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Towards success by innovative marketing

Case: Junior Chamber International in Kokkola

Thesis

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Thesis abstract

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One of the essences of the thesis is about describing the differences between invention and innovation. It is about how to bring the invention towards the successful innovation, and what it is about when talking about innovating marketing.

There is tried to find ways to market for free or with low costs by using innovative ways and opportunities in implementing marketing.

The innovating marketing ways are planned to be implemented to make the Junior Chamber International in Kokkola more recognized, more profitable and more visible, and to gain new members, new cooperation and other advantages possible.

To achieve the goals there are planned a year calendar with an estimated budget.

Keywords: Invention, Innovation, Innovative Marketing, Marketing plan, Junior Chamber International

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Yksi opinnäytetyön ydinalueista on kuvata keksinnön ja innovaation ero. Työssä kuvaillaan keksinnön matkaa kohti menestyvää innovaatiota sekä mitä tarkoitetaan, kun puhutaan innovatiivisesta markkinoinnista.

Työssä pyritään löytämään keinoja markkinoida ilmaiseksi tai pienin kustannuksin käyttäen hyväksi innovatiivisia keinoja ja mahdollisuuksia markkinoinnin toteuttamisessa.

Innovatiiviset markkinointikeinot on suunniteltu toteutettavaksi Nuorkauppakamarin Kokkolan toiminnan markkinoinnissa tavoitteena lisätä tunnettuutta, tuottavuutta ja näkyvyyttä sekä hankkia uusia jäseniä, uusia yhteistyökumppaneita ja muita mahdollisia etuja.

Tavoitteiden saavuttamiseksi on suunniteltu vuosikalenteri arvioidun budjetin kera.

Avainsanat: Keksintö, innovaatio, innovatiivinen markkinointi, markkinointisuunnitelma, Nuorkauppakamari

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Definitions

Creativity Creativity is the ability to produce novel ideas. (Pieskä, S. 2012, 24)

Idea Idea can lead to invention or innovation. (Pieskä, S. 2012, 24)

Invention Invention means discovering things that have never been discovered before. (Pieskä, S. 2012, 24)

Innovation Innovation makes the ideas or innovations practicable when they are implemented and put into the market. It means creating something new and implementing it successfully in the market. (Pieskä, S. 2012, 24)

Weak signal Weak signal is a hint of an idea or trend that will affect how we do business, what business we do, and the environment in which we will work. It might be a threat or an opportunity. (Roadidea. Scenario material. 2009)

Competitive advantage

Competitive advantage is an advantage that a firm has over its competitors, allowing it to generate greater sales or margins and / or retain or get more customers than its competitors. The advantage can be related for example to cost, product, distribution or services. (Investopedia. Competitive Advantage. 2013.)

Linear innovation chain

Linear innovation chain is a way of thinking where the science is underlined as a source of innovations. (Lemola, T. 2009, 156)

1 INTRODUCTION

The thesis is about to study the current situation of the Junior Chamber International in Kokkola to find out the future targets and the actions needed towards the goals. For the main objectives listed of the Chamber are about to find the promotional actions to be implemented in a view of the objectives.

In the theoretical part there is about to be presented what are the ideas, inventions and innovations, how and where do they form and why do they should exploit to achieve the goals which are set. It is about how to make the idea as a creative innovation, what possibilities may lie in the non-profitable innovations and what is innovating in marketing and promoting. Based on the information there is about to make a promotional plan for the Junior Chamber.

The creations and ideas will be dressed into a form which creates value. To create value for the customers, members and cooperators, both current and the potential ones, they need to be understood, and their needs and motivations need to be seen. After that there is a possibility to create opportunities, which enable to offer that kind of goods, services and communication, which those parties need and want in order to make the Junior Chamber more profitable and attractive.

1.1 The objectives of the thesis

With this thesis can be learnt how a small, practically penurious organization may find ways how to show up for the big audience with as small budget as possible, with the great help of innovating and creative perspective.

The Junior Chamber International in Kokkola has had great losses of members, and the current situation is nearly worse than ever. One of the most effective ways to implement the promotion with a low budget is to do something differently than ever, in innovative way. There is also going to be found out some already known ways to support the promoting of the Junior Chamber in achieving the goals, which are affective and inexpensive enough and together with the creative thinking and innovative actions they form complete promotional plan for the Junior Chamber.

Besides the financial situation, other limitations are the lack of members, co-workers and recognition. The situation is almost as the same as a new, just founded club could have, but still one great opportunity is their long history in Kokkola.

The aim of this work is by using innovative and creative ways of marketing to find the ways how to achieve the Junior Chamber's goals. The main objectives are to get new members, to organize new events, to improve and create communication, visibility, attractiveness and recognition. One of the greatest goals is to make more profit, which enables the JCI Kokkola to put more money on the marketing, to organize more happenings and to use more money on the clubs' own activities. That is why the cooperation is also important to improve by getting new co-workers, new sponsors and new supporting groups. The development of the whole local Junior Chamber International is necessary to increase the influence to all the main goals of all the operations of the Chamber.

The perspective of the work is in the practical part to see both the JCI's side as an organization but also the potential customers' and members' side and try to find out solutions, which will benefit the both parties. The aim is both benefit the Chamber, but also offer value for the potential members and co-workers. The Junior Chamber International is about to find their place among Kokkola's most popular hobby groups.

1.2 Research methods and objectives

The work is based on the Drucker's marketing and innovation theory, 1993 and in Lemola's theory, 2009, of the new challenges and challengers, where he accents that the innovations are not just the privileges of the entrepreneurs, but the innovating is possible to happen and is happening all around us. The innovations and good inventions are able to modify in the right situations, not only in the "right" brains. The study bases on the findings in the literature of innovations and creations, and the solutions offered in the web's free and cheap innovating ways, but also the creativity together with the wishes and objectives of the Junior Chamber in Kokkola.

The work is modified by interviewing the president of the Junior Chamber International in Kokkola, Tuuli Lahtinen, by framing the main objectives of the Chamber both in local level, but also nationally, and by studying and researching the literature and the information found on the web. The data is collected through the internet, which enables suitable and flexible schedule for all the parties involved. The information helps to define the main objectives but also may give possible hints for the actions to reach the goals.

As the practical outcome there will be formed the action plan to promote the Chamber. The results can be seen only after the implementation, so the real results may not be known before they are conducted. After one year the results can be calculated in the amount of current members, the financial situation, the recognition research, and for example by the amount of cooperators. The results may be evaluated after the actions are implemented and the results are calculated. The action plan may be exploited in some other purposes also, because most of the partial plans are also generally useful, even if they are in this situation fitted to the Kokkola's Junior Chamber.

With the creative and innovative promotional plan the aim is to pile together a group of actions, which are both together, but also separately aiming to the set goals.

The importance of the current members and their activity is significantly relevant, because they do influence with their appearance, their actions and communication, on how the Chamber is seen. The good plans are only one part of the whole picture. Also communicating nationally influences to the other parties. The general overview is forming from different pieces where the plan is only one part. The successful implementation requires the idea to be carried out right way, on right time, to reach the right people and to be implemented by the right people in the right circumstances.

2 INVENTIONS AND INNOVATIONS

“There is no doubt that creativity is the most important human resource of all. Without creativity, there would be no progress, and we would be forever repeating the same patterns.” (Goodreads Inc. Quotes. Edward De Bono, 2013).

Innovations are important developing factors within our times; now, in the future, but also in the past. Without the history's innovations, we would not have all the opportunities, devices and releases that we use and exploit today. Without the yesterday's innovations, there would not be today as it is now, and not the future, where we are heading today.

We might not notice the innovations all the time, or do not even realize that the everyday items we use and see are great ideas by people before our times. As simple things as the toilet, as mundane as the microwave or as important thing as a phone today; they are all innovations of our history. People have always tried to make their lives and works easier and simpler - they have been innovating new ways of agriculture, when it was the most important surviving way. The world also needed someone to make the wheel circular, and then it was invented. Innovations are important for the people today, tomorrow, but also yesterday.

