded as the core of a survey operation. As a result, it must be built with great caution. If it is not properly set up, the survey will fail. This necessitates an examination of the main aspects of a questionnaire, namely the general form, question sequence, and question formulation and wording. (Kothari, 101)

The questionnaire typically contains four types of questions: contingency questions (answered only if the respondent provides a specific response), matrix questions (identical response categories are assigned to multiple questions), closed-ended questions (answers are limited to a fixed set of responses), and open-ended questions (respondent replies in their own words without being constrained by a fixed set of possible responses). They are used in accordance with the survey's objectives. (Roopa & Rani)

There are certain guidelines to follow in order to build a successful questionnaire. It is recommended that it be relatively short and simple, with the size of the questionnaire kept to a minimum. Questions should be asked in a logical order, progressing from simple to more difficult. Personal and intimate questions should be saved until last. A questionnaire should avoid technical terms and ambiguous expressions that can be misinterpreted. It is a good idea to include a variety of question types, such as dichotomous (yes or no answers), multiple choice (alternative answers listed), and open-ended, and it is important to remember that there should always be an option for indications of uncertainty, such as "do not know," "no preference," and so on. A brief introduction, along with a clear explanation of the purpose of the study and assurance of anonymity, should be given at the beginning of the questionnaire itself. (Kothari, 103–104)

For the purpose of this thesis, an online questionnaire was conducted. The author chose Google Forms as a tool for performing the questionnaire for a few reasons. It allows for the construction

of a variety of question types; the results of each question are available for the author in graphical form; and there is the possibility of transferring the received data to Excel in order to perform cross-checked and correlation analysis.

The questionnaire consisted of 19 questions, including three types: matrix, closed-ended, and open-ended questions. Before publishing the questionnaire to a wider audience, a pilot questionnaire was distributed among five volunteers in order to make sure the questions are properly framed, the wording of the questions is understood, the flow of questions is logical, and whenever specific questions are needed to be eliminated or added. The questionnaire was distributed via online channels provided by the Association of Poles in Northern Finland (a WhatsApp group and Facebook page) and shared on social media and via other channels such as email and Messenger available to the author. The author sent a single invitation for participation in the questionnaire in each medium used for the purpose of distribution. The questionnaire was written in Polish, as the prime target group of the study refers to Poles. A questionnaire in the language of execution, along with an English translation performed by the author, is available in *Appendix 3*. The results from the questionnaire are presented in subchapter 6.2.

6 RESULTS OF INTERVIEWS AND QUESTIONNAIRE

This section discusses the findings from the interviews and questionnaire.

6.1 Interviews

The findings from the interviews with representatives of similar ethnic-based organisations are presented and analysed by the themes that were utilised for the interviews.

6.1.1 Activities

The interviews were opened with a short description of the organisation and their activities as a natural and logical entry point for discussing communications. A description of the activities allowed for an understanding of the background context for the content, channels, and frequency of communication, which was discussed further subsequently. A summary of the results can be found in *Table 1*.

Table 1. Activities organised by non-profit organisations.

Interviewee	Activity type	Examples	Frequency
Interviewee 1	Cultural events	Book club	3-4 times a year
	Family focused events	Workshops / Clubs	Once a month
Interviewee 2	Integration focused event (for adults and families)	Workshops / Concerts / Sport games / Parties	One time a year, one week event
Interviewee 3	Cultural events	Concerts / National holiday celebration	3-4 times a year
	Family focused events	Workshops / Sport games / Clubs	Once a month
	Cooking events	Cooking class of national food	2-3 times a year
	Events for adults	Coffee meetings / board game evenings / parties	Once a month
Interviewee 4	Family focused events	Workshops / Clubs	3-4 times a year
	Outdoor/sport events	Grilling / Sport games / Trips	Once a month
	Cooking events	Cooking class of national food	1-2 times a year
	Events for adults	Coffee meetings / Board game evenings	2-3 times a year
	Charity	Fundraising events	2-3 times a year
	Cultural events	Concerts / Art exhibition / National holiday celebration	2-3 times a year
Interviewee 5	Cooking events	Cooking class of national food	2-3 times a year
	Outdoor/sport events	Grilling / Sport games	5-6 times a year
	Family focused events	Workshops / Sport games / Clubs	Once a month
	Events for adults	Board game evenings / Parties	2-3 times a year
	Cultural events	Concerts / Art exhibition / National holiday celebration / Poetry reading	3-4 times a year

A summary of the results from the interviews clearly indicates how similar the activities offered by each of the organisations interviewed are. Activity types such as cultural events and events for families are present in the offerings of each organisation, and as highlighted by all of the interviewees, the highest participation is seen there. 40% of responders stated that outdoor and

sport activities became one of the most important parts of their offer, along with 60% stated the same for the cooking events offering cooking classes of the national food for each of the ethnic-based organisations. As much as 80% of interviewees have in their offer events addressed only to adults. (Interviews 2023)

Only one of the interviewees described charity as one of the most important purposes of the existence of an organisation, along with its integration purpose. Other organisations focused on integration in their activities, with no mention of charity activities. (Interviews 2023)

Throughout the interviews, it stands out that only one out of five organisations focused on one intensive week of events during the year, while the others offered a set of regular activities throughout the year. The frequency of the events depends highly on their nature, as well as the availability of human resources (volunteers), which was clearly indicated by all responders. (Interviews 2023)

6.1.2 Communication

Following the discussion of activities, the next part of the interview focused on media and methods of communication, divided into internal and external communication. The content, media of communication, and frequency that were discussed during the interviews are listed below in *Table 2*.

Table 2. Communications used by non-profit organisations.

Interviewee	Internal	External	Content & Frequency
Interviewee 1	Email WhatsApp Word of mouth Calls	Facebook page Posters Website WhatsApp Word of mouth Network & Connections Events	Informational content throughout the year. Communication only connected to promoting upcoming events.
Interviewee 2	Email Discord Slack WhatsApp Calls	Email Facebook page Instagram Calls Teams Website LinkedIn TikTok Tweeter Publicity Posters Events	Informative / entertaining / motivational content throughout the year. Regular posts on social media 2-3 times a month. Increase of frequency just before yearly event, up to daily updates on social media.
Interviewee 3	Email WhatsApp Messenger	Word of mouth Facebook page Instagram Website Publicity Network & Connections Events	Informational content throughout the year. Communication only connected to promotion upcoming events.
Interviewee 4	Email Messenger Calls WhatsApp	Email Facebook page Instagram Calls Website LinkedIn Events	Informative / entertaining / motivational content throughout the year. Regular posts on social media 2-3 times a month.

Interviewee 5	Email WhatsApp Mail	Word of mouth Facebook page Email Website Publicity	Informational content / motivational content. Regular monthly news- letter and social media posts only connected to promotion upcoming events.
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The discussion with the interviewees began with their internal communication. All of the respondents stated that it is personal and mostly informal through applications such as WhatsApp or Messenger, and only content regarding official manners (such as board meetings or updates of the rules of association) is concluded in a formal style and through email. When asked if they are satisfied with their internal communication, all the respondents confirmed that yes, and they do not see a need for improvement. (Interviews 2023)

External communication utilised by the interviewed organisations varies in the media used, frequency, and form. For external communication, social media, email, and websites are the most consistent and frequent. Highlighting the importance of personal connection, networking, recommendation, and word of mouth was consistent for all the interviewees as the crucial method of creating awareness about the organisation and its activities within the community. However, digital and social media communication are also utilised by all organisations and play an important role in their external communication. (Interviews 2023)

Only 40% of the interviewees claimed to use posters as a form of advertising in their communication, and 60% considered publicity an important part of their communication. (Interviews 2023)

Informational content was present in the communication of all the interviewees, and 40% of them mentioned that motivational content was also included in their communication. As all the interviewees stated that their communication is regular, only two of them mentioned posting social media content 2-3 times a month, and only one claimed that regular monthly communication through a newsletter is utilised. (Interviews 2023)

As a part of the communication discussion, the author asked all the interviewees about their opinions about the importance of cooperation with other organisations. The answer to that question was consistently the same, admitting that cooperation and participation in events with

other organisations is one of the most effective ways to gain publicity and increase awareness of the existence of the organisation.

6.2 Questionnaire

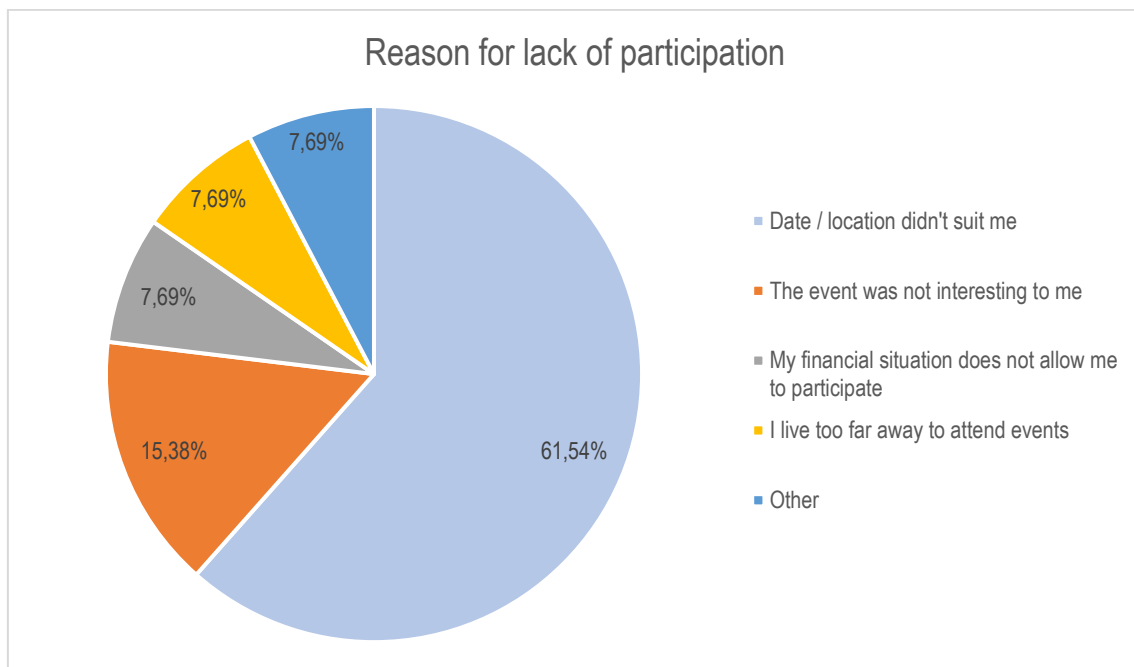
The online questionnaire consists of 19 questions. The author received 30 responses to the questionnaire; however, not all the questions were answered by all the respondents. The results of the questionnaire, divided into sections, can be found below.

