

A marketing plan for MasterPeace. Carrying out your message as a non-profit organization.

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**MASTERPEACE**

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Creating peace.  
Together.

Academy of European Studies  
and Communication Management  
The Hague University of Applied Sciences  
Mr. Veldman

## Executive summary

This thesis is about establishing an effective marketing strategy for MasterPeace, which will help generate publicity through the annual event on 5 May. MasterPeace is a non-governmental and non-profit organization with a European office based in Utrecht. It is a peace initiative that seeks to encourage the local civil society to start building peace themselves through music, art and new media. MasterPeace tries to move people. On 5 May MasterPeace will present itself in several cities with caravans in an attempt to reach their target group and transmit their message.

The problem MasterPeace faces is invisibility and a lack of brand awareness. However, in order for MasterPeace to achieve their goals, it is essential that civil society knows them, receives their message and becomes involved in the initiative.

In this specific case the way of selling the idea is the *Peace, Love 'n Caravan (PLC)*. From the outside the caravan has a MasterPeace appearance and on the inside a cozy living room. On 5 May, Liberation Day in The Netherlands, there are caravans present in 5 cities. During the day performances will be given inside the PLC, for a limited number of people (due to the limited space in a caravan). This way MasterPeace will try to offer them a unique experience that will inspire them to also become a peace builder.

This thesis reviews the internal and external environment of MasterPeace. Based on the research a marketing strategy is developed. The market MasterPeace is active in can be defined as: 'The market of non-governmental organizations active in the field of development cooperation in The Netherlands that offer their customers a way to help building a better world'. Concerning the target group the focus will be put on the idealistic, creative and young citizens.

The evaluation of the event on 5 May suggests that music is a good way of reaching their target group. The communication and promotion were not successful. The goal of gaining new supporters and peace initiatives was not reached.

## Table of Contents

<b>EXECUTIVE SUMMARY .....</b>	<b>2</b>
<b>INTRODUCTION .....</b>	<b>6</b>
AUTHOR .....	6
ACKNOWLEDGEMENTS .....	6
ASSIGNMENT PROVIDER .....	6
AIM .....	7
RESEARCH QUESTION .....	7
<b>JUSTIFICATION OF RESEARCH METHODS .....</b>	<b>8</b>
PROBLEM ANALYSIS .....	8
METHODOLOGY .....	9
RESEARCH MODEL .....	9
RESEARCH FINDINGS .....	10
THE IMPORTANCE OF MARKETING .....	11
LITERATURE .....	11
<b>CHAPTER 1 PROFILE OF THE ORGANIZATION .....</b>	<b>12</b>
THE ORGANIZATION .....	12
HISTORY .....	12
SLOGAN AND KEY VALUES .....	13
PROJECTS .....	14
ORGANIZATIONAL STRUCTURE .....	15
INTERNAL ANALYSIS .....	16
<i>Strengths:</i> .....	16
<i>Weaknesses:</i> .....	16
<b>CHAPTER 2 EXTERNAL ANALYSIS .....</b>	<b>17</b>
ECONOMIC SITUATION .....	17
SOCIAL SITUATION .....	18
POLITICAL SITUATION .....	18
TECHNOLOGICAL SITUATION .....	19
MARKET DEFINITION .....	19
MARKET CHARACTERISTICS .....	20

TARGET GROUP .....	21
MARKET ANALYSIS .....	23
<i>Power of buyers:</i> .....	23
<i>Substitutes:</i> .....	23
<i>Power of suppliers:</i> .....	23
<i>Threat of new entrants</i> .....	24
<i>Competitors:</i> .....	24
<i>Conclusion</i> .....	24
<i>Opportunities</i> .....	24
<i>Threats:</i> .....	25
COMPARISON MASTERPEACE – OXFAM – AMNESTY – CORDAID .....	26
<i>Key differences</i> .....	28
<i>Conclusion:</i> .....	28
<b>CHAPTER 3 SWOT ANALYSIS .....</b>	<b>29</b>
<b>CHAPTER 4 MARKETING OBJECTIVES.....</b>	<b>30</b>
OBJECTIVES .....	30
ZERO BUDGET MARKETING .....	31
<i>Public versus Private organizations</i> .....	32
<i>Conclusion:</i> .....	34
<b>CHAPTER 5 EVENT MARKETING.....</b>	<b>35</b>
THE EVENT .....	35
THE FIVE W'S OF MARKETING .....	35
<i>Why</i> .....	35
<i>Who</i> .....	36
<i>When</i> .....	36
<i>Where</i> .....	37
<i>What</i> .....	37
<i>Conclusion</i> .....	38
<b>CHAPTER 6 EVALUATION .....</b>	<b>39</b>
<i>Volunteers</i> .....	39
<i>Social Media</i> .....	40

*Press* ..... 42

**CHAPTER 7 MARKETING MIX** ..... **43**

    PRODUCT ..... 43

    PRICE..... 43

    PLACE ..... 44

    PROMOTION ..... 44

**RECOMMENDATIONS** ..... **47**

**CONCLUSION**..... **50**

**REFERENCES** ..... **52**

**APPENDIX A**..... **58**

**APPENDIX B**..... **59**

**APPENDIX C**..... **63**

**APPENDIX D**..... **66**

**APPENDIX E** ..... **72**

## Introduction

### Author

This thesis was written by Tinka van Wijngaarden, a third year student of European Studies at The Hague University of Applied Sciences. During my studies I have specialized in the private sector, with courses such as Marketing Planning & Strategic Management and European Businesses & Economic Competitiveness.

### Acknowledgements

This thesis would not have been finished, if it was not for the support of several parties. First I want to express my gratitude to my supervisor Mr. Veldman, who with his quick and clear responses helped me write this thesis. Secondly, I wish to thank my mentor Linda Witte from MasterPeace whose faith in me gave me the confidence to finish this thesis. Lastly, I am grateful to all people who proofread my thesis to filter out the mistakes; a big thank you to Vu Phuong Thao Tran, Yin Lin Mok, Anne Faber, Elise Meijering, Casper Vogel, Carla Martinez and Nienke Verhoeks.

### Assignment provider

The assignment provider is the organization MasterPeace. MasterPeace is a bottom-up peace initiative that tries to motivate people to start taking action in peace building.

The research assignment is linked to my internship at MasterPeace during my last semester at European Studies. My tasks consisted of assisting in organizing an event held at 5 May 2013. Since I was already involved with organizing the event, I was asked to investigate the best way of using this event to reach their audience and evaluate this strategy afterwards. The concept of the Peace, Love 'n Caravan was already there, developed by the MasterPeace core team. It was up to me how to organize and evaluate this project.

MasterPeace is an international organization, with a European office in Utrecht, The Netherlands and the International office in Cairo, Egypt. The focus in this thesis will lie on the annual event on 5 May, which is known as Liberation Day in The Netherlands. Since

this is a typically Dutch phenomenon, only the Dutch market will be examined.

### **Aim**

The aim of this research is to establish an effective marketing strategy for MasterPeace, which will help generate publicity through the event on 5 May. MasterPeace is in need of a new marketing strategy in order to attract more supporters and publicity. This thesis attempts to establish recommendations on how MasterPeace can improve its marketing strategy. To fulfill the aim of my research, this thesis will analyze the internal and external environment of MasterPeace.

### **Research question**

The main question is 'What is the best way, on 5 May, for MasterPeace to reach their target group and, with the right message, stimulate them to take action?'.

## Justification of research methods

### Problem analysis

This research was commissioned by MasterPeace, a non-profit peace initiative, based in Utrecht and Cairo, Egypt.

MasterPeace faces problems with transmitting their message and goals to the big audience. It is not a widely known, famous non-governmental organization. It is a small organization with limited resources. The main problem of MasterPeace is their invisibility and lack of brand awareness.

However, in order for MasterPeace to achieve their goals it is essential that civil society knows them, receives their message and becomes involved in the initiative. Their goal is to involve society in building peace and to make people to take action. For this to happen, they must become well-known and recognizable. The question that remains is: How can MasterPeace reach their target group and transmit successfully their peace message to them?

### Research questions

The main question of this thesis is *'What is the best way for MasterPeace to reach their target group with the right message and stimulate them to take action on 5 May?'*

The objective of this thesis is to answer that question and provide MasterPeace with a solid marketing strategy. In order to do this several sub-questions will be answered first:

- Question 1: What is MasterPeace?
- Question 2: What are the characteristics of the external environment MasterPeace faces?
- Question 3: What are the marketing goals of MasterPeace? What is the goal of the event on 5 May?
- Question 4: Which marketing strategy will be used?
- Question 5: What are the results of the marketing strategy?



## Methodology

The methodology consists out of the epistemological position, ontological position and the research methods.