People have been innovating for at least for the last 4000 years. The first innovations mostly concerned the innovations of new materials like paper and metals. Later the materials were utilized in different kind of uses, in different innovations like paper in the magazine and metals and plastic in machines. In 1900 century the innovations started to become more and more challenging and technical. (The Great Idea Finder. Innovation timeline. 2007)

There has been a long and a changing way from the earliest innovations until today. In the beginning of the 2000 century the innovations have more and more concerned the communications and the information technology. For example the

text messaging, Facebook, iPod and Wikipedia were invented in 2000's. People may use their mobile phones nowadays not only as a phone, but also as a computer, a flash light, a player, a camera etc. Besides the communication connected ideas, more complex and technological inventions and innovations may be expected to arise in the near future.

2.1 Invention

Invention is a new scientific or technical idea, and the means of its embodiment or accomplishment. To be patentable, an invention must be novel, have utility, and be non-obvious. To be called an invention, an idea only needs to be proven as workable and new. They are invented in many different ways. Normally it is discovered to remove a grievance or to certain need. (Business Dictionary. 2010)

Inventions are easy to define but may be difficult to recognize. There are a lot of possibilities and unused potential in the households by the shell inventors. There is not a possible way to answer, what is the worth of those homemade inventions which are mostly held in the peoples' minds. There is also a problem to solve: how these resources and ideas can be identified, used and exploited. It might also include a great risk when trying to make profit with an invention.

2.2 From invention to innovation

To be called an innovation, invention must also be replicable at an economical cost, and must satisfy a specific need. That's why only a few inventions lead to innovations because not all of them are economically feasible. (Business Dictionary. 2010)

The innovation agent Tapani Saarenpää from the South Ostrobothnia's ELY Center believes that the greatest problem is to become an innovation – that the idea or

invention becomes sellable or at least in some way profitable, to find the customers and the way of making money out of it. Normally the patenting of the idea is not a problem, mostly the problem is that the patenting does not give any advantages and it doesn't help the idea in commercialization. Normally it is easy to find faults, lacks or better solutions, but it is difficult to make the improvements and inventions to products and / or business and to make profit out of it. (Tapani Saarenpää. South Ostrobohnia ELY Center. 21st January 2013)

First there need to be a clear idea of the invention - if it is a product, service or both and what is the problem or lack to fill in. After identifying the invention, it is necessary to find out, if a similar or to a similar purpose invented product or service already exists. The new invention should be compared to the competitors on the market. It is also need to find out, if the product or service can make profit. (Keksintösäätiö. Keksijän muistilista – vinkkejä alustaviin selvityksiin. 2013)

The next phase is to clarify, who is the customer, and who would need the invention. Sort out, what kind of commercial potential the invention has, and how the customer would benefit of it. It also needs to be considered if the customer is willing or ready to change the previous product, service or process to this new invention. That is why also the value for customer needs to be solved. (Keksintösäätiö. Keksijän muistilista – vinkkejä alustaviin selvityksiin. 2013)

One of the greatest phases is to find out if the invention is new. If it is new, there need to consider if the invention should be patented or protected by a utility model. Before sorting out the patenting issues, the invention should not be presented to public. The invention might also be owned by an employee or it may go under the universities' invention law. (Keksintösäätiö. Keksijän muistilista – vinkkejä alustaviin selvityksiin. 2013)

After sorting out these phases, the next phase is to find out how to implement it. It is need to know, how the possible technical solutions are made and are they working. If it is not possible to implement the invention, or at least not all the parts of it,

it is need to find out, who would process the implementation and where to need help in the process. Also the test markets need to be found. The prices, manufacturing costs and the financing need to be solved before finding out, how to make the selling and marketing in practice. It is also need to know, if there should be started a business, or to sell the rights of the invention, or is the best way to work by using networks and the outer professionals and facilities. (Keksintösäätiö. Keksijän muistilista – vinkkejä alustaviin selvityksiin. 2013)

To implement the innovation process, there can be found several parties which offer their help for free. For example innovation agents, ELY Centres, incubators and Enterprise Agencies

After getting the invention successfully to the market, and started to make profit, it can be called an innovation.

2.3 Innovation

“The simple process of focusing on things that are normally taken for granted is a powerful source of creativity.” (Goodreads Inc. Quotes. Edward De Bono, 2013).

Innovations need opportunities, but even greater influential is necessity. People may know that a certain need exists, but they do nothing about it. But when the innovation appears, it is immediately accepted as “obvious”. Opportunities for innovations can be found systematically. That is what many innovators have been done, for example Edison with the electricity and electrons. (Drucker, P. 1993, 69, 75)

Innovation is an entrepreneur’s tool which uses changes as opportunities for a different businesses or services. Entrepreneurs try to find sources of innovations by studying changes and the symptoms of them which might bring out opportunities for successful innovations. (Drucker, P. 1993, 19)

Innovations are not just, however entrepreneurial issues. The innovations are great deals of universities and other academies, research institutes and the public organizations which are taking forward the innovation operations. The whole public sector is willing and able to reform. The innovations are more and more expanding from the enterprises closer to the customers in open societies, they are made together with the customers, subcontractors, universities and research institutes. (Lemola, T. 2009, 7)

Innovation is creating something new and implementing it successfully in the market including the organization's own use. Innovations deal with processes, products, services and technology. There are many definitions for innovations, but also many types of innovations. (Pieskä, S. 2012, 25)

The markets are changing faster and faster and they are difficult to predict. There is a need for a fast react. Innovation is to study things and to combine them with new or even unordinary ways. It is a desire by a brainwork to develop new solutions. Sometimes the innovations are born by a group brainstorming, sometimes by an accident. In the best situation the invention becomes a new product, production, service or an object. (Tuottavuus- ja tuloksellisuustyö. Innovaatiot.)

With new innovation the company gets competitive advantage which is useful for the enterprise but also for the society and well-being. The innovation could be an application of a new knowledge, know-how or an application of technology. It can be a new product, a technical solution or a production process, it can be a new professional service, new design or a brand, new business model, a value chain or network, a new way of work, a new model of an organization or managing a public service implemented differently. (Työ- ja elinkeinoministeriö. Innovaatiot. 2012)

Knowledge-based competitive advantages are pursuing better competitive advantage and growth and their effect on the economics and to maintain the well-being. The innovations benefit also the other sciences. Versatile and strong know-how makes better the country's competitive advantage in the world economy. The

science and the technology becomes more versatile, the innovations bring new business models, service solutions, design and the ways of organizing work and production. To make or find new innovations, the qualified persons and close innovation communities are normally needed. The innovations arise with new combinations of different kind of knowledge, where the borders of the sciences and the industries have been passed. (Työ- ja elinkeinoministeriö. Innovaatiot. 2012)

The public sector provides support to effect on the prerequisites of the innovation activities, support and the functionality of the innovation environment. The innovation politics requires cooperation of the public actors. (Työ- ja elinkeinoministeriö. Innovaatiot. 2012)

As summarized the innovation is a product, service, process, or a technology, which is new or improved enough, value creating and first on the market. Value means different things to different people, and to be valuable it doesn't matter to whom or to how many people it creates value. But just being valuable doesn't make the product or service an innovation. All the products and the services on the market can thus be divided into innovations and copies.

In the practical part of the thesis the innovations are new ways of doing marketing and implementing marketing communication.

2.3.1 Sources of innovations

Where do these innovations come from and how people get their innovations? People do have problems, and some things in life could be easier. The innovation might arise when a problem is solved, in a situation where it was solved at its' first time. It can be a finding of a new way to solve a certain problem which occurs in everyday life or in industry, which then again in this kind of situation might need knowledge of the certain industry to find a solution. A people-centered innovation emphasizes functionality, which sits on the people's need here and now.

Innovations can, however be such great and forerunning products or services which no common people are even able to imagine. Is it even possible to desire something, which cannot be missed or even fantasized? That is one of the most difficult parts of innovating – to see something, which cannot be seen, to imagine something, that have not been imagined before, the ability to think, visualize and see things out of the box.

Innovations can come from the technological or marketing need or perspective. The biggest enterprises use innovation strategies to find, develop and implement new innovations. (Talouselämä. Innovaatiot syntyvät ihminen edellä. 23rd September 2009)

The ideas of innovations can be found accidentally, but some innovations need a great knowledge. Accidentally invented innovations are for example the post-it paper and penicillin, which both were invented without a purpose (Xperimania: Molekyyleistä materiaaleiksi. Keksintöjä sattuman kautta. 2013).