6.2.1 Target group

The first four questions were designed to clarify the demographic background of the respondents. Cross-checking the analysis with the respondents' other than those who confirmed that they have no wish to join the association in the future, has clarified that 79% of this group's age is 30–50, 79% work full time, and 74% have lived in Finland for more than 5 years. As 63% of this group are women, this might indicate that this group has more interest in events or is more active on social media.

Graph 1 illustrates the reasons given by respondents for not participating in activities organised by associations. Cross analysis of questions 7 and 8 revealed that among the group that has already attended some activities or intends to participate (57% of respondents), the main reasons for lack of participation are not related to the association's offer itself, but rather to uncontrollable circumstances, such as chosen time and location. 44% of those, who have never attended any events, have never heard of associations, and 31% have no need for integration with the Polish community at all.

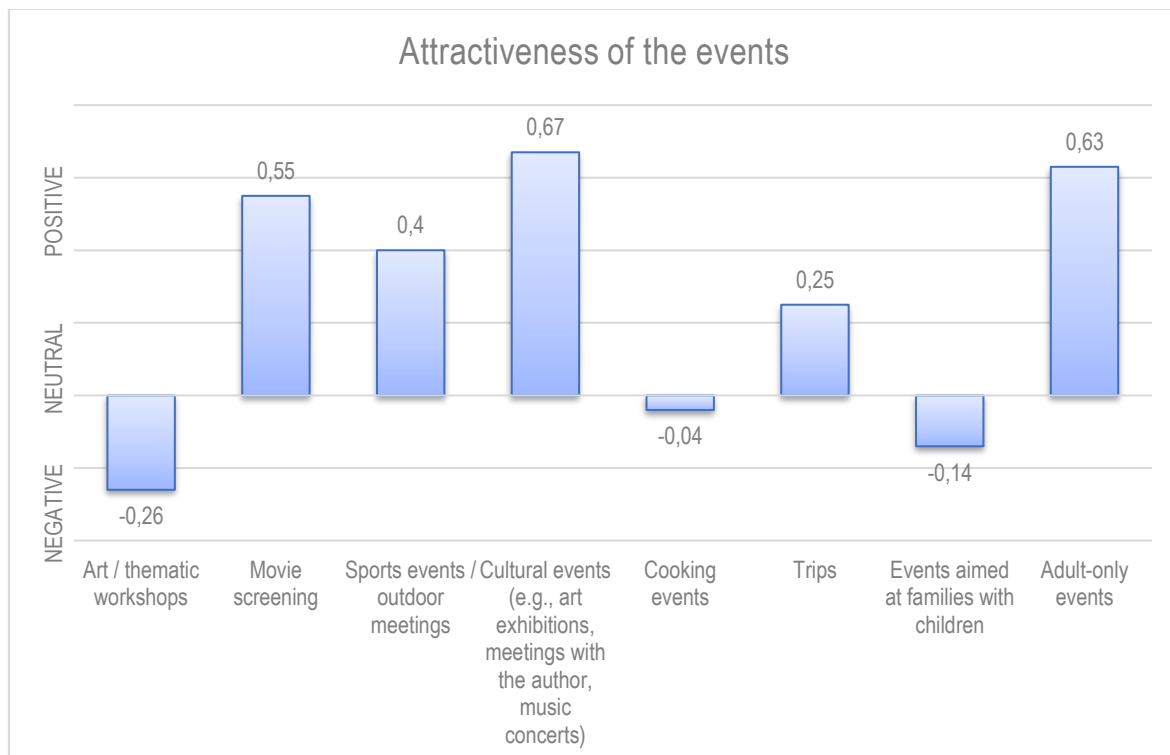
Graph 1. Reasons for lack of participation.



6.2.2 Activities

Questions 9, 10, and 11 refer to indicating what activities are the most attractive for the responders, rating the previous activities of the association, and suggesting what activities should be added to the association's offer. The results of the answers are presented in *Graph 2* and *Graph 3*.

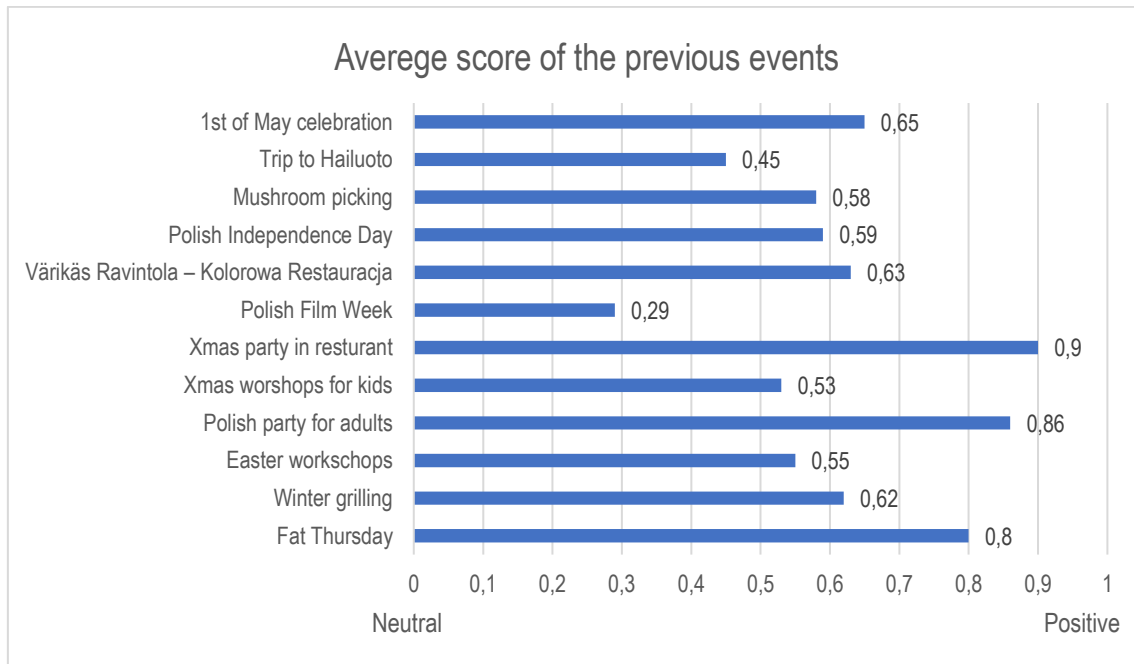
Graph 2. Attractiveness of the events.



Above, Graph 2 indicates that events such as cooking events or events aimed at families with children are not very attractive as per the average score. However, if the variance is taken into account, relatively, for 29% (cooking events) and 28% (family events) of respondents, these events are "definitely attractive", and for the same percentage of respondents, they are "definitely not attractive". Consequently, events that have scored a negative average still present a high score of attractiveness for a significant group of responders and should be considered to be addressed only to a certain group within the target audience.

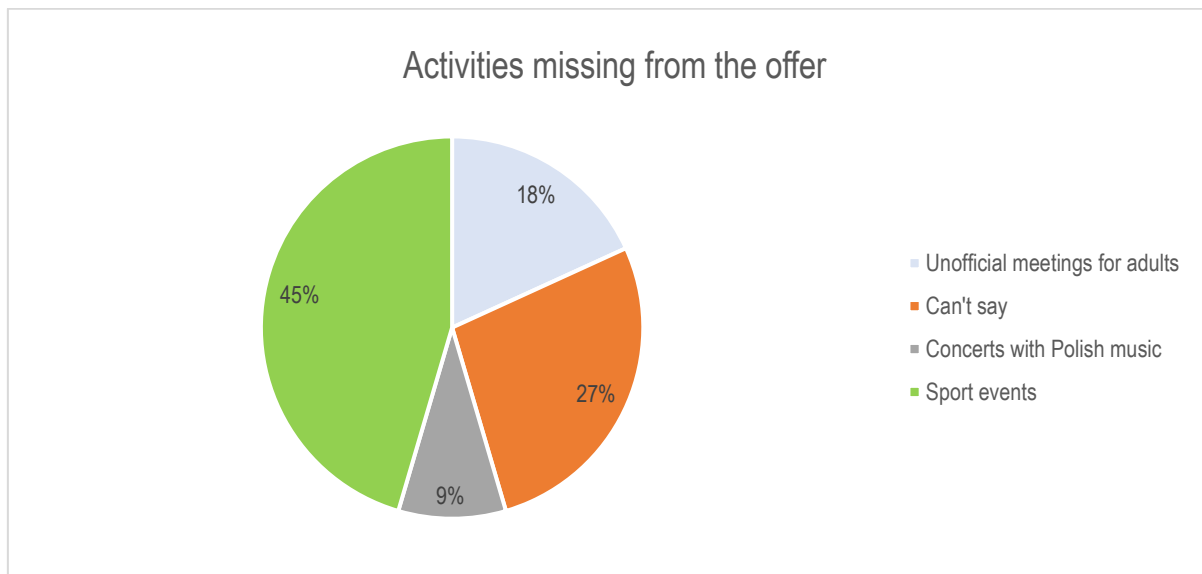
Furthermore, the correlation analysis has allowed the author to find out that events that are addressed to adults in their nature (such as Polish Film Week, a Christmas party in a restaurant, or a Polish party for adults) have been scored as "definitely positive" by the respondents that find adult-only events "definitely attractive". Similar correlation has been noticed for the respondents, who find events aimed at families with children "definitely attractive" and score them as "definitely positive" events addressed to that group.

