

An event as a non-profit-marketing method to get publicity

– The Case of Atlantic Challenge Jakobstad & the international
competition of seamanship



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1 Introduction & context

A non-profit organization (NPO) is a non-business; a non-profit, charitable or nongovernmental organization (NGO). The aim of nonprofits is to benefit society by offering services that would not be offered by regular business oriented organisations since these services normally do not generate any profit. Marketing was long seen as an activity only suitable for companies and organisations with a for-profit mission, however, lately the benefit of marketing for non-profit organisations has gained more attention. Marketing communication can be used among NPO:s especially to build the image of the organisation in order to differentiate one NPO from another and thus to help the public and other stakeholders to remember the organization and its cause. Event marketing is a marketing communication method that can be defined as the staging of an event and/or efforts by an organization to associate with another entity's event with or without paying a (sponsorship) fee. The attractiveness of events from a marketing point of view has to do with the uniqueness of an event; an event occurs only once and therefore is a unique experience for the attendant. NPO:s normally have a very restricted budget for marketing communication, which means that these recourses need to be used as efficiently as possible. An event can easily attract interest both in media and among the public, which means that an event could be an effective tool for an NPO to get publicity. Publicity, which stands for media exposure, is a form of public relations that differs from other forms of communication in that you do not – and cannot – pay for it. This too makes it very attractive for NPO:s, but there is fairly little research on how an NPO can utilize the staging of an event as a method to obtain publicity and what kind of results can be expected as a result of such media exposure.

Atlantic Challenge International (ACI) is an international non-profit organisation today present in more than 20 countries. The mission of ACI is to arrange activities and events that bring youth together with the intent of fostering cultural and global understanding while learning and practicing maritime skills including boat building, sailing, rowing, and seamanship. The activities are focused around Bantry Bay gigs, which are elegant wooden replicas of late 18th century longboats. Under the international organisation there are 16 active national Atlantic Challenge organizations in different countries. Each national AC organisation maintain at least one own gig and operate independently with unique programs and activities for youth and adults in their communities. In Finland the Atlantic Challenge

activity is based in the city Jakobstad and the national organisation is called Atlantic Challenge Jakobstad (ACJ). Every other year Atlantic Challenge International arranges a contest of seamanship hosted every time by a different national organisation. During this event all the national organisations meet to compete in a friendly atmosphere. The last such contest was hosted by ACJ and held from 27th of July – 3rd of August 2008 in Jakobstad, Finland.

2 Purpose & research questions

The purpose of this thesis is to find out if Atlantic Challenge Jakobstad got publicity and general visibility among stakeholders by hosting the international seamanship contest. The research questions that guided collection of data were the following:

- What characterizes non-profit-marketing, event marketing and publicity?
- Which is the relation between non-profit-marketing, event marketing and publicity?
- What kind of publicity did ACJ get when arranging the seamanship event?
- What kind of visibility did ACJ get among its stakeholders when arranging the seamanship event?
- What could the organisation improve for the future in order to get publicity/visibility?

3 Methodology

This research project was carried out as a case study of the NPO Atlantic Challenge Jakobstad, with focus on the seamanship event the organization hosted in Finland in the summer of 2008.

Case study is a qualitative research design that enables research of a single or a few specific cases or phenomena through close observation. Qualitative research (as opposed to quantitative) views the world as a social construction which can not be measured, but instead needs to be understood through close observations. Theories can be developed after a process of data collection and analysis, when new observations no longer show significant deviation from past results. Qualitative research is inductive, meaning that the aim of research is to develop theories instead of test theories. Thus qualitative research methods are well suited for

new areas or topics of research since these methods enable a deeper insight and understanding of a research object or theme. However, a challenge with qualitative research is that access to relevant data can be difficult and the analysis of data is often complicated due to the excessive amount of data this method often produces. Common methods for collection of data when conducting qualitative research or case studies are for example interviews and content analysis, and the research process is characterized by an overlap of and alternation between collection and analysis of data.

The data for the current study was collected through three different data collection methods: interviews with people involved with the NPO, a narrative of the researchers visit at the event as well as content analysis of media coverage. The benefit of this triangulation of data was that data collected with different methods could be compared, and thus further reliability and validity of outcomes could be reached thru that comparison and discussion. Secondary data was also used to verify the empirical results in order to reach reliable outcomes in analysis of data. The researcher also strived to objectivity throughout the research process.