Purposeful, systematic innovating begins with the analysis of the opportunities. It begins by thinking through the sources of innovative opportunities. The important issues vary depending on the areas, sources and times. All the sources should be organized, searched, analyzed and systematically studied. The innovation can be found outdoors, there might be seen a weak signal when listening, asking and looking. An effecting innovation is simple, small and focused. If it does more than one thing, it could confuse. As Drucker writes in his book (1993), the greatest innovations are so obvious, that they make people say: “Why didn’t I think of it?”. A successful innovation should also aim at leadership, otherwise it will only create an opportunity for the competition. (Drucker, P. 1993, 134-136)

There are also innovations that are not developed in any organized, purposeful or systematic manner. There are innovators, who have got a “flash of genius”. These innovators cannot be replicated and they cannot be taught and learned, because

there is no known way to teach someone how to be a genius. (Drucker, P. 1993, 133)'

One way to find innovations is observing. There may be seen something more, something which cannot be even seen with a bare eye. People may also use different kind of tools to innovate, like inno boosters, different types of tests and innovation channels. Brainstorming is a common way to find new ideas in a group, but does not necessarily need to be done with a group of people, but may be performed by oneself.

Science is an important source of innovations. The thinking is called linear innovation chain. Research has been increasing and even more money is invested. Scientific basic research according to the linear innovation chain produces scientific breakthroughs and new ideas which may lead to the new inventions and innovations. The most significant part of the innovation still does not need the science to become an innovation. (Lemola, T. 2009, 156-157)

Innovations are based on a bright idea in seven or eight cases of every ten patents, for example the zipper, the ballpoint pen and the tab to open a soft drink or beer cans. Research might lead to find the bright idea. Yet they are the riskiest and least successful sources of innovative opportunities, and it is impossible to say, which bright ideas will succeed and which will fail. (Drucker, P. 1993, 130)

Innovations can also be made in "laboratories". There can be found certain patterns which to use to find new solutions and products. New products can be generated by creative effort pursued by teams in laboratories, or mixing well-established techniques with other additional elements. (Fernández Perez P. & Rose M. 2010, 99)

Drucker (1993) makes clear that trying to be too clever, may cause problems, when the customers, ordinary people might not necessarily understand the innovation. Trying too hard and making too complicated, unfocused plans of too futuristic

thinking may lead to failure. (Drucker, P. 1993, 136-137) Sometimes people need innovations they do not miss, and sometimes the ideas may be too far from our times, but the world is changing and developing, people need new innovations. Depending on the people of their times, their needs and culture, some innovation can be very welcomed, when the same innovation in some other place or time cannot be understood.

2.3.1.1 Environments of innovating, the seven elements

Where do innovations come from and can we help them to arise? What is the best mental environment, or physical to find new ideas? Some places are suffocating the innovations, but some are making them quite easily, like the Web. The idea of course comes from the brains of the innovator, but at first there must be something to go in and to affect to the thinkers' thoughts. The innovator may need for example books, people around, memos and something which gives the impetus for the final idea. (Johnson S. 2010,20) The idea cannot be raised out of nothing. The world cannot develop without any steps towards anything new, without making changes there cannot be progress. Johnson (2010) has been listed seven features and characters which are noticed to be repeated again and again in the situations where are born unusually large amounts of innovations. These features will more effectively use our exceptional ability to think innovatively (Johnson S. 2010,20-21).

The first of the Johnson's seven innovation elements is parallel possible. The parallel possible as an innovational environment bases on both, the limitations and also the opportunities. Johnson describes the first element as a timeline of expanded biosphere, which is all the time full of doors, which cannot be opened at that certain time. Some geniuses may be able to open some of those doors, and see something, which the normal minds of present time could not even notice. Some of those views may be too ahead from our times. We are still all living in our parallel possibilities, where the potential lies in our work, creative drives the com-

munities where we are living. Those potentials can be found by exploring the limits around. Innovative environment helps people to explore more effectively the parallel possible. (Johnson S. 2010, 35, 39)

The second element is 'easily changing networks'. A good thought is a network, which forms in the human brains by thousands of neurons which are working synchronously. A new thought is a network of cells, which explores the parallel possibilities of the switchings formulated in mind. That network needs to be densely populated and malleable to adopt new structures and to work creatively. Those cell connections are working as a key of the wisdom. Mind can be more innovative in more creative environments. (Johnson S. 2010, 43-44)

A slow hunch as the third element means, that the most of the greatest thoughts first born in a partial, incomplete form. They are missing the key part/s, which may form the hunch to a really powerful issue. The missing part also may possibly be found in someone else's head. The second element, easily changing network helps these hunches and partial thoughts to connect with each other. (Johnson S. 2010, 66)

A good luck is the fourth element of Johnson's seven elements of innovation environments. A good luck doesn't come from out of nothing, but it requires unlikely impacts and inventions, but it also requires something which anchors these inventions. Otherwise the thoughts just move randomly without modifying creative outcomes. Good luck can get help from the dream world, from evening walk or for example from sauna. (Johnson S. 2010, 88-89)

The next, fifth element is a mistake. A mistake is necessary when achieving the truth. When we are wrong, we need to challenge our suppositions, to adopt new strategies. Being wrong doesn't alone open the doors to the parallel possible, but it makes possibilities to find them. It is thus important not to ignore them. (Johnson S. 2010, 110)

Mutation, mistake and good luck may open new doors to the other possibility of biosphere, but the exaptation, which is the sixth element, helps to explore the new possibilities behind those doors. There is a difference, if a match is lighted in a dark room, if there is also a fireplace and woods. Exaptation is a use of a biological structure or function for a purpose other than that for which it initially evolved. (Johnson S. 2010, 123)

Most of the new producing bases, the seventh elements, are layer-like, or piles, and the most visible pile is the World Wide Web. It is at the same time like an archaeological site, like also the culture is based on information's piled bases. Good examples of the World Wide Web's piled bases innovative potency are Twitter, Facebook, Youtube and Google. The bases also enable the development of creative arts. (Johnson S. 2010, 146-147)

2.3.2 Technological innovations

Technical or technological innovations are divided in process innovations and product innovations. The technological innovation is a process which helps to develop new or better technologies and take them in a widespread use. Innovations include research, development, demonstration and deployment at the simplest situation, but the practice is not so simple. Technological innovations involve the involvement of different organizations and personnel. Development and demonstration needs more or less different kind of techniques, but also politics is modifying the innovation process. (The Encyclopedia of Earth. Technological innovation. Ambuj Sagar. 2006)

2.3.3 Service innovations

Nowadays the innovative firms are moving towards the inclusion of service contents into their products, because the service is a very broad conceptual category,

which includes elements such as rapidity in delivering, flexibility in producing and the capability to design, develop and adapt specific customer-oriented solutions, and the company may always have a wide range of these products in “stock”. They are also able to provide the customers the technologies and the knowledge necessary to utilize the products they need. (Fernández Perez P. & Rose M. 2010, 99-100)

The World Wide Web is one of the greatest service innovation channels of our times, and there is no doubt, it has been offered great opportunities to new service innovations, for example Facebook. The Internet is flexible and the opportunities around it are increasing all the time. This is the era of intelligent phones, more complicate programs and the increasing amount of possibilities and services in the virtual world. The web also enables the innovations to reach easier, faster and more efficiently people all over the world.

Services are still greater part of the employment and production. The development requires work from both private and public sectors. The services can be divided in business services, trade and logistical services, personal services and well-being services. Business services are services mostly between the companies, for example knowledge-intensive and other business services, financial services and insurances. Trade and logistical services include transportation of products, knowledge and people. Personal services offer the options for the self service. They can be for example accommodation services, free time and cultural services. The services of well-being are primarily directed for the households, like social, health and educating services. (Lemola, T. 2009, 48-49)

The meaning of the services increases all the time, when the companies in field of industry are more widely moving towards the production of wider product ranges and service sets, rather than the single products producing. Because of the globalization, also the services get to global markets. To develop the competitiveness is necessary to develop know-how and learning based innovations. The needs of customers are changing and developing, so the demand of new service products

and the improvement of quality and at the same time enhancing the functions are needed. (Lemola, T. 2009, 49-50)

To develop the service innovations, there is normally a need of the original customers, whose problems become the basis of new service products and their planning. That means that the service innovations and the service processes works together. Innovating conceptualization and production are both in central roles in service innovation operations' developing and systematization. (Lemola, T. 2009, 53)

2.3.4 Profitable and non-profitable innovations

Innovations can be divided into those which are already profitable, and those, which are not yet profitable, but heading towards profitable success. Non-profitable innovations may create value to some parties, but the value is at the non-profitable point something else than money. Non-profitable innovations are not yet commonly known by the customers, or they have become innovations on a wrong time, which means that the buyers are not yet ready for that kind of products or services. In the non-profitable innovations, there lie the future's potential, future's products and services.