The epistemological position is a realistic position. The knowledge about marketing already exists outside of this research. Many books and researches about this topic are present. Conclusions will be drawn upon the research conducted by investigating existing data on event marketing. Besides literary research, online comparative research between MasterPeace and its competitors is carried out.

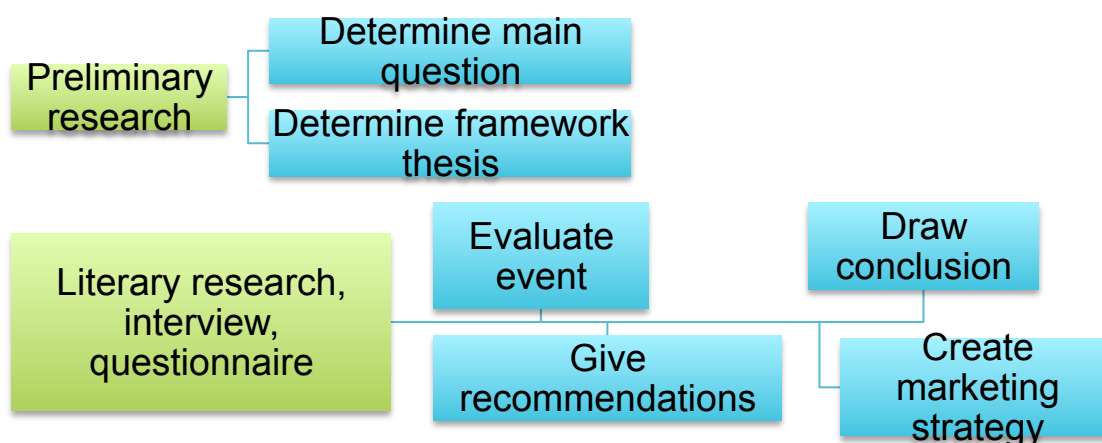
The ontological position is objective; social phenomena do not play a role in this research.

The research methods have a quantitative and deductive nature. The sources that will be examined are secondary literature sources.

(The Hallam University, 2012)

## Research model

Figure I Research Model



My research started with preliminary research on marketing plans and the situation of MasterPeace. I determined my main question and the chapters of my marketing plan.

After that books, articles, others theses and the Internet were used to collect the necessary data for the internal and external analysis. The information about MasterPeace was extracted from files, fact sheets, and mission statements provided by the organization. Moreover, I was able to write a lot based on my own knowledge of the organization that I gathered by working there.

An interview with an employee of Amnesty International, a competitor of MasterPeace, was conducted to get an opinion on how non-governmental organizations carry out their message.

To evaluate the current strategy of MasterPeace volunteers who helped out during MasterPeace' last event were asked to fill in a questionnaire.

All this research led to the marketing mix and recommendations for future events of MasterPeace.

### Research findings

The aim of the desk research is to establish a general framework for this marketing plan and explore all aspects of it. By reviewing several books on the topic of marketing and marketing plans the chaptering of my thesis was built.

A marketing plan must include the following parts:

- Company profile
  - In this part the internal situation is analyzed, to give a good overview of the capabilities of the organization
- External Analysis
  - In this part the external environment is investigated to determine the market situation. First a market definition will be given, then the situation will be analyzed according to the DESTEP, SWOT, and ABELL models.
- Marketing Objectives
  - Before a strategy can be formed, the objectives have to be determined.
  - Five W's: Why, who, when, where, what
  - Financial situation

- The financial situation is complicated, since this thesis treats a non-profit organization. Therefore, in this part the concept of No Budget Marketing will be explained.
- Marketing Strategy
  - With the help of the marketing mix a strategy will be formed.
  - Five P's: product, price, place, PR, positioning
- Conclusion
  - It is important to determine whether or not the strategy is effective and whether the objectives have been achieved.

### The importance of marketing

Marketing is the activity and the process of creating, communicating, delivering and enhancing offerings that have value for customers, partners and society (Ebert & Griffin, 2009). Marketing forms a very important part of the overall strategy of an organization. It is the way of making an organization visible and known. If an organization wants to be successful in a market it has to be visible.

### Literature

Hoyle, Leonard H. (2002) *Event Marketing: how to successfully promote events, festivals, conventions and expositions*. New York: John Wiley & Sons Inc.

Ebert, R.J. & Griffin, R.W. (2009). *Business Essentials*. (7<sup>th</sup> edition) New Jersey: Pearson Education Inc.

Burk Wood, M. (2009) *Het Marketingplan* (3<sup>rd</sup> edition) Amsterdam: Pearson Education Benelux

Burgers, J. (2007). *No Budget Marketing*. Den Haag: Sdu Uitgevers bv.

Armstrong, G. & Kotler, P. (2011). *Marketing. An Introduction*. (10<sup>th</sup> edition) New Jersey: Pearson Education Inc.

## Chapter 1 Profile of the Organization

### The organization

MasterPeace is a bottom-up peace initiative that promotes peace. It is an organization that tries to motivate people to take action in peace building. MasterPeace is an independent organization. It functions separately from governments and seeks to take no stand in political or religious issues.

MasterPeace seeks to encourage the local civil society to start peace building themselves through music, art and new media. Above all, MasterPeace tries to move people; to get people active. The key difference between MasterPeace and other non-governmental organizations is that MasterPeace does not want to just attract donations or send emergency help to conflict areas. It is a platform for people to stimulate them to become active in peace building.

Since the focus of MasterPeace is on peace, there are two major events during the year that MasterPeace focuses on in The Netherlands. These are the Liberation festivals on 5 May and the International Day of Peace on 21 September. On these days, MasterPeace tries to reach out to as many people as possible with the limited resources they have.

### History

As explained on their website, MasterPeace is an idea from social entrepreneur Ilco van der Linde in cooperation with his Egyptian colleague Mohamed Helmy. When Van der Linde was sixteen he organized the first Liberation festival in The Netherlands in Haarlem called 'Bevrijdingspop' (Liberation Pop). The event grew to be an annual event in The Netherlands to celebrate the end of the Second World War. He is also the initiator of the anti-Aids organization Dance4Life, which he also set up with Mohamed Helmy.

The idea of MasterPeace was born when Van der Linde travelled through Africa with his family and was confronted by the violence and conflicts in Kenya. He decided to dedicate his time and energy to a new global peace movement: MasterPeace. Now MasterPeace is a young new peace building organization, led by Van der Linde and Helmy.

The existence of MasterPeace has been guaranteed with the help of six founding partners: Corio, Vfonds, IKV Pax Christi, Samhoud, The Treaty of Utrecht and The Triodos Foundation.

### Slogan and key values

The four core values of MasterPeace are positivity, co-creation, ownership of peace and walk-your-talk. They focus solely on the positive aspect of life. The emphasis is not on conflicts, fighting or war, but on music and dialogue. They believe that the ownership of peace is not in the hands of political leaders, but that everybody owns peace and together we can make a difference.

The core slogan of MasterPeace is: **'Creating Peace. Together'**. This short statement says clearly that the goal of MasterPeace is to create peace together with everyone around the world. It implies that one person or one organization cannot create peace alone, it has to be done together.

In order to create peace together, their values are:

'We put MUSIC above FIGHTING,  
DIALOGUE above JUDGMENT,  
BREAD above BOMBS,  
and CREATION above DESTRUCTION.  
People can do it. That's MasterPeace.' (MasterPeace, 2013)

This is another often-used slogan of MasterPeace. It is longer than their core slogan, but it explains more of their values. The first person personal pronoun 'we' is used on purpose; again the focus is on togetherness.

### Goals

The two ultimate goals are to create a world with less armed conflicts and an equal sharing of opportunities. In its passion statement, MasterPeace mentions six sub-goals:

The first is improving the image of the International Day of Peace on 21 September. They aim to let this day become more well-known worldwide. The specific target stated is: 'By 2014 we want at least 50% of the world's population to know that the 21st of September is the International Day of Peace.'

The second is to get millions of MasterPeacers involved in the movement, through all related MasterPeace campaigning programs, MasterPeace Journey: The Alchemist Alive, Website 2.0, Educational Program, MasterPeace Clubs and others.

The third is supporting peace building within communities, by stimulating community sense and support solving conflicts - by being the wind under the wings of peace builders - on neighborhood level.

The fourth is recruiting 200.000 peace volunteers worldwide.

The fifth is putting spotlights on main conflicts/focus areas by creating media attention. MasterPeace focuses on 14 to 17 countries or regions where (armed) violence prevails or where (armed) violence could become a reality due to rising tensions.

The sixth and last is creating a sustainable movement. After 2014, they want this movement to grow further as an active, engaged, alert, positive and inter-cultural network of peace-minded and action orientated people (MasterPeace, n.d.).