The interviews were carried out in two phases. In the first phase occurred during the event, when the management of ACI visited Finland. Three interviews were conducted with persons from three different national Atlantic Challenge organisations (Lee Scarbrough, Jane Kerr and Carlos de Thierry). Then some months after the Jakobstad event, three of the main organisers of the Finnish event were interviewed (Bo Forsström, Guy Björklund and Mats Löfberg). The central themes covered in these semi-structured interviews was how the interviewee considered that central stakeholders (such as members, media and spectators) felt about the event as well as how marketing and publicity had been handled before and should be handled in the future. The narrative of the researchers visit at the event was based on the notes the researcher took during the visit, as well as informal chats with people at the event. This method of data collection mainly served as a way to describe the event to the reader of the thesis, but themes focused upon were similar to the central themes in the interviews. A media coverage analysis was the third data collection method. It was based on newspaper articles collected by Bo Forsström at ACJ and the aim the analysis of the media coverage was to get an overview of the sort of publicity that actually was obtained. All collected data was narrowed down and organised by coding. Broadly the following central themes were used as codes: stakeholders, marketing and publicity.

4 Theory

The main theories supporting this research were found within the field of non-profit marketing, marketing communication, event marketing and public relations. The review of past research and relevant literature was specifically aimed at finding support for the assumed relationship between non-profit marketing, event marketing and publicity.

A non-profit organisation can be defined as a non-profit, charitable, or nongovernmental organization. NPO:s are found in different sections of the society, but what mainly differentiates NPO:s from other types of organisations (namely companies) is the fact that NPO:s exist to serve a non-profit purpose. Even if the main mission and goal of NPO:s is not to gain profit, a stable economy is still necessary for the organisation to continue activity. The amount of non-profit organisations is constantly increasing and the competition amongst them (both for financing and manpower) is hard. Donors and the public in general expect the organisation to have a good and reputable image before they decide to give their support, and thus the more well known a NPO is the more successful it will likely be. Communication with stakeholders in order to maintain fruitful relations is therefore of outmost importance for third sector organisations such as NPO:s. Marketing was long seen as an activity only suitable for companies and organisations with a for-profit mission, however, lately the benefit of marketing for non-profit organisations has attained more attention. Non-profit marketing is defined as the use of marketing tactics to further the goals and objectives of non-profit organisations. For example, marketing communication tactics can be used to develop the organisations image and communication with its stakeholders.

Special events can be defined as “an occurrence at a given place and time; a special set of circumstances; a noteworthy occurrence.” The uniqueness and popularity of special events has lead to the uprise of an entire industry, and the potential benefit of reaching target markets through events has evoked the attention of marketers. Event marketing is the practice of promoting the interests of an organization and its brands by associating the organization with a specific activity. Event marketing refers to the staging of an event and/or efforts by an organization to associate with another entity’s event with or without paying a (sponsorship) fee. The practice of event marketing has lately become a popular marketing communication tactic and is today considered by many as a separate method of the promotion mix (which traditionally only includes personal selling, advertising, sales promotion and public relations).

Arranging events is a complex activity involving many different aspects, but if successful, an event offers a unique opportunity for the organisation to engage with their stakeholders. Stakeholder relations are something that every NPO is concerned with. Increasingly more non-profit events are being staged. A non-profit event can be held both by a for-profit or a non-profit organisation – what makes an event non-profit is the purpose of the event – if the event is staged to benefit or raise funds for a NPO or non-profit cause it is considered a non-profit event. Even if arranging an event may be challenging for a NPO there are many benefits, such as opportunities for networking with stakeholders and increased likelihood to gain publicity for the organisation and its cause.