The profitable innovations are those innovations, which are commonly seen as innovations as their profitable aspect. This definition is also known in Finland and among the business world. Because all the innovations are not making profit at all or not yet, there is need to divide the innovations into two groups; profitable innovations and non-profitable innovations.

The non-profitable innovations are most commonly new inventions or modified enough, which are already or are going to create some kind of value for someone. These non-profitable innovations may become profitable innovations in the future, or they may create some other value for the receivers, users or their owners or innovators. To turn the non-profitable innovations to profitable innovations, there is

a need to, first of all, identify the innovation, but also to find the way to create value for a group of a people and profit at least to its' owner. Some non-profitable innovations need to wait for their time, or at least a good explanation about why and what they are for people to understand and add the ability to adopt the innovations which may be so much ahead from their times. Then again, the best way to be customer-oriented, is to work and innovate with them.

"Innovative Non-Profit Magazine believes in a world where non-profits lead the business sphere in innovation, where the for-profit firms look to non-profits for inspiration and purpose." (Innovative Nonprofit Magazine. 2013) In Finland, people and the business world do not recognize or use the non-profitable innovations and the potential of them, except only randomly. The competitive advantage of Finnish businesses and Finnish GDP and people could have got its answer from these innovation potentials.

Non-profitable innovations are searching for new and innovative ways of engaging donors and deepening the impact of their mission, but they don't know where to find solutions. Innovative non-profit enables non-profits with the insight, research, analysis and tools they need to push the limits. (Innovative Nonprofit Magazine. 2013) The innovations which are not yet making profit, but are presumably going to be profitable, have a lot of potential and a lot to give in the future. That is one reason why the answer to the question "How to make non-profitable innovations profitable?" is so important. There may lie many answers. The way how the innovations are made and where they are coming from in the future, may lead us towards something greater.

When the most definitions of innovation are requiring the innovation to make profit. On that basis the innovations should be divided in to two groups; those which success and those which failures. All the innovations have opportunities to success or to fail. Failure doesn't necessary mean everlasting failure, when the non-profitable innovation still has the opportunity to become a profitable one. The innovation might have been released at a wrong time or to wrong people. But then, even after

many years, it might start a new, promising career. For example the electrical car has existed for a long time, but not until now, it has become a very successful product with its eco-friendly characters. (Lemola, T. 2009, 18-19)

The innovations include a lot of uncertainty. The innovating processes may be rather long, even for decades. The long trajectories naturally have more unexpected happenings, which may lead the innovation to the happy or unhappy end. To avoid the misfortune of the coincidence-based innovations, the innovator should know as much of the invention as possible. By testing and observing the innovation may eventually lead to the success. (Lemola, T. 2009, 171-172)

Trying to avoid the loss of savings, the invention should be with the knowledge of today, to try to identify either a success or a failure – is that non-profitable innovation ever going to be profitable one. The easiest, but not maybe the most reliable way to test and to get feedback is to talk with the family and friends. The professionals are also recommended to talk with – they also have the information about how to go forward with the invention. To search information through the internet might help to understand more of the field and to find out if that kind of innovation already exists. There can also be found ideas to improve or develop the idea up to the new or improved innovation. All the ideas are not good or valid to be implemented. The failures are more common than the success stories. It is still not a reason to give up.

Then again, it should be remembered that a failure and a mistake in innovating may force to seek such doors, which when opening, may reveal something much greater. That makes failures and mistakes more positive and vital forces towards successful innovations.

3 MARKETING AS AN INNOVATING TOOL

Normally the innovations are about to make profit, so the non-profitable innovations would naturally achieve for success.

To bring the invention or non-profitable innovation successfully to the market and start to make profit, the process may be long and difficult, but mainly needs a good knowledge of marketing. To implement marketing and the invention successfully to the markets, there is preferable to make a plan for the implementation, which includes at least the plan of the actual marketing actions, the schedule and the budget. The plan helps to understand the process, but also to see, which parts of the plan are still not completed or need to be changed. It helps to stay in budget and to divide the actions that way that they are easier and smoother to implement.

Marketing is the greatest tool for the product or service to reach the customer. Marketing is creating customer value and profitable customer relationships. It requires understanding the customer's needs and wants by choosing which target markets offer such value for the customer that the organization is able to gain, keep and grow the customer group chosen. (Armstrong & Kotler 1999, XXI)

Advertising, as the selling and distributing are parts of the marketing. Advertising is more visible way to reach the customer, by using the most common advertisement channels, such as internet, television, radio and magazine. To find out new advertising ways is also innovating. The most versatile channel for advertising is nowadays the internet. Advertising can also be straight from the advertiser to the customer as a direct mail (e-mails, text messages, letters), the other advertising ways or promotion (for example sponsorship and fairs). (Iltanen, K. 1986, 50-51) It is up to the invention's owner, which channels to use for the product or service to get it on the markets. Some of the ways are more expensive than the others. There are also many ways to introduce the product for free by using these channels and a hint of imagination. Successful marketing also needs innovating. Some of the most

innovating ways of marketing are low cost, or almost free marketing actions, which get the attention of the customers and the potential customers by unordinary ways. Free or almost free creative marketing ways can when succeeded be seen more widely and more effectively all over. They may also get free column space.

3.1 Free and low cost marketing

One of the greatest marketing ways is free marketing by showing in media as the interesting news, interesting videos or for example as a picture. By using the social media, like Facebook or Youtube to tell in interesting way of the product or service, may caught the audience much stronger than the sometimes even expensive ordinary magazine advertisement. In the Facebook people are sharing new videos of “wonderful” new product, which are interested enough to be shared for the friends. The internet advertisement does not really cost much, but it may be seen by millions of people.

Shared videos and pictures

The jackpot of the lottery went to Kalajoki in the end of 2010. In a small city of Kalajoki the winner did not introduce him/herself. One local band decided to use the opportunity for their band’s marketing. The representative of the band informed himself as being the winner. After a while, the band launched a video in Youtube, where they told the truth about the lottery – they were not the winners, but there are still some good news – their new cd will be soon released. The video got rapidly 20000 viewers and the attention of media. (Uusi Suomi. Suomen lottohuijaus: ”Syntyi Fluxus”. 4th October 2010). About the action was written by at least these media’s for free: Iltalehti, Uusisuomi, Voice.fi, Kp24.fi, Ts.fi, Kaleva, MTV3, Savon Sanomat ja RadioPori. (Google. 2013). It is still notable that the action caused indignation.

By sharing something interesting or different enough, the action may cause great attention even for free. It is also common style to be seen in the web by sharing pictures of the company in the Facebook or make other funny or interesting actions, pictures or movies and to share them.

The first step is still creating an account to the pages.

Events and happenings

By doing something interesting, different and new, may lead the company's product or service to be seen more widely than no other marketing way enables. To be seen in the media without the expensive advertising costs needs creativity and courage.

For example in the beginning of 2012 an old lady arrived to the city center of Helsinki by a limousine and started to share people 10 euro bills (Iltalehti.Helsingin keskustan rahanjako: "Meidän kampanjastamme oli kysymys". Holopainen, S. 2012). People were wondering the reason, and all the greatest medias' in Finland where writing about the happening. Checking the Google, it shows that at least these medias' wrote about it: Iltasanomat, Iltalehti, Helsingin sanomat, Savon sanomat, MTV3 and Aamulehti (Google. 2013). After a short while the Radio City revealed that they were behind this action, and all these sources wrote about the reveal again, already the second time, so they wrote two times for free about related to the company.