## Projects

The MasterPeace team works on different projects. As said before, the International day of Peace is an important day for MasterPeace. Next year, on 21 September 2014 a big peace concert will be organized. During this concert world leaders and famous artists from conflict areas will perform together on stage in the MasterPeace WorldBand, with the hopes that this will stimulate dialogue towards a more peaceful world.

Tickets for this concert are not for sale; they must be earned. People have to contribute to peace themselves. One way of doing this is through The #MasterPeace2014 Support project. They are invited to set up an event or activity to raise the money, with the chance

to earn up to 4 tickets for the concert.

In 30 countries around the world MasterPeace Clubs have been set up. Individuals who have been inspired by MasterPeace set up those clubs. MasterPeace does not finance these Clubs, but only gives them a startup budget. MasterPeace does offer consultancy and coordination from Cairo and Utrecht, but the Clubs will not be economically dependent. On 21 September, every Club will organize a special event to honor this day. The people involved in the Clubs can organize their own actions and projects, in order to empower other individuals to become actively involved in peace building and to reduce armed conflicts on a local level.

The MasterPeace Journey – The Alchemist Alive is a journey for peace. People inspired by the book 'The Alchemist' by Paulo Coelho can travel to the Pyramids in Cairo and along the way spread the word about MasterPeace. The travelers give updates through social media and travel in green ways, such as hitch hiking or walking.

The international MasterPeace website, also referred to as the MasterPeace 2.0 Platform, facilitates a marketplace for peace. MasterPeacers, people who are inspired and involved, can connect with each other on this platform by sharing, liking and blogging.

### Organizational structure

Since MasterPeace is an international organization, they have two main offices. The European Office is based in Utrecht, The Netherlands, whereas the main office is situated in Cairo, Egypt. These offices represent the connection between East and West.

The MasterPeace team in Utrecht consists of 23 people, 14 of them are interns. The office culture is informal and the structure horizontal. The organizational chart can be found in the appendix A.

### Internal Analysis

**Strengths:** MasterPeace is a non-governmental organization with a unique approach to peace building. The majority of non-governmental organizations want to create a big pool of supporters, who donate money. They then spend that money on emergency aid or campaigns. The bottom line of MasterPeace, on the other side, is inspiring people to start supporting MasterPeace. They focus on the positive side, inspire people in conflict areas to start up a club and talk to each other. MasterPeace wants civil society to take action instead of to just donate money.

Alongside the unique approach, the MasterPeace team consists of motivated, enthusiastic and passionate employees. All of them agree with the MasterPeace message and are very capable of carrying out the message because of their passion. On top of that, the initiator of MasterPeace is already experienced in the field of social entrepreneurship. He also started dance4life, which is now a well-established organization and which partly has the same target group.

**Weaknesses:** MasterPeace has only been operating since 2010 and there is a serious lack of publicity. The majority of the people in The Netherlands are not aware of MasterPeace. It is difficult to attract and inspire civil society when they do not know who you are or what you stand for. Another weakness that adds to that is the lack of financial resources. MasterPeace was founded with the help of six founding partners that provide for the minimum budget. There is however none to very little budget for projects, promotion materials or advertising campaigns.

Besides this invisibility, the message of MasterPeace can be perceived as vague. There is no exact statement that summarizes the vision, mission and goal of MasterPeace. It takes a while before people see and understand what MasterPeace is about.

The EU office is based in The Netherlands; the international office is in Cairo, Egypt. Some responsibilities are shared between the two offices, which impedes for example the social media policy. When one office controls social media, the other office is left behind and has less possibilities for posting messages.



## Chapter 2 External analysis

MasterPeace is a non-profit organization; it tries to activate the civil society. Therefore it is useful to understand the characteristics of that civil society and the environment civil society lives in. Analyzing the demographical, economic, social, political and technological situation in The Netherlands will provide this information.

In the case of MasterPeace the ecological situation is not applicable, since the environmental situation does not influence the external environment of MasterPeace.

### Demographical situation

In July 2012, the Dutch population included 16,730,632 inhabitants. The population grows with 0.452% each year. The biggest age group is between 25-54 years, namely 41.1%. Striking is that the majority of the Dutch population does not have a religion, in 2006 42 % of the people believed in nothing. The next biggest groups are Roman Catholic with 30 % and Protestant with 20 % (CIA, 2012).

In 2012, The Netherlands counted 7 512 824 households, of which 2 761 764 were one-person households (CBS, 2012).

In 2011/2012 the percentage of 15 to 18-year olds that participated in education grew to 98 %. Moreover, over the period from 2000 to 2012 the percentage of 15 to 18 year olds that followed the higher level of middle school (havo or vwo) grew from 29 to 36 % (Van der Bie. et al., 2012).

### Economic situation

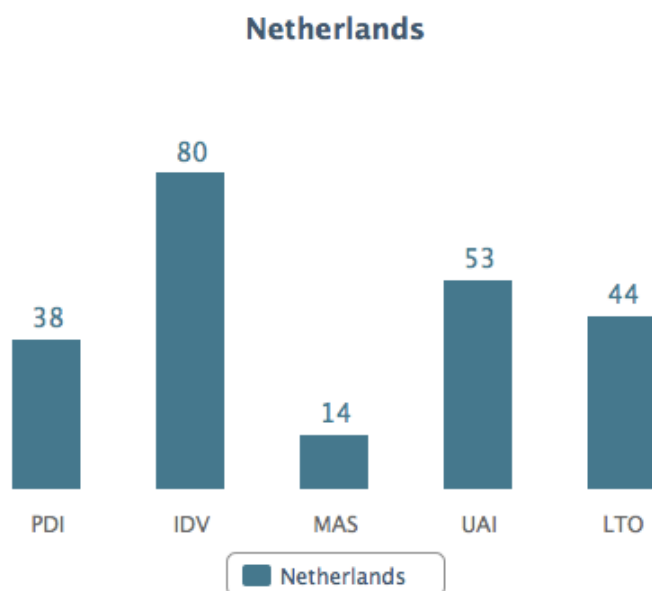
The GDP of The Netherlands in 2012 was 545,68 billion euros, the GDP per capita € 32,533. The services sector is the biggest sector in the Netherlands. The labor force consisted in 2012 out of 7.746 million people. The unemployment rate was 6.8 % (CIA, 2012).

The confidence of Dutch consumers in the economy has hit a low point, currently at -44 points (CBS, 2013). Despite of the economic recession, about 85 % of the Dutch population donates money to charity. According to an article in the free newspaper Metro, 41 % of the money charities receive comes from own fundraising activities (Pieters, 2013).

### Social situation

The social and cultural characteristics of the Dutch society can be defined along the lines Professor Geert Hofstede created. He put together five categories of values that are influenced by culture.

PDI means power distance index. IDV: individualism. MAS: masculinity. UAI: uncertainty avoidance and LTO: Long-term orientation.



The graph shows that The Netherlands has a culture where individualism is very high and masculinity very low. This low masculinity indicates that The Netherlands has a feministic culture, where quality of life and caring for others are important (The Hofstede Centre, n.d.).

Figure II Hofstede Analysis

### Political situation

MasterPeace is a non-profit and non-governmental organization. This is equal to an ANBI status in The Netherlands. ANBI means in Dutch *Algemeen nut beogende instellingen*, what roughly translated means a public benefit organization.

ANBI falls under the national tax service (Belastingdienst). On their website it states that being an ANBI organization gives organizations certain tax advantages. In order to get and maintain the ANBI status, an organization needs to fulfill the criteria. Among others the organizations need to have their administration checked, they cannot pursue profit, it's employees have to fulfill the integrity demands and their equity cannot exceed the maximum (Belastingdienst, 2013).

### Technological situation

The technological situation is important for MasterPeace too, since the international website functions as a worldwide platform and they seek for people to connect over the Internet. With technological in this case the Internet and social media are meant. In The Netherlands, 92,9 % of the population has access to the Internet. Moreover, 45,2 % of the population is subscribed to Facebook (Internet World Stats, 2012). Both of these percentages are higher than the European Union average.

### Market definition

Before the market can be analyzed, it needs to be clear what market MasterPeace operates in. The definition of the market has to include the product, customer needs and geographical place.

It is difficult to categorize the service MasterPeace offers. Armstrong and Kotler (2011) mention that today, product and services have become more commoditized and that some businesses / organizations have started to create customer experiences. In the case of MasterPeace, there is no tangible good or service, it is about the experience of peace building and togetherness.

Even though MasterPeace offers a unique 'service' that gives people the chance to actually build peace themselves, it still operates on the non-governmental market. Other non-governmental organizations may not seek to inspire and activate their supporters; they do however offer them a way to make the world a better place, for example by donating money or clothes.