Graph 3. Average score of the previous events.



Question 11 refers to what activities are missing from the offer of the association; 11 respondents have left an answer. The results of the answers are presented in Graph 4.

Graph 4. Activities missing in the offer.

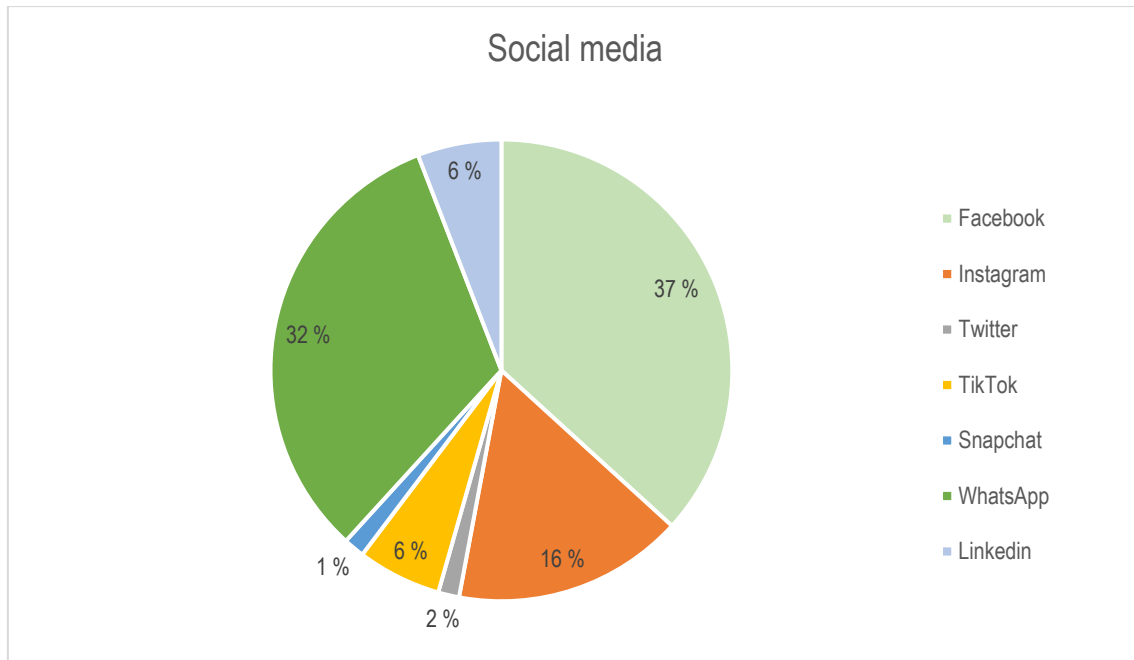


6.2.3 Communication

Questions 12–18 concerned the communication and preferences of the respondents.

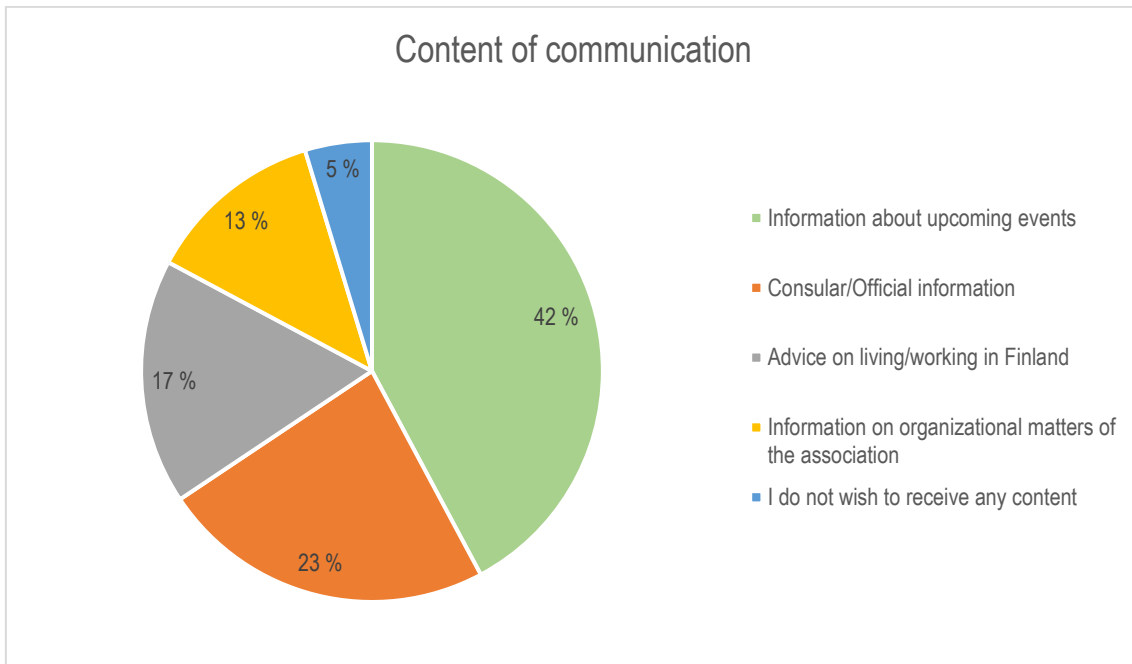
The most frequently used social media, as per *Graph 5*, are Facebook (37%), WhatsApp (32%), and Instagram (16%). Both LinkedIn and TikTok are used by 6% of respondents; therefore, improving communication through those social media would be recommended.

Graph 5. Social media.



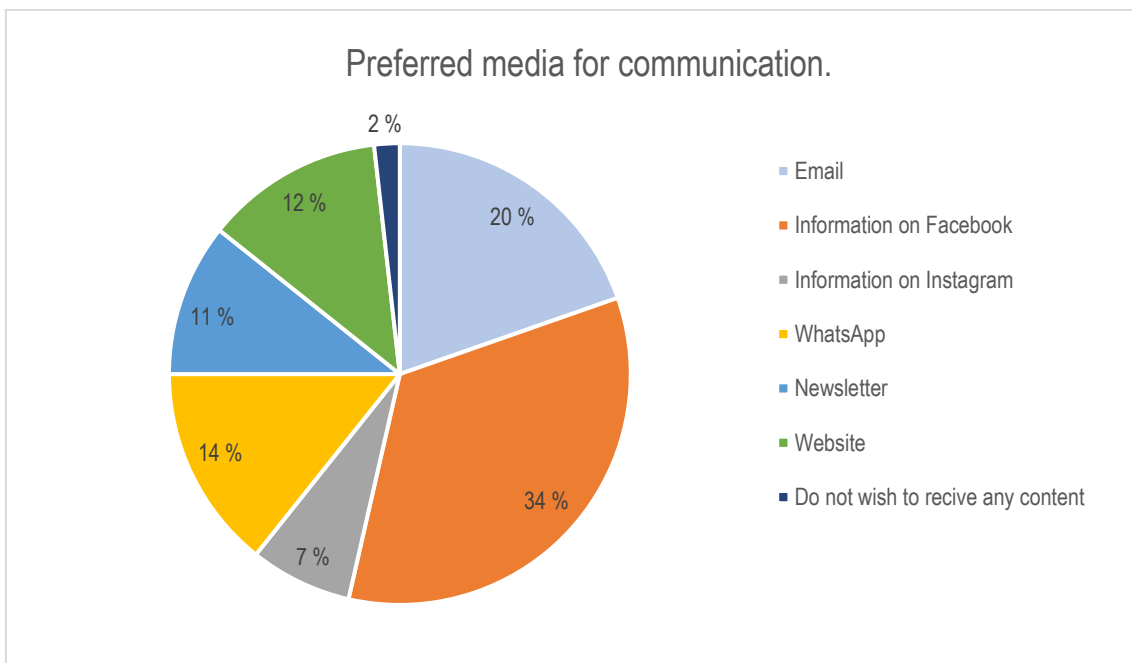
90% of the respondents to the questionnaire are active daily on social media. Regarding the content that the respondents wish to receive, results as per *Graph 6*, indicate that focus should be put on informing about upcoming events, but also about consular and official information, along with some advice regarding living and working in Finland.

Graph 6. Content of communication.



In terms of the medium of choice for receiving association communication, the results given in Graph 7 reveal that personal communication via WhatsApp and email is favoured by 34% of respondents, while social media (Facebook and Instagram) is preferred by 41%.