An American entrepreneur invented a water bottle, which can be opened also from the bottom, called the Clean Bottle. Immediately after launching the product he made a suit done which was a copy of the original bottle. Then he wore the suit and went to the French Tour where he ran wearing the bottle suit with the name of the product. TV cameras and the other medias' interested in the running bottle. After the action, the totally new and before unknown product sold 150 000 pieces, worth of 750 000 usd. (Dragon's Den USA. Jim tv. 12th September 2012)

Shared characteristics for these actions are in addition the affordability and visibility, the mysterious and interesting sides and the novelty value. If something strange happens, it interests media and the reader, but it doesn't necessarily require heavy marketing resources, effort and costs. It is always easier, more effective and faster if the customer approaches the company. The companies need something new, creative and innovating.

Free selling channels and web pages

There are plenty of free selling channels in Finland. Some of them are free for the common customers only, but some of them are also free for the entrepreneurial use.

There are also several web pages in the internet, where the advertiser may inform his/her web page and also sometimes tell about the company and describe the products or services for free.

The company or the product / service can be introduced in free pages – there are a lot of free web pages, where is possible to launch web pages for free. It is also preferred to write a blog about the product, service, company, staff or whatever which seems to create positive impact.

Free work

Sometimes in some certain situations people do work for free. People may change services, or they need to get practice. For example in the universities of applied sciences the students need to practice in their study field, or make thesis works, which are normally done for free. If the thesis question is set well, it may help the product or service to be noticed.

People may want to show their skills by making free work, which enables people to see the opportunities spawning new work opportunities for the future.

Sometimes to save costs it is also preferable to change knowledge and in turn to offer favors for free to get favors from the other people.

Exchanging network links

An ad exchange network can be used to exchange links with someone. It is free for the both advertisers, and it is normally driven the most potential customers to the certain site. It is one way to drive targeted traffic to the company's site. (Cheap Revolution. 25 Nearly Free Ways to Market Your Business. Mustafa, Y. 15th May 2008)

Free offers

To offer something for free may cause media attention, or customers with the product samples, who notice after using the sample that the product is good, and are later willing to buy it. The objective is to convert the visitors to the company's site or to the company, or to get them to contact the company in some way. What can be done in the business that has the same effect? Some ideas include providing them with a free subscription for a short period of time to the site, free shipping on purchases for a limited time, and so on. People love everything free. (Cheap Revolution. 25 Nearly Free Ways to Market Your Business. Mustafa, Y. 15th May 2008)

To write an article

It may also be written an article by oneself and try to get it to the magazine. Some magazines are willing to write about new companies established in its' releasing area or if the companies are making something new or different. Press release or letters to the editor are also free and preferable actions to make the company more known.

To start a contest

Everybody loves to win something and a great way to market the company is to start a contest making one of the company's offerings for free as the prize. This opportunity can be used also to add new customers to the company's mailing list (with permission of course) (Cheap Revolution. 25 Nearly Free Ways to Market Your Business. Mustafa, Y. 15th May 2008).

4. JUNIOR CHAMBER INTERNATIONAL

The Junior Chamber International is a leading institution offering young active citizens international networks, which offer development opportunities to enable positive change. It is open for all young adults under 40 years of age who are interested in both self-development, but also to act and make impact in society. They offer management experience and education, opportunities to internationalize and networking for their members. (JCI Finland. What Is Junior Chamber International? 2013)

The Finnish Junior Chamber was established in 1957. There are 80 local chapters across Finland, where are 5000 members, trial members and the eternal members and senators, who have been active members when they have been under 40 years old as well as honorary members. (JCI Finland. What Is Junior Chamber International? 2013)

4.1 Junior Chamber International in Kokkola

The Junior Chamber International has started in Kokkola in year 1970. In the beginning of 2013 JCI Kokkola had eight actual members and four trial members as well as the honorary members (5) and senators (10). The president in the year 2013 is Tuuli Lahtinen. The Chamber has had up to 47 members and minimum 7 members. (Tuuli Lahtinen. 2013) So the situation in 2013 is near by the rock bottom and needs to be turned into the success.

In the year 2012 the Junior Chamber International in Kokkola had only few events during the whole year. A great problem has been a lack of members, but also the financial situation. The Junior Chamber is working to get more active members, more visibility and more profit.

For the coming years 2013 and 2014 their goals are to increase the membership by been shown, become known and getting more publicity. By the publicity they are also aiming to make profit. The financial winnings and the increasing amount of new members would enable the Chamber to expand their activities (both open and the Chamber's own), to expand larger open events, to get more visibility, awareness, publicity and to achieve permanent position among under 40 year old active people and the users of their services in Kokkola.

To achieve the position, profit and the publicity, there will be needed something which can be seen, something interesting for the target groups. One of the greatest problems is that the marketing needs to be as cheap as possible, because of the financial situation of the junior chamber. To market with as low costs as possible, there is need to find out such marketing ways, which are innovative enough to get the people's attention, even without any great investments.

4.2 SWOT analysis

To clarify the Junior Chamber International's situation in Kokkola there is preferable to view it by the SWOT analysis. The analysis helps to evaluate the situation but also to create a strategy to achieve the goals.

Strengths

Strengths of the Chamber are the long history, newly activated members and trial members and the supporting senators. The senators are willing to help in networking and operations. Re-started member recruiting has already produced some results. The whole Chamber is slowly activating again.

Weaknesses

The lack of members and profit as well as the lack of time and profitable cooperators are great weaknesses of the Chamber.

People have a lot to do on their spare time, so the active participation on the meetings is somewhat poor. Even using the internet as a communication and planning channel doesn't reach all the members, which weakens the communication and the ability to influence to the decisions and discussions. That may also affect negatively to the satisfaction, togetherness and the approval of the group.

The Junior Chamber International doesn't have their own club room or office where the current and potential cooperators and members may come to. The space is expensive, but would offer a gate for the new members and cooperators to get know with the Chamber. It would also work as an advertisement of the club and create more credible look.

Opportunities

The opportunities of the JCI Kokkola are new ideas and activating. The unfilled niche, the non-athletic hobby for the whole family or couples is a great opportunity. It is a possibility to start the whole family's hobby without a requirement of certain skills.

The club's membership is for the trial members free, and for the actual members also cheap, only for 70 € / year. The good reputation and the offered experiences are also great opportunities.

There is also a possibility to get scholarships from the national Junior Chamber International for the local events organized, which helps the local Chamber to arrange events with lower costs.

Threats

The activating of residents in Kokkola has proven to be quite difficult. It is hard to find such activities, which would get a great audience.

People do not recognize the logo. They do not know what the club is about and what there can be done and what is offered. The name and the logo need to become more known.

There are a lot of different hobby groups and clubs in Kokkola. The different churches are arranging different kind of clubs for the young adults and families. Also for example 4H and the scouts are having clubs in Kokkola. There is thus not a specific club for the young adults, which would offer direct competition for the JCI Kokkola.

The JCI is sometimes considered by people as only a managers' and entrepreneurs' club, which is not the case in Kokkola's small Chamber. The local JCI wants to appear as everyone's club. The club is also seen as a snobby "wine drinking and crab eating club", where the "normal" people are not willing or able to join as equal members. The attitudes towards JCI need to be affected positively and effectively.

4.3 Innovative promotional plan for JCI in Kokkola

Innovative promotional plan for the Junior Chamber International in Kokkola is following as cheap line as possible. Its' aim is to appear by innovating resources more than the actual financial capital. It still needs to be remembered that also the innovative marketing needs human resources and time as capital. It needs creativity, courage to do something different and of course something that interests people and shows for the people as widely as possible. In the innovating marketing, the company or the organization should continually find the real improvements for

its' marketing and products or services. The plan includes both parts – the innovative side and the practice side of marketing actions.

First of all, it is necessary to use all the free channels possible to achieve all the free benefits available. Even if to use the free channels, it may cost something, to create the material.

It needs to be remembered that all the main objectives are interacting with each other, so performing one objective successfully, it automatically effects positively to the other subjects, and vice versa. That is why if some plan is enrolled under some topic, it may still suit to the others too. Sometimes, to improve local activities, it is necessary to take a look at the national activities too.

4.3.1 Developing the Junior Chamber International in Kokkola

To be able to offer for new and interesting advantages, possibilities and opportunities to influence the Junior Chamber International, there is a need to be developed both inside and outside.

The responsible ones

First of all, there is preferable to be named more responsible ones to the greatest topics related in marketing. The local JCI should choose and name a person who is in charge and working for marketing issues. The marketing person would plan and with the other members would develop the marketing actions as fertile, positive and profitable outcomes.