The market can be defined as follows: *The market of non-governmental organizations active in the field of development cooperation in The Netherlands that offer their customers a way to help building a better world.* According to Mrs. Kramer-Werkhoven, an employee of Amnesty International, the Dutch international development sector is large and very important. It has however been heavily debated and there have been extensive financial cutbacks on this particular sector by the Dutch government (May 8, 2013. Personal communication).

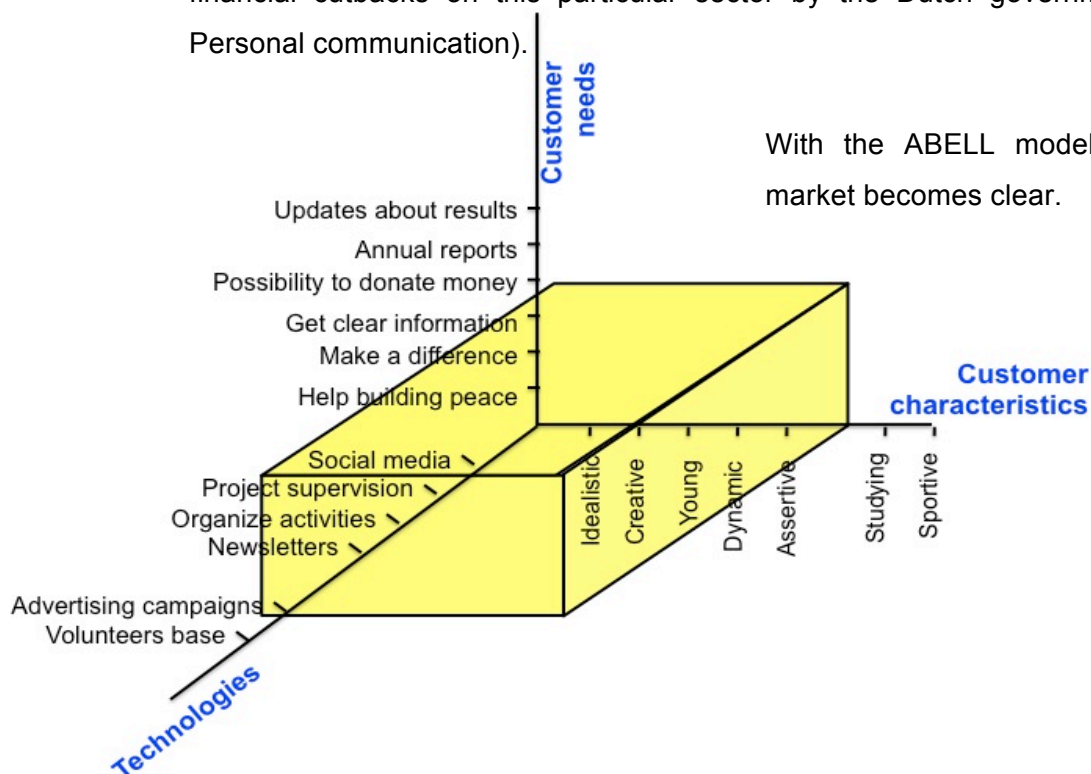


Figure III Abell Model

### Market Characteristics

The exact number of charities active in The Netherlands is unknown. It is estimated that around 500 to 600 operate nationally on the Dutch market ([www.goededoelen.nl](http://www.goededoelen.nl)).

Partos is the organization in The Netherlands that represents the interest of international cooperation organizations. This association is the representative of private organizations that are active in the field of humanitarian aid, human rights, poverty reduction and sustainable development. The focus of Partos lies on cooperation between international

development organizations, strengthening their quality and ensuring innovation. They currently have 120 members. These 120 organizations form the core of the international development organizations active on the Dutch market.

VFI is the Dutch association that represents the interest of all charities in The Netherlands. In 2012, 36 of the 41 member-organizations of Partos that are active in international development participated in a research done by VFI. According to that data in 2011 the charities active in the field of international development together received €1.115.563.000. Nearly 75 % of the budget of these organizations comes from donations (Goede doelen rapport).

The biggest reason for donating is a personal connection with the charity. Another important factor is the knowledge of how the money is spent and which results are booked.

### Target group

The target group of MasterPeace consists of young people, willing to get involved in the international development sector. 'Getting involved' varies from donating money to becoming a volunteer or starting an initiative. Mrs. Kramer-Werkhoven mentions that the Dutch society is very willing to get socially involved, but it all depends on the goals and strategy of the organization. She says you need substance; a strong message, good content of your mission, it has to be realistic and feasible.

According to an article from Arts & te Riele (2010), working people are less likely to do voluntary work, simply because people with demanding jobs have less time to participate in voluntary work. Elderly people, students or non-working people are the most active as volunteers.

Elderly people (above 50) are not within the scope of MasterPeace, since it is a young movement, with a dynamic and innovative perspective. Working people, married and/or with children usually do not have enough time to put into voluntary work.

The focus will be put on the idealistic, creative and young citizens. They are willing to make a change in the world and believe they can. They are young and have enough time/money to put effort in voluntary work. People with these traits are likely to get involved in peace building. MasterPeace wants them to actively support them with initiatives, collecting money and spreading their message.

Characteristics of the target group:

- Aged 15 to 35
- School going or studying
- Interested in peace, music, festivals, voluntary work, international development, and charities.
- No difference between male or female, religion or race.
- Values sustainability, co-creation and peace.
- Goes to festivals
- Active on social media

An interesting and specific part of this target group is formed by the people involved in sports clubs, students associations or any other kind of club. They already have an infrastructure, it is therefore easier to organize a project or collect money.

The Landelijke Kamer van Verenigingen is the national chamber of associations in The Netherlands; they have 47 members (LKvV, 2013). In 2006 there were 32.710 Sports clubs in The Netherlands (CBS, 2008).

Among the 4 to 18 year olds, nearly nine out of ten practices sports for at least one hour a week. This percentage is lower among the 18 to 25 year olds, namely 66 % (CBS, 2010).

The number of 15 to 35 year olds is 3.888.000 million people in The Netherlands (CBS, 2012).

Secondary education students 2011/2012: 948 949

Students University of applied sciences (HBO) 2011/2012: 423 719

Students University level (WO) 2011/2012:

245 322 (CBS, 2013).

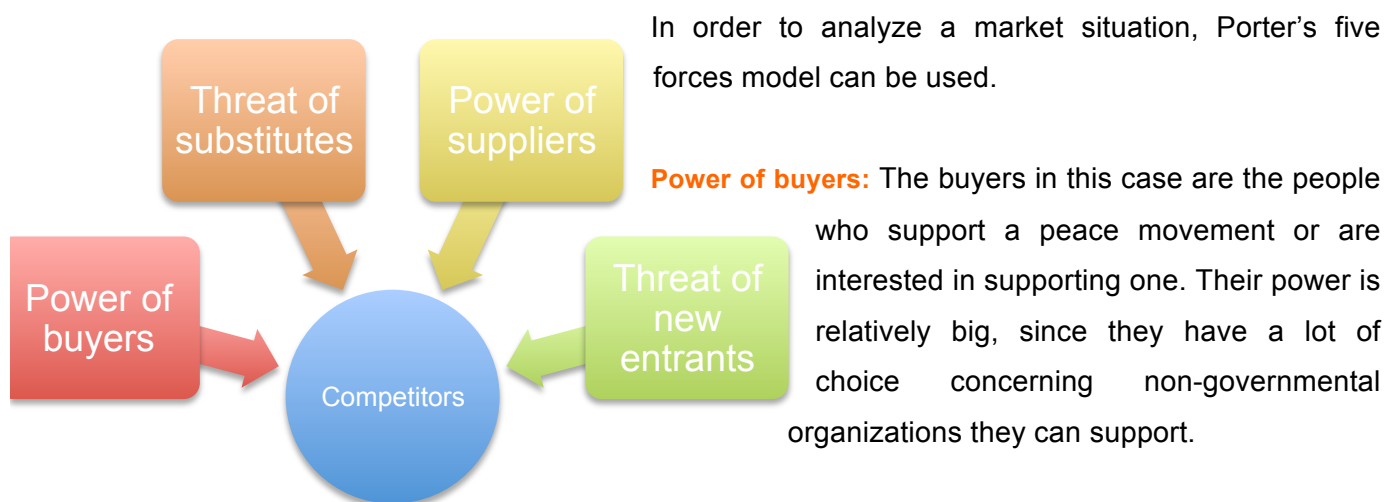
In 2009 22 % of the Dutch population was active as a volunteer. In 2008 58 % of the population in the age category 18 to 25 participated in voluntary work.