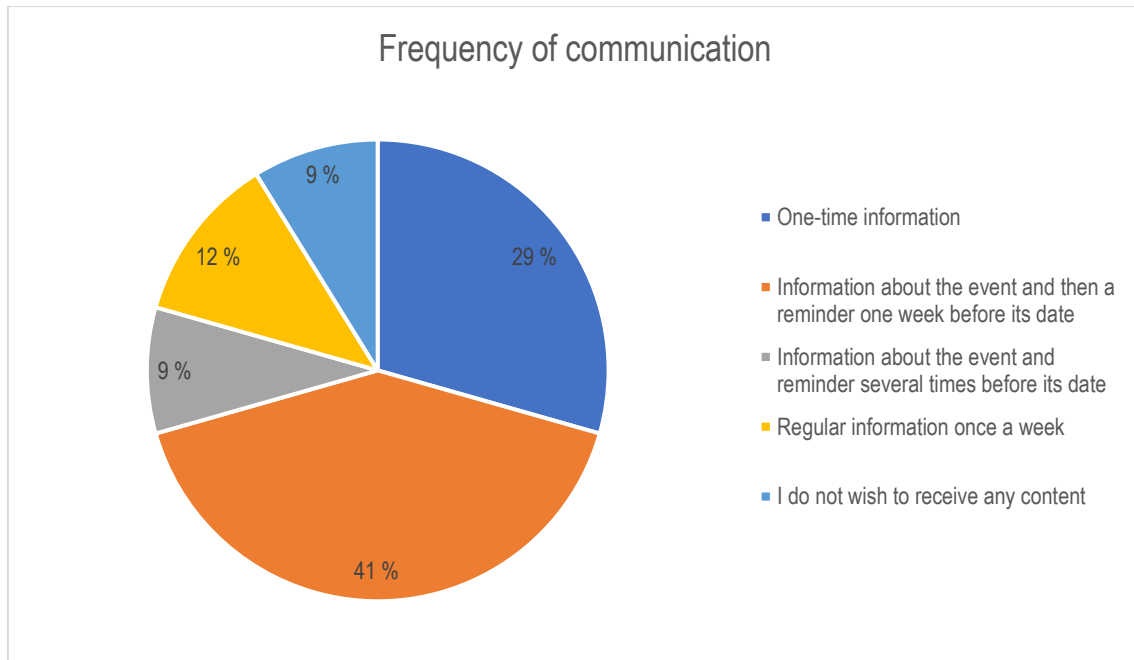
Graph 7. Preferred media for communication.



For 48% of respondents, the visual appearance of the message is important, for 21% it is not, and for 31% does not have an opinion regarding the matter.

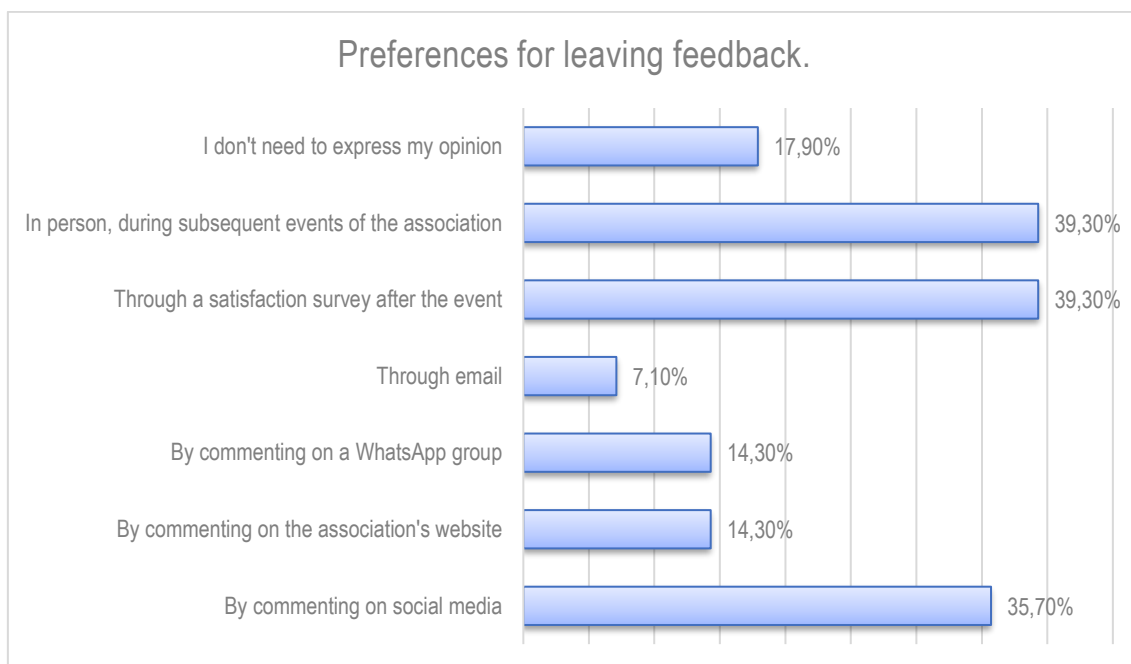
According to 41% of respondents to the question on the frequency of communication, they prefer information about the event and one reminder. Only 9% wished for many reminders, and 12% requested posts as frequently as once a week. *Graph 8* shows the detailed results.

Graph 8. Frequency of communication.



The preferences for leaving feedback are presented in *Graph 9*. Cross-checked analyses of those who use Facebook and Instagram have shown that 43% of them prefer leaving feedback through commenting on social media, and 33% would wish to leave feedback through a satisfaction questionnaire after the event. Only 14% of respondents are interested in leaving feedback on the association's websites, and as many as 39% prefer a personal way of expressing the feedback.

Graph 9. Preferences for leaving feedback.



Through all the respondents, as much as 33% never heard about the association (question 5). For the respondents that already knew about the association, 37% found out about it from Polish friends or acquaintances, and 27% through social media.

The question regarding willingness to support the activities of the associations received only 12 answers: 42% of responses offered financial support, 27% offered voluntary participation, and 25% were not interested in offering any support.

6.3 Limitations

It is important to indicate that the results of the interviews and questionnaire are restricted to the information obtained through those sources. Since the author was only able to complete 5 interviews and receive 30 questionnaire responses due to time and resources constraints, the results may differ if the author had access to a broader range of representatives from similar organisations and more questionnaire participants.

The channels through which the questionnaire was distributed were also restricted to the online social media available to the author. Despite the author's efforts to distribute the questionnaire to a large number of possible respondents through personal connections and networking, receiving only 30 responses does not represent the whole spectrum of interests of this target group, which

is estimated to be 500 people. Furthermore, the social media platforms through which the questionnaire was shared may have an impact on the respondents' social media preferences.

It has to also be taken into consideration that it is impossible to know whether the respondents have taken the survey seriously, meaning that they have strived to answer honestly and thoroughly; how good the answer alternatives have been from the respondent's perspective; and if misunderstandings have occurred in the questionnaire. The loss (not answering) is significant in the case of open questions, as only around 30% of the respondents have left their answers.

7 DEVELOPMENT PROPOSALS

The findings of both research methods, along with the secondary data, will serve as the foundation for the proposal to build a communication plan for the Association of Poles in Northern Finland. This chapter draws together the information gathered in the theoretical framework and from the interviews and questionnaire to form a communication plan and practical recommendations for activity improvement for the case study organisation.

7.1 Constructing a communication plan

This subchapter extracts together the information gathered in the theoretical framework and from the interviews and questionnaire to form a communications plan for the Association of Poles in Northern Finland. Suggestions for building communication are executed in the Yearly Communication Plan for SPPF provided in *Appendix 4*. The Yearly Communication Plan for SPPF was delivered in Excel format to the commissioner.

7.1.1 Target audience and objectives

Results of the questionnaire clearly defined the demographic background of the primary target audience as Polish ethnic within the age range of 30–50, living over 5 years in Finland, and having stable employment. The study indicates that the type of content they wish to receive is mainly informative regarding activities organised by the organisation. However, both the interviews and prior literature present some differences in the objectives, suggesting the importance of adding motivational content for non-profit organisations. Therefore, the commissioner may consider whether they construct their communication by using only informative messages or adding motivational content. In the Yearly Communication Plan for SPPF, I recommend adding every few months a post on social media in the form of an article or study regarding, for example, the importance of the community for immigrants or the benefits of voluntary work.

7.1.2 Designing communication content, media and channels

As discussed in the questionnaire and interview results, the target groups show particular interest in informative, descriptive, and concise content about an organisation's activities. Hence, the commissioner should focus their efforts on designing content for the target group that conveys fundamental information about the activity proposed by organisations, addresses the audience for whom it is aimed, and clearly defines its objectives. As shown in the results of the questionnaire, the visual attractiveness of the message plays an important role for the target audience; therefore, it is recommended that the commissioner give effort to this. Regarding the language of communication, as the prime target remains people of Polish origin, I would recommend staying consistent with the way the association communicates its message in Polish as the dominant language, and with English in the smaller font found for the event posters, and preparing three separate posts or posters in Polish, Finnish, and English for the bigger events. A poster for the event, available in *Appendix 5*, may serve as an example that includes all this content.

A study has shown that the content that the target group wishes to receive is not only connected with the activities of the association but also regards official information concerning the Polish consulate in Finland and useful information regarding everyday life in Finland. Information such as the possibility for the children to attend Polish language classes, the timetable of the Catholic Church in Oulu, or the list of the sworn translators is not directly connected to any activities of the association, but I would recommend adding this content to the association's website and also to social media, as it may improve the image of the association as willing to help all the people of Polish background, regardless of their willingness to join the association.

The Yearly Communication Plan for SPPF includes Facebook, Instagram, WhatsApp, LinkedIn, email, and the website as media platforms used for regular communication. As Facebook, WhatsApp, and the website are already active, it is recommended to put effort into developing regular communication through Instagram and LinkedIn. Although TikTok has been shown in the study to have as many users as LinkedIn, I recommend initially focusing on building regular communication on the LinkedIn platform, as this one is more popular with the defined target group, and then reconsidering whether adding association's content to TikTok would have any influence on increasing participation in the events for the target group.

The findings of the interviews emphasised the importance of publicity in increasing not just awareness of the organisation within the local community but also increasing participation in the

activities. As a result, I also suggest that invitations to cultural events with the objective of promoting Polish culture be issued by email to the local mass media, such as Kaleva. None of the interviewers mention collaboration with organisations like Business Oulu, but as an innovative method for gaining publicity, I encourage the commissioner to examine the prospect of raising awareness through that collaboration.

While professional communication literature emphasises the significance of digital channels, research findings highlight the importance of more personal channels. According to the data gathered, the target group places a high value on suggestions from their own network and contacts. As a result, the commissioner should prioritise networking, relationship building, and more personal channels in order to maintain friendly connections and encourage members and supporters of the association to share them through personal channels.