One person need to be nominated as a cooperation responsible, who is in charge of the cooperations – to gain new coworkers, donators and such. When all the most important targets have got their own responsible ones they will be observed, maintained and developed better and more effecting.

There is also a need to choose a selling responsible. The advertising spaces in the web pages and in the blog need to be sold to make profit for the Chamber. Someone needs to take the response of selling the advertises, but also the other selling possibilities which are considered, for example the events, courses outside the Chamber and so on.

Trial member's trial time to be considered

One national change proposed is to enable for the trial members' to change into the actual members when they and the local Chamber feel they are ready. It makes some more profit for the Chamber, but it also commits the trial members to the club. It should be possible to be a trial member up to one year, as the situation is currently, but also optionally to avoid the ending of interest and to increase the influential and activate members and the profits, there should be a possibility to become an actual member and the ability to influence to the decisions and the club itself.

Survey

There may be done a survey to find out what the potential members are looking for from the club and its' actions. The survey may be implemented by the current members for example in the local university of applied sciences. The survey does not need a professional organization to be done if it stays simple. The main questions are about what kind of activities people are interested in, and what activities there are missing, what the people want from the club activities and what kind of hobbies they find attractive and so on. The survey would offer new ideas and answers to improve the activities of the local Junior Chamber International, but also the membership recruiting.

To create a student department

The purpose of the student department is to involve the students with the operations, to develop ideas and take part to the development processes. Cooperation with the university of applied sciences would exploit both sides. The students could make practice works in cooperation with the main objectives. They may try and use their talents and learned skills in practice, in real cases.

Students are looking for new hobbies, especially when they are new in town, where they do not yet know no-one. For the students' budgets' especially the free hobbies are most attractive. They may even get credits of the developing experiences like this. For the future's employments good experiences will be valuable. From the Junior Chamber International's point of view the potential hidden in the youth and among the students may be valuable. The universities of applied sciences have a lot of practical works, which may be utilized together with the JCI Kokkola.

To start, the nearby universities should be contacted and informed what the department is about to do, what kind of interests, people and acts are trying to be found and what the project have to offer for them. The department can basis on free time's hobby or an actual, practical experience. There lies also a potential of the new members. All the trial members may be in the activities without any charge.

Working together, both sides get more visibility and cooperation is undoubtedly always a good possibility for the future.

As an outcome the local Junior Chamber International will get more publicity, more development ideas and new members, for free. Activity will increase and also the student's perspective will be noticed and used, which gives them more confidence and good experience.

Thesis

To offer topics of thesis for the universities of applied sciences is one opportunity to gain good results and publicity as well as useful results. It is not so common that the companies are offering thesis subjects in marketing or business field for the business students without work relationships, so there is a great opportunity to get a research done by a student. To improve the visibility and recognition of the Junior Chamber International in Kokkola there could be one research. To achieve other set goals, for all of them there can be one thesis research per each.

As outcome the Chamber gets good knowledge about the actions and the factors which may help to achieve the goals. They may find ways to implement different activities, but also results, which could be useful when developing the Chamber. The researches may also cause positive image and visibility for the Junior Chamber International. Thesis could also be targeted to all of the key objectives.

Internal reward system

The Junior Chamber International should nationally start a reward system. The members and the trial members would get stars or other marks in every good job done. For example the participation is one evaluation point. There is need to be paid attention into the activity, the propositions and implementing new ideas, the commitment, the work done for the JCI both locally and nationally. The 10 most active members or trial members are listed every year in the JCI national web pages. The 10 most active members get the certifications and money-worth prizes. Also the Chambers behind those persons, would get incentive money for example 100 € per each member who have managed to get on the list. That is one action, which makes people interested in the club, commit them to the club (the possibility to get to the list have to be for the trial members too) and creates more events, more visibility and more incomes.

The reward system needs to be made and become such a valuable goal, which becomes well-known in the labor markets also. The employees would appreciate the achievement, when it is well-known and it needs work to achieve the name on the list. The achievement is the greater also for the member or trial member on the list and it is worth pursuing. There may also be created a color system with the golden, silver and bronze categories for the local Junior Chambers. Those marks can be allocated to those Junior Chambers, which have made a difference, achieved their goals or got special visibility by their actions – for those Chambers who have achieved something significant. The golden star's Chambers would possibly get some privileges that it would be attractive enough to be achievable. Even if this plan is national, it would also affect to the membership and stability, but also visibility in positive ways locally. The reward may also be given as an honorable mention.

4.3.2 Communication, visibility, attractiveness and recognition

To become more known, attractive and profitable club, the JCI Kokkola needs to communicate and to be seen in media. It needs to be reached by the potential members and the cooperators but also they need to be reached by JCI.

Web pages

There is a need to make new web pages for the local JCI group. The current pages are boring, too simple and they look cheap and not exactly reliable. They are not representing the Junior Chamber International in Kokkola as the way they should. New pages can be made for free by the website builders found in the internet. Mostly those pages are using ready addresses, when it does not necessarily look professional, so the own address need to be considered as a cheap version at least. There can be found free or low cost website builders which are easy to use and by which to produce fine looking pages fast.

It is also important to consider if there should be released some advertisements for free in exchange to get own advertisements to the other web pages for free.

Visibility in the co-worker's medias'

It is important to be seen in the co-worker's websites and other possible medias'. As an exchange the co-worker's names need to be listed in the local Chamber's web pages as a service in return. To be seen in as many place as possible it creates an illusion of a massive local operator. Also, as long as the list of the co-workers is in the Chambers' site, it will tell to the potential co-workers about the Chamber's reliability and potential – that the Chamber is a good channel to bring out also their marketing information.

Blog

To create a free, but effective blog, the Junior Chamber International in Kokkola is able to reach people all over the world, 24 hours per day. The blog can be informative, but at the same time interesting, and offer opportunities and hopefully entertainment as well for its readers. The blog should tell about the Junior Chamber in Kokkola, and the activities, new ideas, plans and the events open for the audience, but also what happens inside. When people are able to read about the activities, they may become more interested in taking part by themselves too.

The blog can be implemented that way that all the members and the trial members have the possibility to write about the plans and events, so that no one needs to be responsible for alone. That also enables different kind of writing styles and perspectives, which offer more multicolored text for the readers.

As important as the texts are, even more important are the pictures, which make the local Junior Chamber more intimate and close entity for the potential members and co-workers. Sometimes one picture may be more informative and interesting, than any writing.

The outcome is free visibility, a possibility to make the Junior Chamber International in Kokkola more known and interesting. Even if the budget is zero, the blog thus requires people to use their time to update the blog – to add new stories and new pictures.

Messages to the SMS column

Normal text message columns are very cheap, and they can be used to inform almost what ever wanted. Those text message channels in the magazines all over Finland could be used as an inexpensive way of advertising.

There can be informed real facts and issues about the Junior Chamber International in Kokkola and their events and happenings, or there can simply be greetings from JCI Kokkola, which are noticed and creating curiosity towards the club. Those messages may affect positive attention easily and inexpensive way.

Articles, press releases and letters to the editors

The newspapers are releasing articles, letters to the editors and press releases for free. Those opportunities should be utilized. Everything, worth of informing needs to be informed to as many media as possible. All the publicity is good publicity, and all the possibilities to create publicity need to be used to gain visibility and recognition.

Nationally there could be arranged a campaign, where every created (positive) publicity will be rewarded. The reward may be for example a present card. The publicity creating project should be released as a campaign, which takes a certain period of time. For example one to two months would be suitable. Everyone who creates a message to the media, which is released during the campaign and is able to be proved written by the applier is able to apply and get the reward.

The outcome is a positive image of the Junior Chamber both in Kokkola, but also nationally. It creates quite cheap and easy visibility, but also increasing recognition and awareness of the Junior Chamber International. The results will also effect positively to the membership increasing, but also the activity and interest of the current members. Media also notices that the Junior Chamber has a lot to tell, so between the Chamber and the media may born reliable bonds. If the rewards are present cards, they may be achieved from the sponsors, which make the campaign more cost-effective. The campaign may also bring forward the partner companies, which attracts them to participate to the campaign and the new partners to start the cooperation.

Youtube

Youtube may attract tens of thousands of viewers, in some isolated incidents even millions of viewers for free. The actual making of the video may cost, but not necessarily much.