In 2012, 91 % of the Dutch population between 15 and 25 used Internet daily. 98 % of this youth knew how to use a search engine online (CBS, 2012).

Festivals are popular among the youth. For example, during the Dutch music festival Pinkpop, 34 % of the visitors was between 18 and 25 (Respons, n.d.).

### Market analysis

Figure IV Porter's five forces model



**Substitutes:** The threat of substitutes is low, because there are no other non-governmental organizations that offer the exact same service as MasterPeace. It is unlikely another organization pops up that will be similar to MasterPeace.

**Power of suppliers:** In this case, suppliers mean the sponsors and employees of MasterPeace. MasterPeace does not need any materials to create their service, besides money and personnel. The money comes from their founding partners, and every semester there are enough interns that want to gain work experience with MasterPeace. Therefore, the power of suppliers is average. The parties and organization that give

money or sponsor materials can choose which organizations they wish to support.

**Threat of new entrants:** It is easy to set up a charity or foundation for a good cause. However, it is difficult to become a well-known and big peace movement, due to the abundance of non-governmental organizations. There are thousands of charities in The Netherlands ([goededoelen.nl](http://goededoelen.nl)), but the majority of these are unknown. Moreover, setting up a non-governmental organization requires an investment. Due to the recent budget costs from the government and the economic recession, it is difficult to get the finances straight.

**Competitors:** Competitors of MasterPeace consist of other peace movements and non-governmental organizations active in The Netherlands, which offer people the chance to improve the world or ask them to become actively involved. Among the direct competitors are organizations active in the field of human rights, development aid and general charities. Some of these competitors do offer emergency help, but that is not all they do. Direct competitors are: IKV Pax Christi, Kerk in Actie, Oxfam Novib, Humanitas, Amnesty International and Cordaid. In total, all 120 member-organizations of Partos can be seen as competitors of MasterPeace.

**Conclusion:** Looking at the factors from Porter's five forces model the market is not optimal for MasterPeace. It has quite some competitors, which means suppliers and buyers have a lot of power. They can choose which organization to support. It is difficult to enter the market, which is positive for MasterPeace. Moreover, MasterPeace has a unique approach to peace building. As a consequence MasterPeace is unlikely to suffer from substitutes. All in all there is no guarantee that MasterPeace will become a successful player in this market, but there is a good chance.

**Opportunities:** The main opportunity for MasterPeace is the digital age. It is nowadays possible to connect with the whole world within seconds. MasterPeace can use social media more effectively to reach more people. At the moment, the responsibilities concerning the website, Facebook and Twitter are divided between the EU Office in The Netherlands and the International Office in Egypt. Since the target group of MasterPeace is highly active on the Internet local social media should be used to reach them.



**Threats:** Threats for MasterPeace are other non-governmental organizations. There are a lot of non-governmental organizations active on the market that might have a larger budget and clearer message. Thus those non-governmental organizations have the means to attract more supporters than MasterPeace. Once someone supports a charitable organization, it is unlikely that he or she will also support MasterPeace.

### **Comparison MasterPeace – Oxfam – Amnesty – Cordaid**

As stated above, direct competitors of MasterPeace are Amnesty International, Oxfam International and Cordaid. These organizations are also active in the field of development aid, with the aim of making the world a better place. This research wants to establish the objective differences between the organizations, from the point of view of a regular Dutch citizen. Therefore, in order to compare them purely the information available on the Internet is used. When an inhabitant of The Netherlands wants to know what an organization is about or how he/she can get involved, good chances are they he/she will look it up on the Internet.

Comparing these four organizations based on online sources, a few key differences become clear. Of these four organizations MasterPeace is the youngest, it was only founded in 2010. It is also the smallest in terms of employees, offices and number of countries in which they are active. Striking is the amount of Facebook likes, which exceeds the 100.000 and is growing extremely rapidly.

On the next page the key differences are shown in a table. The full version of this table can be found in appendix B.

	<b>Amnesty International</b>	<b>Cordaid</b>	<b>Oxfam International</b>	<b>MasterPeace</b>
<b>Founding year and country</b>	1961, UK	1999, The Netherlands (merge)	1995, UK	2010, The Netherlands / Egypt
<b>Workforce</b>	400 in the HQ, London 1800 staff members around the world	200 in The NL 300 abroad	10.230 staff members world wide	< 30 permanent staff worldwide
<b>Social media (15-04-2013)</b>	(International) Facebook 147.013 Twitter 615.918	(Dutch) Facebook 2170 Twitter 4254	(Dutch) Facebook 22.207 (International) Twitter 359.425	(International) Facebook 96.233 Twitter 2.609
<b>Annual reports available online</b>	Yes	Yes	Yes	No
<b>Local and international websites</b>	Yes	No, just in different languages	Yes	Yes
<b>Possibility to donate website</b>	Yes, on all websites	Yes	Yes, on all websites	No
<b>Possibility to become volunteer via website</b>	Yes	No	Yes	Yes
<b>Newsletter?</b>	Yes, you can sign up through website	Yes, you can sign up through website	Yes, you can sign up through website	Yes, but no possibility to sign up online
<b>Wikipedia site?</b>	Yes	Yes	Yes	No

Figure V Comparison table

### Key differences

MasterPeace is the only organization that focuses on the positive side of conflicts solely. The other organizations also give shocking facts and numbers, share pictures of problems, while MasterPeace tries to show the solutions and possibilities for peace.

MasterPeace is the only organization without a Wikipedia site. Naturally, this is not in the hands of the organization itself, it shows however that MasterPeace is less known worldwide. Even though Wikipedia cannot always be trusted to give reliable information, being on Wikipedia contributes to the visibility of an organization.

On the MasterPeace international website, there is the possibility to join the movement, but there is no option to donate directly. All other organizations have this 'donate now' button prominently on their websites. It must be noted that is in line with the MasterPeace message to not have a donate button. MasterPeace is about inspiring people to become active in peace building; the idea is that people start their own initiative or project and raise money / awareness with that project.

Another noteworthy difference is the lack of a newsletter from MasterPeace. On the websites of Amnesty, Cordaid and Oxfam you can immediately sign up for the newsletter and that way stay updated. Unlike these organizations the international website of MasterPeace does not have this function.

Last but not least is the fact that MasterPeace does not have their annual reports available online. This means that no data can be found on finances or number of volunteers. The information on finances and volunteers of the Amnesty, Cordaid and Oxfam was retrieved through their annual reports. This makes them transparent and enables them to emphasize their successes.

**Conclusion:** MasterPeace has an admirable goal to focus solely on the positive side, which in itself is not a problem. Their international website however lacks some crucial information. MasterPeace answers a lot of questions but there is no annual report online.

### Chapter 3 SWOT analysis

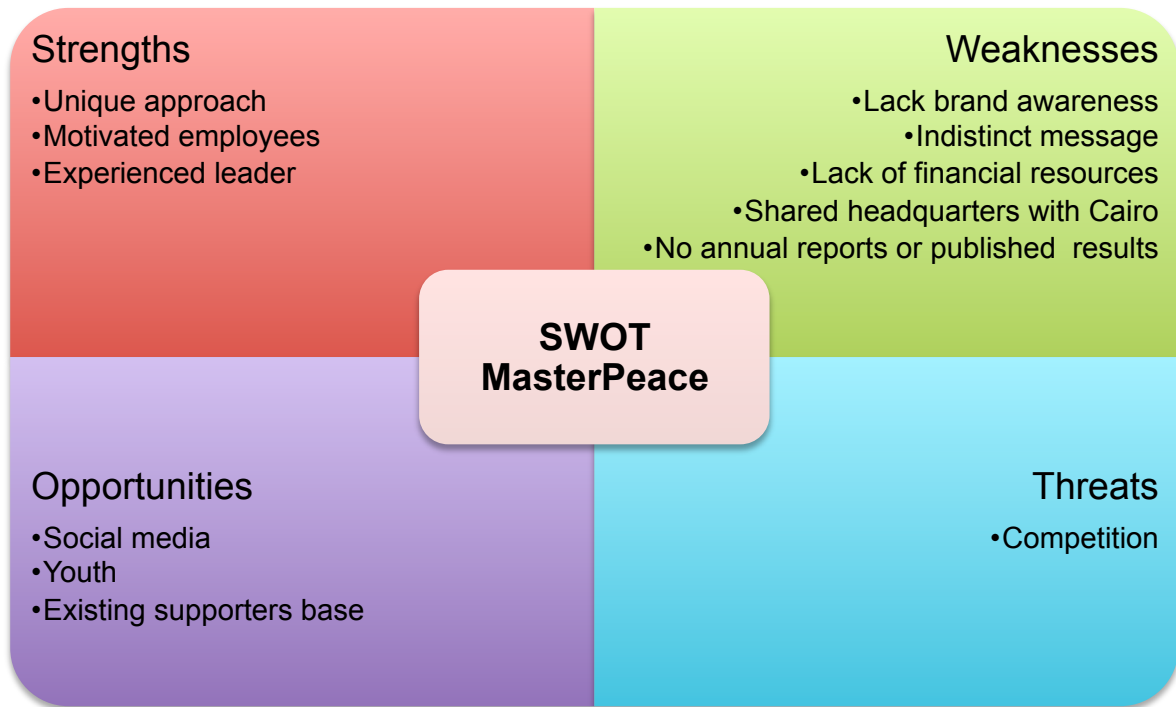


Figure VI SWOT Analysis

Figure VI sums up the information given in the internal and external analysis of MasterPeace. Looking closely at the SWOT, it is evident that MasterPeace suffers more from weaknesses than from threats.