Public relations (PR) is the planned and sustained effort to establish and maintain goodwill and mutual understanding between an organization and its publics. PR is one of the methods in the traditional promotion mix used in marketing communications, but apart from that public relations also offer the organisation a communication perspective beyond marketing. Communication in an event context is vital, and PR offers an invaluable method for managing all communications – from market related messages to internal communication. PR can thus be seen as a very important part of event management, operations and marketing. There is a range of different PR tactics available, and the choice of which tactics to be used needs to be based on thorough planning. Publicity is one of these tactics, and it can be defined as news stories or media coverage about an organization or its offers that are carried by the media but are not paid for by the organization or run under identified sponsorship. Such media exposure is often perceived very convincing by the general public since publicity is rarely identified as marketing communication. Publicity is the outcome of media relations, which also is an element of public relations. Media relations can be described as the activity that establishes and maintains relationships between the media and an organisation. Media relations tactics are for example press conferences, media kits and press releases. Due to the competitiveness of the event industry it is essential to apply innovative marketing communications when promoting any event. Successful events need both media partners and publicity, and media relations offers methods and tactics to maintain fruitful relations with the media and reach the before mentioned goals. PR can therefore be seen as one of the most important (if not the most important) of the promotion methods an event marketer has to choose from. Innovative use of PR enables development of convincing marketing communications, which would be harder using other promotional methods. PR and publicity are also among the most important marketing communication methods for a non-profit

organisation; the impact of embedded messages in media in relation to the relative cheapness of these methods is undeniably attractive for NPO:s. Moreover, when the activities of an NPO get exposure in media, it gives the organisation credibility and reminds stakeholders of the organisations mission. Special events are happenings out of the ordinary, which hence often are perceived by journalists as having news value – therefore events can be expected to lead to publicity. Thus, apart from the traditional media relations tactics (press conferences, media kits and press releases) the staging of events can be described as a good method to get publicity.

Consequently, the review of relevant literature showed an apparent link between non-profit marketing, event marketing and publicity. Both event marketing and publicity was found to have a relatively direct connection as well as both being key non-profit marketing methods. This relationship can be described as follows: the use of non-profit marketing and specifically key methods such as staging of events and PR-tactics (such as media relations and publicity) can lead to a good image and positive exposure for an NPO – aspects that are important for any NPO:s continued existence.

5 Empirical results

July 27th – August 2nd of 2008 Atlantic Challenge Jakobstad arranged the Atlantic Challenge Contest of Seamanship in the city of Jakobstad in western Finland. About 300 young ACI-members and 12 longboats from a total of 15 countries participated in the event. Considering how challenging it is to arrange an event of this size and the fact that all arrangements were done on a voluntary basis by a fairly small group of devoted ACJ members, the event can be described successful. Almost all arrangements and competitions went as planned and scheduled; only a few competitions had to be cancelled due to strong winds, the weather was great and all the contestants enjoyed themselves without any major set backs.

To market the international contest of seamanship ACJ focused on media relations with the aim of gaining media coverage. Four press conferences were arranged and a press release was issued in conjunction with all of them. A press kit was assembled and handed out to media before and during the event. Through contacts with the Finnish painter Kaj Stenval the organisers were able to have a painting made with a longboat theme. They also got the right

to used the image for marketing material. For example an informative brochure was printed about the organisation and its cause. Focusing marketing communication efforts to media relations and publicity was good considering the benefits of these methods for both non-profit organisations and the events industry (as discussed above). However, in interviews with the organisers it became evident that no actual marketing or publicity plan had been made, and thus the execution and later results of marketing efforts seemed to disappoint the organisers themselves somewhat. For future reference some sort of marketing plan would definitely be beneficial for the organisation. Such a plan should include specific missions, goals and objectives as well as tactics. This plan would not necessarily need to include many changes to the actual tactics applied by the organisation currently, but by defining needs and wants further the organisers of future events will save precious time in the planning and execution stage of marketing, and results will be more predictable and most likely also more satisfying.