To record a video, which is one of a kind, obviously new and attractive, interesting and have something to say, will most certainly affect positively to the Junior Chamber International, both locally and nationally.

As an outcome the Junior Chamber International gets positive publicity and visibility. It affects positively to the new potential members, cooperators and the customers.

The budget depends on who tapes and makes the video. There can thus be found good videographers who are not expensive. The videographers may have good ideas to suggest to the Youtube.

Facebook

The Facebook account needs to be promoted, but also updated as much as possible to look activate and interesting for the potential members and sponsors. As well as the fact there should be presented the fun side of the club also. A lot of pictures and all welcoming appearance would be inviting and interesting. The Facebook account needs to be as activate as the blog or even more activate.

It is also important to think if a Twitter account is necessary to release to reach the target groups or not.

4.3.3 New members

The Junior Chamber International needs more members in order to develop the Chamber, its' activity, events and visibility. Especially male members are needed. There is also an option to find out if the club should be two or even three language club providing both service and the membership for the local Finnish-Swedish residents and the foreigners. They should be considered both potential members, but also as potential sponsors.

Campaigns

By campaigning in universities' fairs or in the open happenings where the different companies and organizations may introduce themselves may effect positively on the membership amount. The campaigns should be implemented in such places where the target group can be found. Also the mall and for example library may be good places besides the universities to find new members. By campaigning, the JCI gets the ability to tell people about the club, about its' members and all the interesting and important issues for free. One already planned campaign is to meet people at the summer time's evening market, but also other channels and places should be considered.

Internal member acquisition competitions

The competition may be released inside the local Junior Chamber International or nationally. If the most recruiting members or Chambers would be rewarded, people would work harder to recruit. Also when the membership amount is growing, the incomes are more or less increasing, which makes the rewarding system profitable.

Brochures and coupons

Printing and distributing informing brochures may increase the amount of interested possible members and co-workers. The brochures need to be distributed in every happening and situation possible. They may even include a coupon which is worth of something special for the new members to tempt them to become members.

4.3.4 Cooperation

To create more cooperation between different parties, there needs to be enough positive communication, but also ready suggestions for the cooperating projects and campaigns. When the both sides are able to give something to each other, there are a lot more willingness to start to work together.

Cooperation with the senator's organizations and companies

The cooperating would be easier to start with the organizations and companies where the former members, the senators are currently working. They know, how to sell the organization and its' activities to the companies, what the club is about and what the companies may gain from the cooperation and sponsoring.

Cooperation with the member's organizations and companies

Cooperation with the member's current working and study places is justified for the same reason. Those companies and organizations could be the easiest co-workers available.

The other hobby groups and organizations

Cooperation with the other hobby and free-time groups may attract new members to the Junior Chamber International activities. Especially some new groups are as much as the local JCI trying to find new members. With those groups could be good to work together, to advertise together to achieve more visibility and at the same time save costs. Also events released together may be interesting for many people.

4.3.5 More profit

More profit can be made by selling. In this kind of an organization, the selling is about selling intangible goods. Besides arranging happenings there can be arranged many more activities to gain more returns. Also the recruitment of new members will make profit, so all the main subjects are supporting each other.

Courses

The JCI is arranging courses for its' members, but by arranging courses outside the local Junior Chamber International, the Chamber may make profit. In Kokkola's Chamber there are a lot of experts in different fields. One way to make profit is to organize courses according to the knowhow of the own members.

As the outcome the local Junior Chamber will get profit, but also the instructor will get a payment for the work. The residents of Kokkola and nearby will also benefit of the wider range of services.

Advertises in the web page and blog

There is a profitable side in the blog and the web page. There can be sold advertises for cooperators and the other companies, which are released in these channels. The advertises produce profit easily, but may also create new co-working possibilities.

4.3.6 New events and happenings

The Junior Chamber International has only few traditional events in Kokkola every year. Besides those events (barbeque event for the members, christmas three charity event and the resident of the year in Kokkola) there are no offered more happenings or events by the Chamber. That may be one reason why people do not know the organization and there is a lack of members and a great gap in financial issues. The Chamber needs to be seen also via the events.

There is going to be a flea market event in March, which is about to make profit. Some new events are still needed to be arranged, mostly with cooperation, which allows the Chamber to arrange more, greater and more visible happenings with lower costs.

A hobby happening

With together the other hobby groups there can be arranged a hobby happening, where the different groups, clubs and organizations are introducing their activities at the same place. The happening will in cooperation get much visibility with low costs. There will also be created useful networks among different parties.

The happening may be fair type event, which also makes profit, as well as achieves visibility and networks. The profitable side comes at least from the other related parties in the fair, who are introducing their free-time products, sell their services etc.

Workplace health promotion, WHP

One of the new topics may be workplace health promotion. To produce and sell workplace health promotion packages to the companies could be a financially good opportunity for the Junior Chamber in Kokkola. To gather a list of the ready packages and the professionals working with the Chamber will bring new incomes, but also co-workers, customers and potential members. The packages may include work of the current members too, but also ideas and implementations of the co-workers, which are assembled together in interesting packages to improve wellbeing at work.

JCI week

One new tradition possibility is to arrange a week full of happenings, when the official Junior Chamber International is arranged in Finland, in week 7. During that week there needs to be few small and medium sized happenings, offers for the co-workers and advertisers, lures for the potential members, and most importantly the visibility of the week would and need to be good. The week can be implemented in the whole Finland, but most important thing is the local visibility. The newspapers may also write about the happenings for free and pay special attention to the Chamber.

To organize a competition

A competition may be anything imagined. It can be a lyric and composition competition to produce a song which promotes the JCI (Kokkola). It may also be another type of creating competition, for example a new theme sport for the Chamber (a

competitor for the world-famous Sonkajärvi's Eukonkanto would also benefit the city of Kokkola), or it may be a competition which increases the productivity of the JCI Kokkola, to achieve more members, or about the inventing new events and happenings. To listen the people, the potential members, sponsors, customers and cooperators there may arise new, valuable ideas, and the Junior Chamber is more ready and able to meet the demand. Sometimes in the idea competitions the prizes do not need to be so great, when the fame and the achievements are great prizes itself beside the actual prize.

The competitions may have far-reaching benefits, if the theme is well planned and implemented and the prize of the competition is great enough. With the competitions the Junior Chamber International in Kokkola may find new ideas to improve the Chamber or its' actions.

Then again the competition can be considered that way that the prize is the key attention issue. If the prize of the competition is something different and unordinary, it may also get the media attention. For example one interesting prize would be everyone's dream, the own servant – a servant to serve the winner for one day. That kind of prize would make the media to become more interested in the Chamber, its' activities and the competition itself, which could create a lot of free column space. Also the other strange, different and interesting prizes will get people's, the media's and the co-worker's attention.

A special day, an event

A special day for a good and unselfish purpose gets normally the attention of people and media. This day may be somewhat used nature friendly idea – a carless day, a day of teleworking or for example a new idea – no trashes day.

A special day needs to be such where all the inhabitants are able to participate. It needs to be some current issue, which interests as many people as possible. One of today's interesting campaign topics is environment.

A special day could be about saving water, food or nature in some way, or it may be a funny, but friendly theme.

Social evening for the members and trial members

The social evenings are about to create fellowship inside the Chamber, but also to commit them to the Chamber and to reward the members for their hard work. That is necessary action to be implemented in every now and then.

4.4 Year calendar and budget

A year calendar for the coming 12 months with the approximated costs and potential profits need to be planned to help the actual implementation. The year calendar needs to be released in the web pages and the other channels too to reach all the interested parties and to gain all the benefits possible. The year calendar may include pictures or cartoons which present the idea visually and arouse interest. The most profitable calendar would be functional, so that by clicking the topic, new page will open. There should also be an opportunity for the co-workers to see which happenings are still waiting for the sponsors and what kind of possibilities there are offered. The year budget is 1000 €, if no profit is coming.

March

In March there will be arranged already planned flea market event. The expected return after the investments is +1500 €.

One of the most important issues is to improve and release the most visible marketing channels as soon as possible - the blog and the new web pages need to be opened and start to sell the advertisements. Also the Facebook profile needs to become more active and interesting. The operations can be done with zero in-

vestments, if no own web page address is acquired. The advertising makes profit roughly +1000 € per year.