## Chapter 4 Marketing objectives

### Objectives

Marketing objectives are short-term objectives that manage the customer relationships. They have to satisfy several criteria, abbreviated SMART. SMART stands for specific, measurable, achievable, relevant and timetabled (Learn Marketing, n.d.).

There are six different types of marketing objectives, as described by Burgers (2007) in his book on No Budget marketing.

1. Increasing brand awareness
2. Being preferred over competitors
3. Intention of buying
4. Retention of customers
5. Sell more to the same customers
6. Withstand price pressure from customers

In the case of MasterPeace all six objectives are important, yet in order to fulfill the last three, the first three need to be accomplished. New customers should be gained before it is possible to retain them.

Objective one, two and four are the most important for MasterPeace right now. The objective with the most priority is 'increasing brand awareness'. It is hard to survive in a market when nobody knows the organization. In order to attract supporters, MasterPeace needs to stand out from its competitors. Once there is a solid base of customers, the focus should shift to the last three objectives. All parties involved with MasterPeace need to be retained. They need regular updates and information about MasterPeace and its projects. If the customer base feels important and needed, it is possible to ask more of them.

MasterPeace as an organization has set some overall SMART objectives for the Dutch market for 2013. These can also be called Key Performance Indicators (KPI's) since these criteria are used to measure MasterPeace' effectiveness.

- 150 business partners for #MasterPeace2014 Support
- 8 network meetings
- 5 digital newsletters
- 4 articles in national newspapers
- 10 television performances
- 10 radio interviews
- 10 % more brand awareness

These objectives answer to the SMART criteria and can be grouped under the first objective of 'increasing brand awareness'. However, these are for MasterPeace in general and not specifically for the event on 5 May.

Through the event on 5 May MasterPeace should increase the brand awareness of MasterPeace and enlarge the amount of supporters. This means MasterPeace has to aim for:

- 10 new #MasterPeace2014 Support-actions
- 5000 extra likes for the Facebook
- 1000 extra followers on Twitter
- being mentioned in the local newspapers (1 per city)

When the objectives listed above have been reached, the brand awareness will become significantly bigger than it is today.

### Zero budget marketing

MasterPeace is a non-profit organization. This means the organization has no goal of making profit and carries out its work for the greater good. Besides non-profit MasterPeace is also non-governmental. It is not attached to a specific government and takes no side in conflicts.

### Public versus Private organizations

MasterPeace cannot be put in the private sector, as it has no aim for profit. The main difference between non-governmental organizations, such as MasterPeace and corporate organizations from the private sector is their budget. All the money non-governmental organizations receive comes from donations and subsidies. Wages and benefits are usually lower with non-governmental organizations, simply because their budget is lower. These organizations are accountable to civil society. Donators, supporters and sponsors will not respond positively when it turns out a non-governmental organization spend all its money on wages and staff parties. Private companies do not have to answer to civil society.

MasterPeace does not generate big cash flows. As a consequence organizing activities is complicated. The basic necessities, such as wages, rent and computers are funded by the Founding Partners. Besides that all others materials have to be provided by sponsors in order to realize, in this case, the event.

For the event on 5 May different partners sponsor the caravans, paint and t-shirts. The Liberation festivals grant catering and electricity. The artists, sing songwriters and volunteers do not receive any compensation. All parties support MasterPeace because they believe in the good cause. However, the marketing part of the event is more difficult to realize without money.

Since there are hardly any financial resources available for marketing, MasterPeace practices so-called *zero budget marketing*. This means that the process of marketing is carried out with little to no budget.

Around the subject of zero budget marketing, several books are available. In the current business climate budgets for marketing are lower than they used to be. Niels Aalberts is currently active as an independent marketing expert. In his book 'Breakthrough Zero budget marketing on the Internet' (March 2011), he mentions how the digital revolution has affected the music business and can affect everyone who wishes to accomplish something. The fast development of social media and the Internet offer the possibility of



instant contact with supporters. It is important to give daily updates, be honest and bind your supporter to you.

Another book is 'No budget marketing' by Jos Burgers (2007). He provides a perspective on marketing from a different angle. He states that Budget Marketing (marketing with a budget for advertising, mailings etc.) and No Budget Marketing have the same goal: gaining and retaining customers. However, No Budget Marketing focuses on the client itself as a marketing tool.

According to Burgers (2007), word of mouth publicity is more effective than regular advertising. Word of mouth publicity can be spontaneous and created. Created word to mouth publicity occurs when companies spread around rumors about their brand and try to stimulate the buzz, in order to get customers to talk about their product. The opposite of this is spontaneous word of mouth publicity, which is genuine and traditional. One satisfied customer randomly recommends a product or service to someone else. The key difference is the credibility of the message. Traditional spontaneous word of mouth publicity is more credible, and that is what each company should try to accomplish. Own experience and experiences of third persons are effective tools to retain customers.

The five pillars of No Budget Marketing are

1. Deliver distinctive client value. It is important to be different from your competitors.
2. Exceed the expectations of customers
3. Invest in ambassadors
4. Make sure that the first acquaintance is never-to-be-forgotten
5. Let potential customers gain experience with you

No Budget Marketing will be effective when all five pillars are complemented. In order for MasterPeace to be effective, it should, as said before, define their idea clearly. Without a clear, uniform message it will not come through. MasterPeace already has some loyal supporters, who can be used to promote the PLC and transmit the message.

Loyal supporters and a successful event can trigger the word to mouth publicity Burgers (2007) talks about. When visitors of a Liberation festival visit the Peace, Love 'n Caravan

and become enthusiastic they will talk about it in their own network. This way the concept of the caravan will be spread and gain more attention for MasterPeace. Visitors should be given the opportunity to use their social media. When everyone posts a picture about MasterPeace, it will create a snowball effect.

**Conclusion:** Since MasterPeace has limited financial resources, the non-budget options should be seriously considered. Social media and word to mouth publicity are strong tools. They do however require outstanding news to post and talk about. In order to create positive word of mouth publicity and with that increase brand awareness, MasterPeace needs to create something worthy of word of mouth publicity.

## Chapter 5 Event marketing

This thesis tries to formulate a strategy for marketing the event on 5 May. Event marketing is a separate branch of marketing. The key elements for a successful event are the three E's of event marketing: Entertainment, Excitement and Enterprise. According to L.H. Hoyle (2002) these elements are essential for the success of any event.

### The event

On 5 May MasterPeace is present in several cities in The Netherlands to present itself and its ideas. In this specific case the way of selling the idea is the *Peace, Love 'n Caravan (PLC)*. From the outside the caravan has a MasterPeace appearance and on the inside a cozy living room. The caravan is placed in 5 cities: Amsterdam, Rotterdam, The Hague, Roermond and Utrecht. This caravan is painted with the logos and colors of MasterPeace, in order for them to be recognizable.

During the day performances will be given inside the PLC, for a limited number of people (due to the limited space in a caravan). This way MasterPeace will try to offer them a unique experience that will inspire them to also become a peace builder.

The idea of building a more peaceful world is brought through the PLC, which gives MasterPeace an advantage over other organizations that are present at the Liberation festivals. A caravan draws more attention than a regular market stand. In accordance with the MasterPeace vision the PLC and the performances will be colorful and emphasize the positive side of solving conflicts; namely by music and dialogue.

### The Five W's of Marketing

These 5 elements help to determine whether an event is feasible, viable and sustainable.

### Why

The why-questions must be addressed in hard-hitting and second-person terms. It should be clear to the visitors why they should attend the event. The benefits must be emphasized.

Visitors should come to the festival because it is fun and informative. They can attend exclusive performances in an intimate atmosphere. The music aspect attracts the target group. Moreover, they will be given information on MasterPeace: its goals and background. Visitors will get useful tips on how they can start building peace. The visitors need to feel and see that they are the ones that can help make the world a better place.