7.1.3 Communication mix and timing

Due to the fact that the commissioner has limited resources available to them, they should consider a budgeting approach that allows them to allocate sufficient financial resources towards the channels that are most valuable for achieving their objective. For example, the objective-and-task budgeting method can be utilised for this purpose. For this method of budgeting, one defines their objectives, outlines the tasks required for completing them, and estimates the cost of completing each task (Kotler & Keller 2016, 594). By utilising this approach, the commissioner can allocate their financial resources to the most essential elements. Additionally, budgeting should consider other resources, such as time and human capital. Based on the collected information, the commissioner can consider elements from personal persuasion, online and social media marketing, and public relations for their communication mix. Due to the limited resources available, the commissioner should consider techniques that emphasise direct contact, such as events, as well as increasing brand awareness and incorporating some elements of non-personal forms of contact, such as website and social media.

Regular communication that is efficient and effective should be built in a manner that provides informative content well in advance but does not irritate the target audience with overload. The Yearly Communication Plan for SPPF suggests sending information about the events three weeks before the date of the event and one reminder one week before the event. Communication is planned in such a manner that no more than two posts are published in one week, but it is

regular enough to ensure the public that the organisation is active and does not only exist on a Facebook page and website.

7.1.4 Measuring results and managing communications

Measuring the effectiveness of communication and content is crucial for determining and tracking their effectiveness. For measuring the results of personal channels, the Association of Poles in Northern Finland can, for example, track the number of connections made, new member leads gained, and responses via these channels within a month. Similarly, the effectiveness of non-personal channels can be tracked by metrics such as weekly traffic to pages that contain informational and motivational content, the number of reads and views on blog posts aimed at reporting finished events, and engagement with social media posts. Results of the questionnaire have shown that there is interest in leaving feedback with the satisfaction survey after the event. Therefore, adding such a questionnaire after the events on the association's social media may clearly indicate the possibilities for improvement for the next events organised by the association. Also, adding the possibility to comment on the blog posts published on the association's website is something I would recommend.

For managing and planning their future communication, the Association of Poles in Northern Finland should seek to integrate informative communication and marketing efforts as a part of their regular operations, which can be executed in conjunction with other activities. There are a variety of tools that can be utilised for this purpose. A Yearly Communication Plan for SPPF proposed by the author may be one of them, used for scheduling and structuring when and what type of content is published. Additionally, adjustments to channels, content, resource allocation, and the communication mix should be made based on the collected information about communication. The persistence of displaying the logo of the organisation throughout communication is also an important element of managing integrated communication.

7.2 Activities reorganisation

As of present, there is no framework established for the Association of Poles in Northern Finland's activities. Based on the findings, I would propose clearly outlining the types of events that will be held and addressing them to the appropriate audience through communication. As a result, I would recommend reorganising the content of the association's website and social media

posts, as well as establishing events that would be appealing to both groups: adults only and families with children, within each activity type. With that clear delineation, I suggest that the content and visual presentation be adjusted properly. As a result, three groups might be established: for families with children, adults, and both. Addressing each of the groups has been executed in the Yearly Communication Plan for SPPF.

7.2.1 Cultural events

Cultural events that would be addressed for families with children could include workshops connected with certain holidays, such as Easter and Christmas, reading children's books in Polish and Finnish in the library, or screening Polish children's movies in the local theatre. Adults could be offered cultural events such as Polish Film Week, performances by Polish bands, poetry readings, or author encounters.

Some cultural events, such as celebrating Polish Independence Day, are by their nature open to everyone, therefore, trying to address them only to one of the groups seems unnecessary, as their nature is focused on both promoting Polish culture and integrating the community.

7.2.2 Outdoor and sport events

This category gives a great opportunity to design events that address both groups. Tracking, kayaking, and cycling can be organised in locations that make it impossible to participate with small children, and, at the same time, challenging and attractive for adults. Events such as frisbee, family running competitions, or football games between parents' and children will give families a great opportunity to enjoy outside activities and interaction.

I would recommend activities such as winter grilling or the 1st of May celebration remain open to all participants.

7.2.3 Integration events

Activities such as cooking events or trips can be easily divided into those categories. Baking Christmas cookies and cooking classes for making bigos and pierogi (very traditional Polish delicacies) is one example of how to address this type of event to different groups. Another

example might be organising a Christmas party in the restaurant as an adult-only event and meeting with Santa as one addressed to families with children.

The Association of Poles in Northern Finland does not currently offer a board game evening. Adding this activity for both adults and families might be another suggestion for the commissioner.

8 CONCLUSIONS AND DISCUSSION

The Association of Poles in Northern Finland sought to attract new participants by developing its communication and improving the attractiveness of its activities. The objective of the communication was outlined as improving awareness of the organisation's activities and gaining the attention of potential new participants. For this purpose, the prime target group, people of Polish origin leaving the Oulu area, was considered. At the beginning of this work, the research questions were: *What should be taken into account when developing communications for a local non-profit organisation? What communication tools and channels should be used when developing communications for a local non-profit organisation? How to develop the activities of a local non-profit organisation to increase its attractiveness for participation?* These problems were provided in order to investigate how the Association of Poles in Northern Finland may best develop their communication and achieve their goal. These questions were answered by acquiring information from both primary and secondary sources, and the findings were used to construct a communication plan and provide recommendations. The key findings were the following:

What should be taken into account when developing communications for a local non-profit organisation?

For the establishment of good communication, several factors must be considered. According to the literature, to ensure the effectiveness of communication, it is crucial to pay attention to each of the stages of the communication process. This is a good starting point. Defining the target audience allows the organisation (sender) to ensure that the message sent is not misunderstood by the intended target audience (receiver), and that the message has a high chance of reaching them and receiving the desired action and feedback.

The decision on the sort of communication, channel, technique, and media to employ in the communication is primarily determined by elements such as the relationship between the parties involved, the formality of the message, the receiver's preferences, and other considerations. When those factors are appropriately taken into account and potential distractions in the communication process are minimised, the chances of effective communication increase.

What communication tools and channels should be used when developing communications for a local non-profit organisation?

From both the interviews and questionnaire as well as the literature reviews, it can be inferred that the target audience holds personal and direct forms of contact in high regard, along with digital communication, and should therefore be preferred when targeting this group. Non-personal digital channels can be utilised in conjunction with personal channels for gaining the attention of potential participants, however, social media may be ineffective if used for the sole purpose of targeting new members; therefore, personal persuasion is highly recommended.

Using publicity and other forms of cooperation with other organisations, along with the regular activities on the currently used digital channels such as social media and websites, and developing regular communication on the social media that is lacking, might provide sufficient support for the personal channels used by the organisation.

How to develop the activities of a local non-profit organization to increase its attractiveness for participation?

Developing activities in all the types of offerings provided by associations that can be addressed only to the group defined as adults or families with children within the target audience can be an opportunity to increase the attractiveness of participation. Creating a specification that allows each member of either of these groups to find events interesting for them may significantly increase engagement in the Polish community and, within the time allowed, build up not only a very attractive offer but also a group of devoted volunteers.

To conclude, the Association of Poles in Northern Finland has clearly identified target groups with the objective of gaining attention and awareness among them. The communication can be designed for all groups simultaneously or individually when adjustments are made. Personal channels should be preferred for reaching new participants; however, non-personal channels can be used in conjunction with personal ones if resources allow it. For monitoring and managing communication, it is crucial to keep track of metrics that indicate the performance of the designed communication. If necessary, adjustments to the utilised content, channels, and resources should be made.

8.1 Discussion

This thesis provided me with an excellent opportunity to work on a topic of interest. While non-profit organisations proved to be challenging organisations to work with at times due to the need to filter the plethora of information available on them and some significant differences from profit companies, it taught me to research different approaches with which I was previously unfamiliar.

The relationship between the information gained from the theoretical framework and the interviews and questionnaire is interesting. Literature on professional communication and marketing communication highlights the importance of digital channels and social media for distributing content and increasing awareness; on the other hand, the representatives of similar small ethnic-based organisations provided contrary results by highlighting the significance of personal and direct channels. While the literature does not undermine the significance of personal channels, the interview results indicate that new participants are seeking personal recommendations when deciding to join new activities. However, since this work is primarily focused on discovering the most effective communication approaches for its commissioner, an exploration of social media or non-personal digital channels for reaching new participants and gaining their attention should be extensively explored in the future.

I am grateful to have had the opportunity to work on this thesis topic so close to my personal interests. As a person of Polish origin and an active member of the Polish community, developing communication for the case study association along with recommendations for improving the attractiveness of its offer lies very close to my heart; therefore, I put in extensive effort to propose a valuable recommendation for the commissioner.

To bring the thesis to a close, while this work draws recommendations for the Association of Poles in Northern Finland based on its interviews and questionnaire, the results should be interpreted with caution as the small number of interviewees and responses may influence their generalizability.

For more detailed information outside the context of this thesis, more extensive research may be necessary. The organisation's mission, value proposition, branding strategy, and marketing mix are some of the topics that have not been discussed in these papers and would require comprehensive investigation in the future.

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Questions in executed language (Polish):

- Czego oczekujesz od pracy dyplomowej i na czym chcesz aby się skupić?
- Co chciałbyś, aby znalazło się w rekomendacjach dla stowarzyszenia?
- Czy mógłbyś opowiedzieć mi o historii i ogólnie o organizacji? Jakie są jej mocne strony? Jakie są jej słabe strony? Jakie ma możliwości? Jakie są zagrożenia dla organizacji?
- Jaka jest struktura członkostwa?
- Czy oferujecie specjalne treści lub korzyści tylko dla członków?
- Jakie wydarzenia są organizowane przez stowarzyszenie?
- Czy stowarzyszenie współpracuje z innymi organizacjami?
- Jeśli tak, jaki to rodzaj partnerstwa i czy wspólnie produkujecie jakieś projekt? Czy promujecie się nawzajem (jeśli tak, to w jaki sposób)?
- Czy możesz mi powiedzieć o aktualnym stanie komunikacji w Twojej organizacji?
- Jakie są treści w aktualnej komunikacji?
- Czy możesz mi powiedzieć, do jakiej grupy docelowej próbujesz dotrzeć?
- Jaki jest budżet na komunikację marketingową?
- Czy istnieje aktualnie jakaś specyficzna komunikacja marketingowa w celu pozyskania sponsorów lub wolontariuszy?