Also the local university of applied sciences should be contacted right away to start the thesis process and the cooperation. The profitable side will be seen after the thesis work is done and the results are brought to the practice. There are no investments needed.

Cooperation processes should start right away, and new co-workers will be searched all the time.

April

It is vital to contact the current co-workers to be seen in their media's as well as they will be seen in the web pages of JCI Kokkola as soon as possible. No investments needed in the cooperation. The campaigns should be arranged as well as the brochures and coupons distributed.

Articles released together with the other marketing actions will further the achievement of the objectives. If the writings and the articles are interested enough, the newspapers provide free publicity by publishing the writings of the Chamber.

The cooperation with the senator's and the member's organizations will also be discussed.

May

In May there can be hired a videographer, who would record an interesting advertising video for the Chamber to release it in the internet. The costs are -300 €.

At the same time there will be released a competition, where the prizes will be purchased from the sponsors and the other co-workers. The budget is then 0 €. (If there are no sponsors, for example to hire a servant for a day via employment service would cost about -200 €). There could also at the same time be sent messages to the SMS columns to advertise the competitions, but also the Junior Chamber International itself. The costs are about -50 €.

There is already planned a May Day picnic, which is more to achieve visibility and publicity than to gain profit. To advertise in the local newspaper costs -150 €, but it will also gain a free article of the happening. One idea is to market the happening only in the Facebook pages.

June

June would be good to organize the own activities and to arrange nice social evening for the local members and trial members to improve the inner satisfaction and well-being. The costs are about -300 €.

July

The visibility in the Wednesday's evening market is arranged in July. The local news need to be informed about the upcoming topic, if there is arranged actual pallet program. In that case the brochures need to be printed and distributed for the people. Self-printed brochures cost -20 €.

August

The other hobby groups are contacted to plan and arrange cooperation and the hobby happening.

The internal reward system and the internal member acquisition competitions are also released. When the summer holidays are ending at schools and the work-

places, and people are looking for new hobbies, it would be a good time for recruiting new members. If the reward system and the member acquisition competition are arranged by the national Junior Chamber International, there will be no costs locally. However there will be indirectly financial benefits also locally via new members and publicity.

Traditional barbeque event for the members of the nearby Junior Chambers will be organized by the trial members. The total profits will become up to +300 €.

September

The survey for the local university of applied sciences will be made. The implementation is free when made by the members themselves. The survey may produce profitable information for the future and the visibility at school may bring new members as well.

At the same time there should be started a student department in cooperation with the local student union. The students get the opportunity to affect to the Chamber's development plans and the future happenings.

October

Courses for the Kokkola residents will be held by the Chamber's own members. The JCI Kokkola has members, who are professional in their own fields. They are able to run courses and both earn some extra money from their course work, but also to earn money for the Chamber. The costs would be per one course 150 €, but after incomes, the profits will be +200 €.

Workplace health promotion (WHP) packages will be offered for the workplaces and arranged when they are bought. Potential profit is +100 € per package.

November

Marketing is implemented by sending articles and other writings to the newspapers.

The hobby happening will be arranged in cooperation with the other hobby groups. Planning and implementing needs a lot of work, effort and time. The profit will be +2500 €.

December

Traditional Christmas three charity event will be held in December. No profit is coming, but the benefits are visibility and publicity.

The resident of the year in Kokkola will also be arranged with similar benefits.

January

Workplace health promotions are offered for the workplaces. +100 € per one sold package.

A social event for the Chamber's members and trial members is arranged. Costs are -300 €.

February

JCI week will mostly tell people about the Chamber, but also make profit +300 €. During the week there will be held public courses by the current members, which make +400 € profit. There will also be released a competition, which is a part of the theme week. The costs of the competition will be covered by the sponsors. There may also be released a special themed day, which only causes good publicity. The main issue is to be seen during the whole week.

Total profit

The total profit coming over the year is 6280 € if the starting budget is calculated in. The total amount is an estimation, and for example the sponsors, the advertising revenues and the interesting and paying people are difficult to estimate. There is not taken into account the membership payments, the other Junior Chamber International's entry fees, if sponsored by the local Chamber. There are a lot of variables and the future interests, turnouts, profits and the success or failure is quite difficult to predict beforehand. The surveys and the thesis works are about to help in estimating the interests of people towards the club and its events.

5. CONCLUSIONS

The Junior Chamber International in Kokkola has a lot of potential what comes to the customers, but also the environment, both physical and social. To achieve the set goals and to gain results there will be thus needed a lot of work. When the budget is low, the members need to work more, and to find out the ways to improve and market the Chamber for free or with low costs.

The most important issues when planning the low-cost marketing are innovativeness and creativity. To use imagination, there are possibilities to find easy ways to achieve the set goals. To be innovative, the set goals are also financially potential to be achieved.

To market the JCI Kokkola in innovative ways, the Chamber is also marketing the national Junior Chamber International. That is why, the local and the national sides should work together to achieve the shared goals and to save costs and effort.

When the marketing is innovating, it will reach its targets by visible ways. All the set goals are supporting each other. If new members are arriving, also the visibility and profitability will increase. The greater the cooperation is, the greater is the visibility and the cost saves.

To achieve the goals, there is a need for the yearly planning. All the parts of the plan are not necessarily need to be organized, but the most important issues need to be released as soon as possible, such as the free marketing and communication channels. Also it is important to work in the cooperation, which helps the Chamber to organize different events or actions with lower or shared costs. The cooperation also creates more possibilities, visibility, recognition and attractiveness towards the Chamber.

If the members and the trial members are willing to make an effort and use their time and knowledge to improve the local Chamber, it will happen and the goals will

be achieved. Only the plan made is not enough, it also needs people to implement it to the practice. Even if the right instructions to find innovations are given, the implementation and the actual innovating need right and curious people, who are motivated, positive and truly open for new ideas. More or less the innovative marketing needs to be implemented that kind of people, who are willing and courage enough to rather say 'yes' than to question the plans. It needs people who are willing to take risks, and if there come failures, they have courage to try again, and stay optimistic. More or less it is about the people.

The president of the Junior Chamber International in Kokkola agrees that there should be more people having responsibility assignments inside the Chamber. There have been affecting the same problem with the amount of the members, which have not been enabling creating more liabilities. In the next coming years all the board members are going to have their liabilities. (JCI. Lahtinen T. 2013)

The trial member's trial time is not so easy to change, when it is an international decision. The changes may not that why be possible. Also the billing cycle effects on the situation. It would anyhow, especially in the situation of a small Chamber, improve togetherness and team spirit. (JCI. Lahtinen T. 2013)

It would also be a good idea to find out and discuss about, if there is a possibility to start a student department. To offer thesis topics for the students would also work well. The problem concerning the member amount may still effect on these topics. (JCI. Lahtinen T. 2013)

There already exists a rewarding system in the national Junior Chamber International. JCI Kokkola could anyhow apply those prizes in the end of the year, for example for the most rising Chamber of the year. There are small prizes, but most of all the Chamber may get fame and glory. There are also every now and then challenges, for example at the moment there is a selling challenge for the charity, where the most productive Chamber is about to meet the president Sauli Niinistö as a winning prize. (JCI. Lahtinen T. 2013)

The web page renewal is under planning, but the blog idea is a top idea which is absolutely going to be used and grown further. The project would be good to start with the local Chamber's publicist, Anu Haapasalo. (JCI. Lahtinen T. 2013)

In some levels the Youtube is used as an information artificial, especially in the international level. It could and should then be expanded also to the local level in Kokkola. (JCI. Lahtinen T. 2013)

The cooperation with the senators' companies and the current member's companies is about to start. (JCI. Lahtinen T. 2013)

As a whole the thesis gave a lot of ideas to develop the Chamber. The ideas will be introduced to the whole Chamber in the coming meeting, where the discussions may begin and the implementation of the projects may start. (JCI. Lahtinen T. 2013)

Also the president sees as the greatest problem at this point the small amount of the members. That affects to the amount of the projects. When new members are joining, more projects may be started in smaller groups, when too much effort is not required from one member. (JCI. Lahtinen T. 2013)

The conclusion of the president is that there is definitely going to be a lot and it would be interested to discuss about the ideas more specific in a group. (JCI. Lahtinen T. 2013)

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