### Who

The who-question is about the target audience of MasterPeace and PLC. This target audience consists of visitors of Liberation festivals, who are interested in peace and socially responsible. These people are usually between 18 and 30; a lot of them will visit the festivals.

### When

The timing of an event is very important. Choosing the wrong day or time can result in missing out on a lot of people.

#### *MasterPeace & Liberation festivals*

For MasterPeace this day has a special meaning, because it complements with their vision and goals. 5 May is about peace and freedom, two things that are intertwined with each other. This day is suitable for the MasterPeace to hold events and spreading its message of peace, since the whole day already represents freedom, which equals peace.

On 5 May we celebrate our freedom. On May 5<sup>th</sup>, 1945 The Netherlands were officially liberated from the German occupation during the Second World War. On Liberation day, democracy, dialogue and peace orientated organizations present themselves at the festivals. The central theme of this day is peace and freedom. This increases the chance of reaching people who are interested in peace and peace building, because on this day there is extra attention for peace in the world.

### Where

The location of the event should be unique, convenient and accessible.

The location varies among the cities. The best place for the caravan would be on the territory of the Liberation festival, situated close to other peace and content related activities or organizations. This may result in standing next to competitors, but it also means the spot is quiet and the music from the main stage is not prominently present.

The noise and chaos that come from the main stage and the crowd do not influence the caravan. Since the infrastructure of the existing festival can be used, the location is automatically accessible and convenient. The caravans make it unique.

### What

The purpose of event has to be clear. In order to attract visitors, expectations need to be determined and created.

The purpose of the event is, on the one hand, to create more publicity for MasterPeace as a brand; on the other hand the focus should be on informing, inspiring and activating visitors.

Core activities are coordinating the performances in the caravan and informing the visitors. This requires several volunteers.

Besides these core activities to inspire visitors, it is essential that the environment around the caravan is attractive. Activities should be conducted to attract the target group; at all times there have to be volunteers present, music playing, flyers handed out. Also at each PLC a photographer is present to take pictures of all visitors. Business cards are handed out with the link to the website and Facebook. These pictures will be posted online, and hopefully cause more Facebook and website visits.

### **Conclusion**

MasterPeace is present with the Peace, Love 'n Caravan in several cities in The Netherlands. These PLC's are placed in order to attract more supporters and brand awareness for MasterPeace. Artists will perform in and around the caravan to catch the attention of visitors. Volunteers then hand out information about MasterPeace with the aim of inspiring them to become active in peace building.

The three essential E's mentioned by Hoyle (2002) need to be accomplished. The artists who perform in the PLC will provide entertainment. The private performances in an intimate environment will be exciting. And enterprise can be formed in the caravan, because it is unique and has never been used before.

## Chapter 6 Evaluation

The Peace, Love 'n Caravan was present in (among others) The Hague and Rotterdam. In Rotterdam it was situated at a book market, in The Hague at the official Liberation festival at Malieveld. These two locations were different, attracted different people and will therefore be determine the effectiveness of the PLC.

In Rotterdam, the book market did not attract a lot of people. Probably the extremely good weather and other activities organized at 5 May, such as the Liberation festival South-Holland that took place in Rotterdam, caused people to rather spend their day elsewhere. Visitors were attracted by the music and the funny looking caravan, but could not be interested for talking about peace or freedom.

The Liberation festival in The Hague is a popular festival. This year was the first year it was held at the Malieveld, instead of in the city center. There were three stages, with famous artist performing. The exact number of visitors is not available, but probably ten thousands of people visited the festival.

Each festival had around 200 flyers, 200 stickers and 200 business cards to hand out. In The Hague, the festival lasted from 12.00 to 22.30 and nearly all promotional-materials were given away. While at the book market only 20 to 30 flyers were handed out.

In both cities music acts were performed in order to attract people. It was evident these acts were successful. People tend to come take a look and listen to the music.

### Volunteers

The volunteers that assisted during 5 May did not know MasterPeace beforehand. A briefing was held to inform them about MasterPeace, it's goals and message. All volunteers that attended this briefing were positive about the organization; the most given answers were useful and interesting.

A questionnaire among the volunteers makes clear that they mostly like MasterPeace and think the PLC is a creative initiative. In Rotterdam three volunteers and a location coordinator were present. In The Hague there were six volunteers and three coordinators. The average volunteer was female, age 20. All of them are a part of the target group. The questionnaire can be found in Appendix D.

All volunteers that were present in Rotterdam say that the book market was not a suitable place for the caravan. They are all positive about the MasterPeace message and goals, however, they feel that the attendance of the book market was too low and the few people who were present, were not interested in anything else but books.

The volunteers who helped in The Hague were also positive about MasterPeace. They stated that there was a lot of promotional material, and they reached out to many people. One volunteer however, indicates MasterPeace should set it up bigger next year; he doubts whether Dutch people are interested in MasterPeace, because there is no on-going war in The Netherlands (Appendix D, questionnaire 2013).

The average number of people reached per volunteer is 5 to 10 for Rotterdam. This number is higher for The Hague >20. This is logical since the amount of visitors of the liberation festival in The Hague is a lot higher than the amount of visitors at the book market.

### **Social Media**

To give an indication of whether the goals are reached, it is useful to look at the social media. The likes on Facebook and followers on Twitter are a way of measuring the supporters of MasterPeace. Even though both social media are active internationally and not just used on the Dutch market. On the next page a table can be found that shows the growth per week. Starting a month before 5 May and ending two weeks after.



	Facebook likes	Twitter followers
21-03	60.000	
29-03	70.000	
2-04	79.082	2.584
8-04	88.574	2.598
15-04	96.233	2.609
22-04	102.963	2.624
29-04	104.620	2.638
6-05	111.689	2.653
14-05	118.294	2.687

Figure VII Social Media

Figure VII gives an overview of the growth in the social media of MasterPeace. The Facebook is international; there is however also a Dutch administrator who can posts Dutch messages. Facebook is more popular than the Twitter and has also more Dutch followers.

The Facebook was already growing very quickly before 5 May; therefore, it makes sense that it continuously grows after the 5<sup>th</sup>. However, only 150 of the 7.000 new likes are from Dutch inhabitants. There was a clear peek in the amount of visits of the Facebook on the 6 May. This graph is shown in Appendix E.

A few days before 5 May a new website was launched for The Netherlands. It is not finished yet; it currently consists of an online newsletter. During 5 May volunteers told all visitors about this website. Afterwards 329 people visited the website, with a peek around 6 May, which can be seen in the table in Appendix E.

The objectives listed in chapter 3 are not accomplished. So far, no new #MasterPeace2014 Support actions have been set up. Instead of 5000 new likes for Facebook and 1000 for Twitter there were only 150 for Facebook and <50 for Twitter.

### Press

Most of the local media did not pick up the press releases. The only press release that was published online by a non-partner organization was the Roermond's, which was sent out by the local MasterPeace club. They have already gained some credit with the local press due to former activities.

The Liberation festival in The Hague did mention MasterPeace in all their communication. There have been several Facebook and Twitter posts from them about the Peace, Love 'n Caravan. This also counts for the agency that organized the book market, although they have very few followers on social media.

At the Liberation Festival in The Hague the target group was present. The exact numbers of visitors is still unknown, but after evaluating the experiences of the volunteers it can be concluded there were a lot people of the target group present, that could be informed.

## Chapter 7 Marketing mix

### Product

The product that MasterPeace offers is difficult to describe. It is rather an idea than a product. It stimulates the Dutch society to be active in peace building and to make the world a better place. Instead of selling a product, it sells a way of life. The product is unique and valuable to the customers. You need to reach people in their hearts, not just their minds.

Music is the oldest form of human communication. While there is no hard scientific evidence that music attracts young people, it is a fact that large amounts of MasterPeace' target group attend festivals (Respons, n.d.). The caravans are placed at several festivals, because large amounts of their target group will be present there.

### Price

MasterPeace does not ask for money, there is no entrance fee. This does not mean it is for free though. The financial philosophy of the organization does not involve money; it is about people using their talents to build peace. They do not ask for money, but everyone can donate their time, attention, effort and energy to MasterPeace.

People should not get the idea that supporting MasterPeace or setting up a project is a lot of effort. They need to feel like it is worth the effort, that they make a difference. The focus should not be on the energy they invest, but rather on the outcome of peace building.

Young people have a hard time handling their money. Over the past 25 years, earning and spending money has gotten more important (NIBUD, 2010). Since they often do have not enough money or even have debts, it is more likely for young people to invest time than money.

## Place

A product can be made available to the customers in several ways. There is a distinction between selling directly to the customer and using intermediaries. In the case of MasterPeace, volunteers and staff will sell the product directly to the customers. They will be present at the festival, talk to the visitors and hand out information. However, intermediaries are also used. MasterPeace takes advantage of the existing festivals; they function as intermediaries.