Questions in English:

- What do you expect from your thesis, and what do you want me to focus on?
- What would you like to be included in the recommendations for the association?
- Could you tell me about the history and the organisation in general? What are its strengths? What are its weaknesses? What are the possibilities? What are the threats to the organisation?
- What is the membership structure?
- Do you offer special content or member-only benefits?
- What events are organized by the association?
- Does the association cooperate with other organisations?
- If yes, what kind of partnership is it, and do you produce any projects together? Do you promote each other (if so, how)?
- Can you tell me about the current state of communication in your organisation?
- What is the content of current communication?
- Can you tell me what target group you are trying to reach?
- What is the budget for marketing communication?
- Is there any specific marketing communication currently in place to attract sponsors or volunteers?

INTERVIEW QUESTIONS FOR REPRESENTATIVES OF OTHER ETHNIC BASE ORGANISATIONS

APPENDIX 2

Questions in English:

- Could you briefly describe the history of your organisation, its purpose, target audience, and activities?
- How do you promote your organisation?
- What marketing communication channels do you use?
- Which marketing communication channels are the most important to you when trying to reach your target audience?
- Do you use social media channels? If yes, how active are you with them?
- How efficient, in your opinion, are your channels of internal and external communication?
- What content are you using in your communication?
- How frequent is your communication?
- Do you utilise partnerships or cooperation with other organisations to gain more visibility?

Questions in executed language (Polish):

Ankieta satysfakcji z działalności Stowarzyszenia Polaków w Północnej Finlandii - SPPF.

Jestem studentką Oulun Ammattikorkeakoulu (Oulu University of Applied Sciences / Uniwersytet Nauk Stosowanych w Oulu) na wydziale Biznesu Międzynarodowego i aktualnie piszę swoją pracę licencjacką na temat działalności małych organizacji pozarządowych, na przykładzie Stowarzyszenia Polaków w Północnej Finlandii - SPPF.

Celem ankiety jest sprawdzenie w jaki sposób Stowarzyszeniu może lepiej dostosować ofertę organizowanych wydarzeń i poprawić ich komunikację, dzięki lepszemu zrozumieniu swoich odbiorców i ich potrzeb i oczekiwań.

Ankieta jest anonimowa, a jej wyniki zostaną opisane w pracy licencjackiej i posłużą jako podstawa do propozycji, które przedstawię Stowarzyszeniu.

Uprzejmie proszę o szczerze i wyczerpujące odpowiedzi, które pozwolą mi zaproponować zmiany dla SPPF. Mam nadzieję, że zostaną one wykorzystane w przyszłości i sprawią, że oferta wydarzeń organizowanych przez SPPF jeszcze lepiej spełni Państwa oczekiwania!

Informacje o SPPF są dostępne na <https://www.sppf.fi/>

Pozdrawiam serdecznie

Ewa Hildén

** Wskazuje wymagane pytanie.*

1. Wiek*

Zaznacz tylko jedną odpowiedź.

- Poniżej 18 lat
- 19 - 29 lat
- 30 - 50 lat
- powyżej 50 lat

2. Płeć*

Zaznacz tylko jedną odpowiedź.

- Kobieta
- Mężczyzna
- Wolę nie odpowiadać

3. Aktualna sytuacja*

Zaznacz tylko jedną odpowiedź.

- Studiuje / Uczę się
- Pracuję na pełny etat
- Pracuję na niepełny etat
- Jestem na zwolnieniu / szukam pracy
- Wolę nie odpowiadać

4. Jak długo mieszkasz w Finlandii? *

Zaznacz tylko jedną odpowiedź.

- mniej niż rok
- 2 - 5 lat
- ponad 5 lat

5. W jaki sposób dowiedziałaś/dowiedziałeś się o Stowarzyszeniu Polaków w Północnej Finlandii - SPPF?

Można zaznaczyć więcej niż jedną odpowiedź.

- Nigdy wcześniej nie słyszałam / słyszałem o SPPF
- Od polskich znajomych / przyjaciół
- Od znajomych / przyjaciół innej narodowości niż polska
- Z Facebooka
- Z Instagrama
- Ze strony internetowej SPPF
- Z informacji na stronie Ambasady RP
- Inne.....

6. Czy jesteś członkiem SPPF?

Można zaznaczyć więcej niż jedną odpowiedź.

- Tak, jestem
- Nie, ale zastanawiam się nad wstąpieniem
- Nie, ale dołączam do wydarzeń organizowanych przez SPPF
- Nie, i nie mam zamiaru wstąpić do SPPF
- Nie mam jeszcze zdania

7. Czy do tej pory brałaś/ brałeś udział w wydarzeniach organizowanych przez SPPF?

Zaznacz tylko jedną odpowiedź.

- Nie, nigdy
- Nie, ale miałam / miałem zamiar
- Tak, w jednym
- Tak, w kilku

8. Jaki jest powód braku Twojego uczestnictwa w wydarzeniach organizowanych przez SPPF?

Można zaznaczyć więcej niż jedną odpowiedź.

- Nie mam potrzeby integracji z polską społecznością
- Wydarzenia nie były dla mnie interesujące
- Nie odpowiadał mi termin / lokalizacja
- Nie odpowiadała mi forma wydarzenia (np. było ono skierowane tylko dla dorosłych)
- Moja sytuacja finansowa nie pozwala mi na uczestnictwo
- Mieszkam za daleko aby uczestniczyć w wydarzeniach
- Inne.....

9. Które z poniższych wydarzeń są dla Ciebie interesujące?

Zaznacz tylko jedną odpowiedź w rzędzie

	Zdecydowanie nie	Raczej nie	Nie mam zdania	Raczej tak	Zdecydowanie tak
Warsztaty plastyczne/tematyczne					
Pokazy filmów					
Wydarzenia sportowe / spotkania na świeżym powietrzu					
Wydarzenia kulturalne (np. wystawy sztuki, spotkania z autorem, koncerty muzyczne)					
Wspólne gotowanie					
Wycieczki					
Wydarzenia skierowane dla rodzin z dziećmi					
Wydarzenia skierowane tylko dla dorosłych					

10. Jakich wydarzeń Twoim zdaniem brakuje w ofercie SPPF a chciałabyś / chciałbyś w nich uczestniczyć?

.....

11. Jak oceniasz atrakcyjność wydarzenia zorganizowanego przez SPPF?

Zaznacz tylko jedną odpowiedź w rzędzie

	Zdecydowaniee negatywnie	Raczej negatywnie	Nie mam zdania	Raczej pozytywnie	Zdecydowanie pozytywnie
Tłusty Czwartek - wspólne gotowanie					
Zimowe grilowanie i sanki					
Warsztaty plastyczne - Pisanki					
Wydarzenia kulturalne (np. wystawy sztuki, spotkania z autorem, koncerty muzyczne)					
Polska Impreza dla dorosłych					
Mikołajki - warsztaty plastyczne					
Mikołajki - spotkanie w restauracji					
Tydzień Filmu Polskiego					
Värikäs Ravintola – Kolorowa Restau- racja					
11 Listopada Święto Niepodległości					
Grzybobranie					
Wycieczka na Hailuoto					
Majówka					

12. W jakich mediach społecznościowych jesteś aktywna / aktywny?

Można zaznaczyć więcej niż jedną odpowiedź.

- Facebook
- Instagram
- Twitter
- TikTok
- Snapchat
- WhatsApp
- LinkedIn
- żadnych
- Inne.....

13. Jak często korzystasz z mediów społecznościowych?

Zaznacz tylko jedną odpowiedź.

- Codziennie
- Co kilka dni
- Od czasu do czasu
- Prawie nigdy
- Nigdy

14. Jakie treści chciałabyś / chciałbyś otrzymywać na temat działalności stowarzyszenia?

Można zaznaczyć więcej niż jedną odpowiedź.

- informacje o nadchodzących wydarzeniach
- informacje konsularne/urzędowe
- porady na temat życia/pracy w Finlandii
- informacje o sprawach organizacyjnych stowarzyszenia
- nie życzę sobie otrzymywać żadnych treści
- inne.....

15. W jaki sposób chciałabyś / chciałbyś otrzymywać treści o działalności SPPF?

Można zaznaczyć więcej niż jedną odpowiedź.

- Email
- Informacje na Facebooku
- Informacje na Instagramie
- WhatsApp
- Newsletter - Biuletyn
- Strona internetowa stowarzyszenia
- Inne media społecznościowe
- Inne.....

16. Jakie znaczenie ma dla Ciebie oprawa graficzna (zdjęcia, wygląd, estetyka) przekazywanych treści?

Zaznacz tylko jedną odpowiedź.

Nie ma znaczenia

Ma bardzo duże
znaczenie

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17. Jak często chciałabyś / chciałbyś otrzymywać treści na mediach społecznościowych o działalności SPPF?

Można zaznaczyć więcej niż jedną odpowiedź.

- jednorazową informację o wydarzeniu
- informacje o wydarzeniu i następnie przypomnienie tydzień przed jego datą
- informacje o wydarzeniu i kilkakrotne przypomnienie przed jego datą
- regularne informacje raz w tygodniu
- nie życzę sobie otrzymywać żadnych treści
- inne.....

18. W jaki sposób chciałabyś / chciałbyś przekazywać swoją opinię o działalności stowarzyszenia?

Można zaznaczyć więcej niż jedną odpowiedź.

- poprzez komentowanie na mediach społecznościowych
- poprzez komentowanie na stronie stowarzyszenia
- poprzez komentowanie na grupie WhatsApp
- poprzez email
- poprzez ankietę satysfakcji po wydarzeniu
- osobiście, podczas kolejnych wydarzeń stowarzyszenia
- nie mam potrzeby wyrażania swojej opinii
- inne.....