The event got a lot of exposure in local media; there was a section about the event on a daily basis in the local daily newspapers, and the local TV-channel also ran a story about the seamanship event. In this current research the media coverage analysis was limited to newspaper articles published in Finland, and thus did not cover all the media exposure that the event got. However, all the analysed articles indicated that only positive media coverage was obtained; all the analysed articles featured positive narratives of the event and most also included at least one image. The media had also clearly used the information provided in the media kits, which proves that the efforts to put together a media kit were definitely worthwhile. Thus further developing and improving the media kit is a good idea for ACI and the national organisations. The organisers themselves were somewhat disappointed with the publicity being so local. In the interviews it became evident that some efforts had been put into approaching national media as well, and the organisers had expected these efforts to lead to more exposure. However, considering the fact that the event was arranged in a smaller city quite far from the capital, as well as involving longboat sailing which is not a mainstream activity, the researcher would still describe the publicity ACJ obtained by hosting the international seamanship event good. As for future reference, keeping up the media relations work already started and by keeping focus on striving to obtain positive exposure in media is a good strategy. Improvements could be done by attempting to build a network of contacts within relevant media and keeping these people up to date on news and happenings within the organisation by for example regular press releases would be good. Adding on to the media kit by analysing strengths and weaknesses of previous ones could be another improvement for

the organisation. A must would also be to add a section for media to the website where press releases, images and such would be easily accessible.

A main area of research was the organisers' perception of the view different stakeholders had of the event. The contest had the following main stakeholders: volunteers, ACJ committee and members, ACI board members, members and committee of other participating AC country organisations, the city of Jakobstad, The Finnish Ministry of Education, The Foundation Svenska Kulturfonden, sponsors, media, spectators, local residents and potential members. Internally, both within ACI and ACJ, the international seamanship contest was considered such a success that it will be used to draw up a model for arrangement of future events. For example flow of information, safety arrangements and logistics around the site got positive feedback. As for negative feedback it was mainly directed towards catering; due to cultural differences the meals were not always perceived filling or right. The external stakeholders were also found to have positive feelings of the event. The organisers felt that the event made the organisation more known among stakeholders. Especially locally the event was liked and ended up bringing an influx of new members to ACJ which the organisers were very happy about. For the future the organisation should maintain and further develop good contacts with stakeholders by for example inviting key stakeholders for evenings of sailing or such. An issue that was raised though was that the capacity if ACJ is fairly limited due to the existence of only one longboat. Thus, in general, efforts to obtain exposure and visibility need to be done with feasible long term goals in mind. However, image building activities such as participation in sailing events and competitions is still a good idea.

6 Summary

The purpose of this thesis was to find out if Atlantic Challenge Jakobstad got publicity and general visibility among stakeholders by hosting the international seamanship contest.

The review of previous research was focused to the concepts of non-profit marketing, event marketing and publicity. Non-profit marketing is defined as the use of marketing tactics to further the goals and objectives of non-profit organisations. Event marketing refers to the staging of an event and/or efforts by an organization to associate with another entity's event. Publicity is the news stories or media coverage about an organization or its offers that are

carried by the media but are not paid for by the organization or run under identified sponsorship. The review of relevant literature showed an apparent link between non-profit marketing, event marketing and publicity. Both event marketing and publicity was found to have a relatively direct relation as well as both being key non-profit marketing methods. This relationship can be utilised by a non-profit organisation when combining the non-profit marketing methods staging of events and use of PR-tactics (such as media relations and publicity) to obtain good image and positive exposure for the NPO.

ACJ succeeded in arranging an event that was liked by both internal and external stakeholders. The organisation had managed well to focus its limited marketing efforts to media relations and publicity which was a good choice of tactics. The empirical research showed that ACJ got a lot of positive publicity in local media and also managed to get visibility among stakeholders. This was evident in the organisation getting an influx of new members and goodwill in the community in general. However, the organisers were left disappointed by the localness of the publicity and visibility. It was also evident that marketing efforts within the organisation lacked overall planning and direction. For future reference, both ACJ and the international organisation would benefit from putting together some sort of a marketing plan where overall goals, objectives and tactics would be listed. This sort of a plan would assist future hosts of the international seamanship event and save time as well as offer support, since few members have a background in marketing. The organisation could, however, well focus on tactics such as media relations and publicity and focus on refining these activities within the organisation. Building up local media networks and sending out regular press releases would be beneficial. An update of the website to include a section with easily accessible information for media would also be important. The organisations stakeholders clearly admire and appreciate the cause and work done by ACJ (and ACI), and thus there will not be a problem in obtaining goodwill, whilst stakeholders first learn about the organisation. The international seamanship event is a good way of getting publicity to the national Atlantic Challenge organisations, so both hosting and participating in this event is an opportunity for publicity and visibility not to be missed.

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