MasterPeace relies on these intermediaries to provide for the location and in some way the visitors. These festivals already attract their target group and use music as a way to reach people.

## Promotion

An organization needs to communicate its message to its customers and build a customer relationship. The key is to tie the customers to the product or service in order for them to keep coming back.

The traditional promotion mix contains four methods of promotion. These methods, as described by Ebert & Griffin (2009) are advertising, sales promotion, personal selling and public relations.

- Advertising is impersonal communication about the product/service carried out by a sponsor.
- Sales promotion refers to short-term promotional activities that encourage buying. These activities can, for example, be discounts on the products or free products given when a product is bought.
- Personal selling involves one-on-one communication with potential customers. This is mostly done by salespersons that try to discover the personal needs of the customers and match those with the product or service.
- Public relations is the department of an organization that gives information about the organization or company to the public. This information is from the point of

view from the organization, meant to build a positive image of the organization in the media.

Each method has its own advantages and disadvantages. This has as a result that different organizations use or prefer different methods.

The main advantage of advertising is the ability to reach a mass public. Examples of disadvantages are the high costs and the one-way message (KnowThis 2013). Due to the high financial costs, this way of promotion is not available for MasterPeace.

Sales promotion on the one hand can give sales a significant boost. Customers will buy the product out of urgency, before the sales promotion expires. On the other hand, this cannot be used too often and there is no focus on the image or brand awareness (KnowThis 2013). In the case of the PLC, that is sales promotion in itself. The PLC encompasses a short-term promotional activity that encourages people to support MasterPeace. The PLC is only present on 5 May, therefore if people want to see what MasterPeace is about, this is the only day they can. During 5 May flyers, stickers and business cards will be handed out to the visitors.

Personal selling is a unique way of promotion, because it is possible to adjust the promotional message per person. It does however bring high costs, since the salespeople need training. Moreover, salespeople have a bad image of being too persistent (KnowThis 2013). For MasterPeace and the PLC personal selling is not an option in advance. However, on 5 May volunteers will be present around the PLC to sell the idea of MasterPeace.

A big disadvantage of Public Relations is the lack of control. Complete control over the media is not possible and therefore there is no control over timing of message. Also the promotional message might be changed by media, or be overruled by breaking news. The advantage consists of the high credibility of Public Relations. Public Relations transmit the message through media, which are considered reliable. Another advantage of using the media is the possibility of giving more detailed information, because there is more time for explanation in media (KnowThis 2013). Public Relations is a very useful way to promote

the idea of MasterPeace, because of the more detailed information that can be given.

In advance, there will be a national press release about all activities of MasterPeace. Besides that, a local press release will be sent to local media.

Almost all young people have access to Internet and use Facebook (CBS, 2012). Most news updates they receive are digital, in the weeks leading to 5 May MasterPeace should use its social media to reach out to their target group.

MasterPeace can use the social media of the several festivals in their favor. The liberation festivals have more followers, so they can reach more people when they post / tweet about the Peace, Love 'n Caravan. The programs and photos will be sent to the liberation festivals, so they can immediately post about the activities.

On the MasterPeace Facebook there will be updates about 5 May each day during the week before. A new website will be launched, specifically for The Netherlands. This website will be focused on attracting new Dutch supporters and donators.

Afterwards it is necessary to attract the visitors to the social media, in order to keep them informed about MasterPeace. During 5 May pictures of all visitors will be made and will be put on Facebook and the website. This results in pulling the visitors of the festival and Peace, Love 'n Caravan towards the website and other social media.

## Recommendations

These findings make clear how MasterPeace can improve for next year. It is strongly recommended to only be present at festivals or events that already attract large amounts of spectators. It is not efficient to put time, effort and money in a venue where no one shows up. Being present at a festival is smart, since the target group is also present, but the focus should be on the festivals that attract the largest amount of the target group.

Besides that it is advised to communicate more in advance. The target group is highly active on the Internet and social media. It is better to communicate more and explicitly with the Dutch target group through Facebook and Twitter.

Even without money, it is possible gain publicity, provided that a separate team takes up that responsibility. It is recommended to focus more on the social media and to have a more active campaign. In order to create positive word of mouth publicity thus increase brand awareness, MasterPeace needs to create something worthy of word of mouth publicity.

The volunteers all belonged to the target group and nearly all of them were enthusiastic about MasterPeace. Therefore, it is wise to keep in touch with these volunteers and try to get them to promote MasterPeace actively. They have valuable information, since they have the experience of 5 May and they received a briefing beforehand.

The international website is supposed to be a marketplace of peace; initiatives can be started there and find supporters. On such a website annual reports would be out of place, but it is advisable to have a separate page about the organization.

When the concept of the Peace, Love 'n Caravan is used again next year it is advisable to change some things. Looking back at the SWOT, the weaknesses have to be improved.

- Lack brand awareness
  - Give volunteers and sponsors a monthly update, could be in the form of a newsletter. They need to see evidence to ensure their help has contributed to concrete results.
  - Promote the PLC through social media and Public Relations. Facebook and Twitter have to promote the PLC before 5 May.
    - Photos of the process, updates on the program and announcements have to be made regularly.
    - In the months leading to 5 May updates should be posted weekly. In the last two weeks prior to the 5<sup>th</sup> updates should be posted daily.
- Indistinct message
  - Define MasterPeace message more clearly. It is already hard to have a conversation with festival visitors, having two sentences that explain the core of MasterPeace will help significantly.
  - Clarify MasterPeace to potential supports by using concrete examples of former projects.
  - Give visitors the chance to become a supporter immediately, by leaving their email address and receive the newsletter. Even better would be to let them join an initiative right away.
- Lack of financial resources
  - Use the existing infrastructures of the events. By using the electricity and space from the events the organization will save costs.
  - Look into the possibilities of no-budget marketing to generate free publicity.
- Shared headquarters with Cairo
  - Improve the communication between the EU and International Office. Make clear agreements about who is responsible for what and ensure neither of the offices is left behind.
- No annual reports or published results
  - Place annual reports and results online to improve the transparency.



Also, they should take advantage of their target group. They are interested in festivals and music.

- Place all caravans at festivals. MasterPeace cannot attract large amounts of visitors; it is therefore wise to place the PLC's at venues with many people.
- Make the PLC more attractive by using famous artists; these artists will generate more visitors.
- Emphasize the benefits of helping MasterPeace, not the efforts.

## Conclusion

The main question of this thesis is: What is the best way for MasterPeace to reach their target group with the right message and stimulate them to take action during the event on 5 May?’

This thesis has investigated the non-profit sector in The Netherlands from the perspective of the non-governmental organization MasterPeace. MasterPeace is an international peace-initiative that seeks to get civil society actively involved in peace building activities. A way to do this in The Netherlands is presenting itself at 5 May, Liberation day. This year MasterPeace was present in five cities.

The Peace, Love ‘n Caravans were realized through sponsoring. Up front they were promoted through press releases and social media. On 5 May itself, volunteers and artist entertained and informed visitors.

The main goal was to increase the brand awareness and reach people with the MasterPeace message. Weaknesses of MasterPeace are its invisibility and a lack of financial resources. Moreover, the message of MasterPeace can be perceived as vague and the shared responsibilities between two offices complicate the internal communication.

The evaluation the event on 5 May suggests that the communication and promotion was not successful. The festival in The Hague attracted a lot of people and therefore a large group of people could be reached. In Rotterdam the book market did not run smoothly. It was clearly not the target group of MasterPeace, who visited the book market.

The best way for MasterPeace to reach their target group is evidently through music. The evidence from this study suggests that performing music acts is a good way to reach people, and it is linked to the peace message from MasterPeace. The visitors stop and watch the performances that are given. They enjoy the entertainment, but this does not automatically mean they are interested in the organization that organized the activities. Nearly all volunteers who were involved are enthusiastic about MasterPeace. This implies the volunteers briefing was successful, and it is possible to transmit the message to new supporters.

During a chaotic and busy festival it is however difficult to reach the hearts of people. It takes time and a strong message to get through to them. The Peace, Love 'n Caravan attracted a lot of people when it was placed at a venue that already had a steady visitors flow. It was a successful concept from the perspective of raising brand awareness. The goal of gaining new supporters and peace initiatives was unfortunately not reached.

Finally, a number of important limitations need to be considered. Firstly, this study was focused on the project on 5 May and not on MasterPeace in general. This research only considered the Peace, Love 'n Caravan, not the other activities MasterPeace carried out at 5 May. Moreover, little data is known of how many people will do something with the knowledge they received during 5 May.

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