19. Czy byłabyś zainteresowana / byłbyś zainteresowany wspieraniem inicjatyw organizowanych przez SPPF? W jaki sposób?

.....

.....

.....

.....

Questions in English:

Satisfaction questionnaire with the activities of the Association of Poles in Northern Finland - SPPF.

I am a student of Oulun Ammattikorkeakoulu (Oulu University of Applied Sciences) at the Faculty of International Business, and I am currently writing my BA thesis on the activities of small non-profit organisations, on the example of the Association of Poles in Northern Finland - SPPF.

The purpose of the survey is to check how the association can better adjust the offer of organised events and improve communication thanks to a better understanding of its recipients and their needs and expectations.

The survey is anonymous, and its results will be described in the BA thesis and will serve as the basis for the proposals that I will present to the association.

I kindly ask for honest and comprehensive answers that will allow me to propose changes to the SPPF. I hope that they will be used in the future and will make the offer of events organised by SPPF meet your expectations even better!

Information about SPPF is available at <https://www.sppf.fi/>

Kind regards

Ewa Hildén

** Indicates a required question*

1. Age*

Mark only one answer.

- Under 18 years of age
- 19 - 29 years
- 30 - 50 years
- over 50 years

2. Sex*

Mark only one answer.

- Woman
- Man
- I prefer not to answer

3. Current situation*

Mark only one answer.

- I am studying
- I work full time
- I work part-time
- I am on sick leave / looking for a job
- I prefer not to answer

4. How long have you lived in Finland? *

Mark only one answer.

- less than a year
- 2 - 5 years
- More than 5 years

5. How did you find out about the Association of Poles in Northern Finland - SPPF?

You can mark more than one answer.

- I have never heard of SPPF before
- From Polish acquaintances/friends
- From acquaintances / friends of a different nationality than Polish
- From Facebook
- From Instagram
- From the SPPF website
- From the information on the Embassy of the Republic of Poland website
- Other.....

6. Are you a SPPF member?

You can mark more than one answer.

- Yes, I am.
- No, but I am considering joining.
- No, but I am joining events organised by SPPF.
- No, and I have no intention of joining the SPPF.
- I don't have an opinion yet.

7. Have you taken part in events organised by SPPF so far?

Mark only one answer.

- No, never.
- No, but I was going to
- Yes, in one.
- Yes, in several.

8. What is the reason for your lack of participation in events organised by SPPF??

You can mark more than one answer.

- I do not need to integrate with the Polish community.
- The events were not interesting to me.
- Date / location didn't suit me.
- I did not like the form of the event (e.g., it was aimed only at adults).
- My financial situation does not allow me to participate.
- I live too far away to attend events.
- Others.....

9. Which of the following events are of interest to you??

Mark only one answer in a row.

	Definitely not attractive	Rather not attractive	No opinion	Rather attractive	Definitely attractive
Art/thematic workshops					
Film screenings					
Sports events / outdoor meetings					
Cultural events (e.g., art exhibitions, meetings with the author, music concerts)					
Cooking events					
Trips					
Events aimed at families with children					
Adult-only events					

10. What events do you think are missing from the SPPF offer and would you like to participate in them?

.....

.....

.....

11. How do you assess the attractiveness of the event organised by SPPF?

Mark only one answer in a row.

	Definitely negative	Rather negative	No opinion	Rather positive	Definitely positive
Fat Thursday - cooking together					
Winter grilling and sledding					
Art workshops - Easter eggs					
Polish party for adults					
Mikołajki - Christmas art workshops					
Christmas party in a restaurant					
Polish Film Week					
Värikäs Ravintola – Colorful Restaurant					
11 November Polish Independence Day					
Mushroom picking					
A trip to Hailuoto					
Majó1st of May celebration					

12. What social media are you active on?

You can mark more than one answer.

- Facebook
- Instagram
- Twitter
- TikTok
- Snapchat
- WhatsApp
- LinkedIn
- none
- others.....

13. How often do you use social media?

Mark only one answer.

- Every day
- Every few days
- From time to time
- Almost never
- Never

14. What content would you like to receive about the activities of the association?

You can mark more than one answer.

- information about upcoming events
- consular/official information
- advice on living/working in Finland
- information on the organisational matters of the association
- I do not wish to receive any content
- other.....

15. How would you like to receive information about SPPF activities?

You can mark more than one answer.

- Email
- Information on Facebook
- Information on Instagram
- WhatsApp
- Newsletter
- Website of the association
- Other social media
- other.....

16. What is the importance of the graphic design (photos, appearance, aesthetics) of the transmitted content for you?

Mark only one answer.

Doesn't matter

It is very important

1

2

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17. How often would you like to receive social media content about SPPF activities?

You can mark more than one answer.

- one-time information about the event
- information about the event and then a reminder one week before its date
- information about the event and reminders several times before its date
- regular information once a week
- I do not wish to receive any content.
- other.....

18. How would you like to express your opinion about the activities of the association?

You can mark more than one answer.

- by commenting on social media
- by commenting on the association's website
- by commenting on a WhatsApp group
- via email
- through a satisfaction survey after the event
- in person, during the next events of the association
- I don't need to express my opinion.
- other.....

19. Would you be interested in supporting initiatives organised by SPPF? How?

.....

.....

.....

.....

YEARLY COMMUNICATION PLAN FOR SPPF

APPENDIX 4

Yearly Communication Plan for SPPF																		
Calendar							Execution Date	Title	Type	Format	Content	Facebook	Instagram	WhatsApp	LinkedIn	Email	Websi te	OTHERS
January																		
M	T	W	T	F	S	S												
						1	01-Jan	New Years Greetings	Holiday	SM post	poster	YES	YES	YES	YES	NO	NO	
2	3	4	5	6	7	8	05-Jan	Coffee meeting	Regular event	SM post	poster/date update	YES	YES	YES	NO	NO	YES	
9	10	11	12	13	14	15	14-Jan	Fat Thursday	Event	Event SM + website	poster/event/text	YES	YES	YES	YES	NO	YES	email to Kaleva
16	17	18	19	20	21	22	19-Jan	Board game evening (adults)	Regular event	SM post	poster/date update	YES	YES	YES	NO	NO	YES	
23	24	25	26	27	28	29	28-Jan	Fat Thursday - Reminder	Event reminder	SM post	poster/event/text	YES	YES	YES	YES	NO	NO	
30	31																	
February																		
M	T	W	T	F	S	S												
							02-Feb	Coffee meeting	Regular event	SM post	poster/date update	YES	YES	YES	NO	NO	YES	
			1	2	3	4	04-Feb	Fat Thursday - Summary	Event summary	Blog post + SM	poster/text	YES	YES	YES	YES	NO	YES	SURVEY
6	7	8	9	10	11	12	11-Feb	Winter grilling	Event	Event SM + website	poster/event/text	YES	YES	YES	YES	NO	YES	email to Kaleva
13	14	15	16	17	18	19	16-Feb	Board game evening (families)	Regular event	SM post	poster/date update	YES	YES	YES	NO	NO	YES	
20	21	22	23	24	25	26	25-Feb	Winter grilling - Reminder	Event reminder	SM post	poster/text	YES	YES	YES	YES	NO	NO	
27	28						28-Feb	Polish communities abroad	News	SM post	link to article	YES	YES	NO	YES	NO	NO	
March																		
M	T	W	T	F	S	S												
			1	2	3	4	05-Mar	Winter grilling - summary	Event summary	Blog post + SM	poster/text	YES	YES	YES	YES	NO	YES	SURVEY
6	7	8	9	10	11	12	09-Mar	Coffee meeting	Regular event	SM post	poster/date update	YES	YES	YES	NO	NO	YES	
12	14	15	16	17	18	19	11-Mar	Easter Workshop - Pisanki	Event	Event SM + website	poster/event/text	YES	YES	YES	YES	NO	YES	email to Kaleva
2	21	22	23	24	25	26	23-Mar	Board game evening (adults)	Regular event	SM post	poster/date update	YES	YES	YES	NO	NO	YES	
27	28	29	30	31			25-Mar	Easter Workshop - Reminder	Event reminder	SM post	poster/text	YES	YES	YES	YES	NO	NO	
April							01-Apr	Easter Workshop - Summary	Event summary	Blog post + SM	poster/text	YES	YES	YES	YES	NO	YES	SURVEY
M	T	W	T	F	S	S												
						1	06-Apr	Coffee meeting	Regular event	SM post	poster/date update	YES	YES	YES	NO	NO	YES	
					1	2	08-Apr	General meeting SPPF	Event	Event SM + website	poster/event/text	YES	YES	YES	YES	YES	YES	
3	4	5	6	7	8	9	09-Apr	Easter Greetings	Holiday	SM post	poster	YES	YES	YES	YES	NO	NO	
10	11	12	13	14	15	16	10-Apr	1st of May Party	Event	Event SM + website	poster/event/text	YES	YES	YES	YES	NO	YES	
17	18	19	20	21	22	23	20-Apr	Board game evening (families)	Regular event	SM post	poster/date update	YES	YES	YES	NO	NO	YES	
24	25	26	27	28	29	30	22-Apr	General meeting SPPF - Reminder	Event reminder	SM post	poster/text	YES	YES	YES	YES	NO	NO	
							24-Apr	1st of May Party - Reminder	Event reminder	SM post	poster/text	YES	YES	YES	YES	NO	NO	
							30-Apr	General meeting SPPF - Summary	Event summary	Blog post + SM	poster/text	YES	YES	YES	NO	YES	YES	SURVEY

Yearly Communication Plan for SPPF

Calendar		Execution Date	Title	Type	Format	Content	Facebook	Instagram	WhatsApp	LinkedIn	Email	Website	OTHERS					
May																		
M	T	W	T	F	S	S												
1	2	3	4	5	6	7	02-May	1st of May Party - Summary	Event summary	Blog post + SM	poster/text	YES	YES	YES	YES	NO	YES	SURVEY
8	9	10	11	12	13	14	06-May	Värikäs Ravintola – Colorful Restaurant	Event	Event SM + website	poster/event/text	YES	YES	YES	YES	NO	YES	email to Kaleva
15	16	17	18	19	20	21	11-May	Coffee meeting	Regular event	SM post	poster/date update	YES	YES	YES	NO	NO	YES	
22	23	24	25	26	27	28	20-May	Värikäs Ravintola – Reminder	Event reminder	SM post	poster/text	YES	YES	YES	YES	NO	NO	
29	30	31					25-May	Board game evening (adults)	Regular event	SM post	poster/date update	YES	YES	YES	NO	NO	YES	
							28-May	Värikäs Ravintola – Summary	Event summary	Blog post + SM	poster/text	YES	YES	YES	YES	NO	YES	SURVEY
							30-May	Voluntary work benefits	News	SM post	link to article	YES	YES	NO	YES	NO	NO	
June																		
M	T	W	T	F	S	S												
			1	2	3	4	03-Jun	Trip to Raahe	Event	Event SM + website	poster/event/text	YES	YES	YES	YES	NO	YES	
5	6	7	8	9	10	11	08-Jun	Coffee meeting	Regular event	SM post	poster/date	YES	YES	YES	NO	NO	YES	
12	13	14	15	16	17	18	17-Jun	Trip to Raahe - Reminder	Event reminder	SM post	poster/text	YES	YES	YES	YES	NO	NO	
19	20	21	22	23	24	25	22-Jun	Board game evening (families)	Regular event	SM post	poster/date update	YES	YES	YES	NO	NO	YES	
26	27	28	29	30			28-Jun	Värikäs Ravintola – Summary	Event summary	Blog post + SM	poster/text	YES	YES	YES	YES	NO	YES	SURVEY
July																		
M	T	W	T	F	S	S												
					1	2	01-Jul	Active summer (adults)	Event	Event SM + website	poster/event/text	YES	YES	YES	YES	NO	YES	email to Kaleva
					1	2	06-Jul	Coffee meeting	Regular event	SM post	poster/date update	YES	YES	YES	NO	NO	YES	
3	4	5	6	7	8	9	08-Jul	Active summer (families)	Event	Event SM + website	poster/event/text	YES	YES	YES	YES	NO	YES	email to Kaleva
10	11	12	13	14	15	16	15-Jul	Active summer (adults) - Reminder	Event reminder	SM post	poster/text	YES	YES	YES	YES	NO	NO	
17	18	19	20	21	22	23	20-Jul	Board game evening (adults)	Regular event	SM post	poster/date update	YES	YES	YES	NO	NO	YES	
24	25	26	27	28	29	30	23-Jul	Active summer (adults) - Summary	Event summary	Blog post + SM	poster/text	YES	YES	YES	YES	NO	YES	SURVEY
31							29-Jul	Active summer (families) - Reminder	Event reminder	SM post	poster/text	YES	YES	YES	YES	NO	NO	
August																		
M	T	W	T	F	S	S												
			1	2	3	4	06-Aug	Active summer (families) - Summary	Event summary	Blog post + SM	poster/text	YES	YES	YES	YES	NO	YES	SURVEY
7	8	9	10	11	12	13	11-Aug	Reading books for children	Event	Event SM + website	poster/event/text	YES	YES	YES	YES	NO	YES	email to Kaleva
13	14	15	16	17	18	19	16-Aug	Coffee meeting	Regular event	SM post	poster/date update	YES	YES	YES	NO	NO	YES	
20	21	22	23	24	25	26	24-Aug	Reading books for children - Reminder	Event reminder	SM post	poster/text	YES	YES	YES	YES	NO	NO	
27	28	29	30	31			30-Aug	Board game evening (families)	Regular event	SM post	poster/date update	YES	YES	YES	NO	NO	YES	
							28-Aug	Communities abroad	News	SM post	link to article	YES	YES	NO	YES	NO	NO	

Yearly Communication Plan for SPPF

Calendar		Execution Date	Title	Type	Format	Content	Facebook	Instagram	WhatsApp	LinkedIn	Email	Website	OTHERS					
September		01-Sep	Reading books for children - Summary	Event summary	Blog post + SM	poster/text	YES	YES	YES	YES	NO	YES	SURVEY					
M	T	W	T	F	S	S	02-Sep	Meeting with Polish author	Event	Event SM + website	poster/event/text	YES	YES	YES	YES	NO	YES	email to Kaleva
					1	2	07-Sep	Polish kids cinema	Event	Event SM + website	poster/event/text	YES	YES	YES	YES	NO	YES	email to Kaleva
3	4	5	6	7	8	9	13-Sep	Coffee meeting	Regular event	SM post	poster/date update	YES	YES	YES	NO	NO	YES	
10	11	12	13	14	15	16	16-Sep	Meeting with Polish author - Reminder	Event reminder	SM post	poster/text	YES	YES	YES	YES	NO	NO	
17	18	19	20	21	22	23	21-Sep	Polish kids cinema - Reminder	Event reminder	SM post	poster/text	YES	YES	YES	YES	NO	NO	
24	25	26	27	28	29	30	24-Sep	Meeting with Polish author - Summary	Event summary	Blog post + SM	poster/text	YES	YES	YES	YES	NO	YES	SURVEY
							27-Sep	Board game evening (adults)	Regular event	SM post	poster/date update	YES	YES	YES	NO	NO	YES	
							29-Sep	Polish kids cinema - Summary	Event summary	Blog post + SM	poster/text	YES	YES	YES	YES	NO	YES	SURVEY
October																		
M	T	W	T	F	S	S	06-Oct	Polish Film Week	Event	Event SM + website	poster/event/text	YES	YES	YES	YES	NO	YES	email to Kaleva
1	2	3	4	5	6	7	11-Oct	Coffee meeting	Regular event	SM post	poster/date update	YES	YES	YES	NO	NO	YES	
8	9	10	11	12	13	14	20-Oct	Polish Film Week - Reminder	Event reminder	SM post	poster/text	YES	YES	YES	YES	NO	NO	
15	16	17	18	19	20	21	21-Oct	Polish Independence Day	Event	Event SM + website	poster/event/text	YES	YES	YES	YES	NO	YES	email to Kaleva
22	23	24	25	26	27	28	25-Oct	Board game evening (families)	Regular event	SM post	poster/date update	YES	YES	YES	NO	NO	YES	
29	30	31					29-Oct	Polish Film Week - Summary	Event summary	Blog post + SM	poster/text	YES	YES	YES	YES	NO	YES	SURVEY
November																		
M	T	W	T	F	S	S	03-Nov	Värikäs Ravintola – Colorful Restaurant	Event	Event SM + website	poster/event/text	YES	YES	YES	YES	NO	YES	email to Kaleva
				1	2	3	4	04-Nov	Polish Independence Day - Reminder	Event reminder	SM post	poster/text	YES	YES	YES	YES	NO	NO
5	6	7	8	9	10	11	08-Nov	Coffee meeting	Regular event	SM post	poster/date update	YES	YES	YES	NO	NO	YES	
12	13	14	15	16	17	18	12-Nov	Polish Independence Day - Summary	Event summary	Blog post + SM	poster/text	YES	YES	YES	YES	NO	YES	SURVEY
19	20	21	22	23	24	25	17-Nov	Värikäs Ravintola – Reminder	Event reminder	SM post	poster/text	YES	YES	YES	YES	NO	NO	
26	27	28	29	30			18-Nov	Xmas party (kids-adults)	Event	Event SM + website	poster/event/text	YES	YES	YES	YES	NO	YES	email to Kaleva
							22-Nov	Board game evening (adults)	Regular event	SM post	poster/date update	YES	YES	YES	NO	NO	YES	
							25-Nov	Värikäs Ravintola – Summary	Event summary	Blog post + SM	poster/text	YES	YES	YES	YES	NO	YES	SURVEY
December																		
M	T	W	T	F	S	S	01-Dec	Xmas party for adults - Reminder	Event reminder	SM post	poster/text	YES	YES	YES	YES	NO	NO	
				1	2		02-Dec	Xmas party for kids - Reminder	Event reminder	SM post	poster/text	YES	YES	YES	YES	NO	NO	
3	4	5	6	7	8	9	06-Dec	Coffee meeting	Regular event	SM post	poster/date update	YES	YES	YES	NO	NO	YES	
10	11	12	13	14	15	16	08-Dec	Xmas party for adults - Summary	Event summary	Blog post + SM	poster/text	YES	YES	YES	YES	NO	YES	SURVEY
17	18	19	20	21	22	23	09-Dec	Xmas party for kids - Summary	Event summary	Blog post + SM	poster/text	YES	YES	YES	YES	NO	YES	SURVEY
24	25	26	27	28	29	30	18-Dec	How to celebrate Polish Xmas abroad	News	SM post	link to article	YES	YES	NO	YES	NO	NO	
31							24-Dec	Christmas Greetings	Holiday	SM post	poster	YES	YES	YES	YES	NO	NO	

Dla Dorosłych
For adults

Wycieczka rowerowa 40 km
Bike trip 40 km

Czas / Time - 22.07.2023 9:00
Miejsce / Place - Kempele Köykkyri

Chcesz w przyjaznym gronie poznać nowe zakątki w okolicach Oulu?
Do you want to get to know new places around Oulu in a friendly group?

Dołącz do nas!
Join us!

AKTYWNE LATO
ACTIVE SUMMER

Dla Rodzin
For families

Gry i zabawy na świeżym powietrzu
Outdoor games and activities

Czas / Time - 05.08.2023 12:00
Miejsce / Place - Liminka Rantakylä

Frisbee golf, mecz piłki nożnej, zabawy w wodzie i dużo więcej
Frisbee golf, soccer game, water games and much more

 STOWARZYSZENIE POLAKÓW
W PÓLNOCNEJ FINLANDII
Pohjois-Suomen Puolaisten Yhdistys Ry | Association of Poles in Northern Finland