

**MARKETING COMMUNICATION ON A NON-  
PROFIT ORGANIZATION**  
A CASE STUDY ABOUT THE ACTIVITY OF A  
STUDENTS' UNION - ASSOCIAÇÃO DE  
ESTUDANTES DO ISCTE-IUL

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Project submitted as partial requirement for the conferral of  
MSc in Marketing

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October 2018

**MARKETING COMMUNICATION ON A NON-PROFIT  
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**ISCTE Business School**  
**Instituto Universitário de Lisboa**

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## **ABSTRACT**

The following Case Study aims to study the importance of following a communication strategy in the context of a Student' Union of an institution of higher education, applied to the case of *Associação de Estudantes do ISCTE-IUL*, also denominated as AEISCTE-IUL.

Through the analysis of the case, it is bear in mind the understanding that both profitable and non-profit organizations aim to achieve certain results in terms of their communication, must be increasingly market-oriented and to the consumer, given the new trends. In this way, these tendencies are linked to Marketing communication concepts, such as Digital Engagement, a 21<sup>st</sup> century phenomenon provoked by the emergence of several social media and has brought to brands new interactive forms of communicating with consumers and vice-versa, or the integration of online and offline platforms through the IMC program.

It is also relevant the study of the phenomenon of *Festa do Caloiro*, a cultural and recreational event organized by AEISCTE-IUL. With this, it is presented the problematic of the Students' Union and its difficulties of interacting with three main targets, which in this case are International Students, Doctorate students and Alumni. Finally, it is important to reflect on the most compelling communication strategies with the competitive reality of the market.

**Keywords:** Non-Profit Organizations; Communication Marketing; Relationship Marketing; Consumer Engagement.

**JEL Classification System:** M31 Marketing;

## RESUMO

O caso pedagógico seguinte visa o estudo da importância de seguir uma estratégia de comunicação no contexto de uma Associação de Estudantes de uma Instituição do Ensino Superior, aplicado ao caso da Associação de Estudantes do ISCTE-IUL, também denominada como AEISCTE-IUL.

Através da análise do caso, tem-se em vista a compreensão de que, tanto as organizações lucrativas como as não lucrativas, visam atingir determinados resultados em termos da sua comunicação, que deve ser cada vez mais orientada para o mercado e para o consumidor, dadas as novas tendências. Desta forma, essas tendências estão ligadas a conceitos de Comunicação de Marketing, como são o *Digital Engagement*, um fenómeno do Século XXI provocado pelo aparecimento de vários *social media* e que trouxe às marcas novas formas interativas de comunicar com os consumidores e vice-versa, ou a integração das plataformas *online* e *offline* através do programa do IMC.

Também é relevante o estudo de fenómenos como a Festa do Caloiro, um evento de teor cultural e recreativo organizado pela AEISCTE-IUL. Com isto, apresenta-se também a problemática ao leitor de que a Associação de Estudantes do ISCTE-IUL tem algumas dificuldades de interação com três targets principais, que neste caso são os estudantes internacionais, os estudantes de doutoramento e os *Alumni*, pelo que, no final, importa refletir sobre as estratégias de comunicação mais contundentes com a realidade competitiva do mercado.

**Palavras-Chave:** *Non-Profit Organizations; Communication Marketing; Relationship Marketing; Consumer Engagement.*

**JEL Classification System:** M31 Marketing

**Acronyms:** AEISCTE-IUL – Associação de Estudantes do ISCTE-IUL;

e.g. – For example (Example gratia);

HEI – Higher Education Institution;

IMC – Integrated Marketing Communications;

Min – Minutes;

NPO – Non-Profit Organization;

REI - Rádio dos Estudantes do ISCTE-IUL

PhD - Philosophiæ Doctor (Doctorate).

## ACKNOWLEDGEMENTS

As I finished this study case, as my last project in this cycle, I put my academic life in perspective.

I did everything, so I could do a thesis about something that I loved and that I could use it in order that I can give my last contribution to improve it. It makes sense to choose *Associação de Estudantes do ISCTE-IUL* as it guided me since my first academic day, and it will still provide me guidance wherever life takes me. The experiences I lived, the people I have worked with, the friends I have met, the long meetings, the tiring events. Everything contributed for who I am today. This is one more way of showing respect, not only for this 3-decade organization, but also to all my colleagues that accompanied me for the last years.

Moreover, I want to thank to ISCTE-IUL for assuring I have made the best decision in my life, providing me to meet great teaching staff and staff members. I want to make a special acknowledge to Professor Dr. Luís Reto and Professor Dr. Maria de Lurdes Rodrigues for helping me with my activity during my period as President of the organization.

I cannot forget to thanks to Prof. Dr. Hélia Pereira, for supporting me and motivating me to follow this subject and providing me solutions for my problems in the beginning, and also to keep me with the right dose of commitment.

Finally, I want to thanks to my mother and father, who did a financial effort to provide me with the best education, but also an effort of comprehension about why I spent so much time working at ISCTE-IUL.

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## **1. CASE STUDY**

### **1.1. PRESENTATION OF THE PROBLEM**

The proposed subject for the Case Study is how important marketing communication is and what are the available tools that can be used in order to reach some segments with different interests, applying to the case of Non-Profit Organization in the Students' Unions sector, the *Associação de Estudantes do ISCTE-IUL*, the Students' Union of ISCTE-IUL based in Lisbon.

AEISCTE-IUL's mission is to fulfil the needs of its students, but it is failing to attain a part of the community that is representing, although it is one of the most active Students' Unions in Portugal, producing more than 40 events in a single academic year with a different array of purposes.

In the various activities they do, they accuse a lack of involvement of international students, which can follow the Erasmus programme or normally enrol on an English language programme within first, second or third cycle<sup>1</sup> (there are students from Lusophone countries that can easily participate on the common Portuguese language programmes); the Doctorate students, students from the third cycle; and Alumni, particularly the ones who were members of AEISCTE-IUL that can bring new opportunities to the organization.

First off, it is important to scrutinize and make a reflexion about what is to be a student and the importance of the enounced targets. Following, an explanation of how associativism evolved world-wide and in Portugal until the appearance of the students' unions, intended for a better comprehension of these non-profit organizations' aim, followed by a clarification of the organization's activity.

## **1.2. FRAMING**

### **1.2.1. HIGHER EDUCATION IN PORTUGAL**

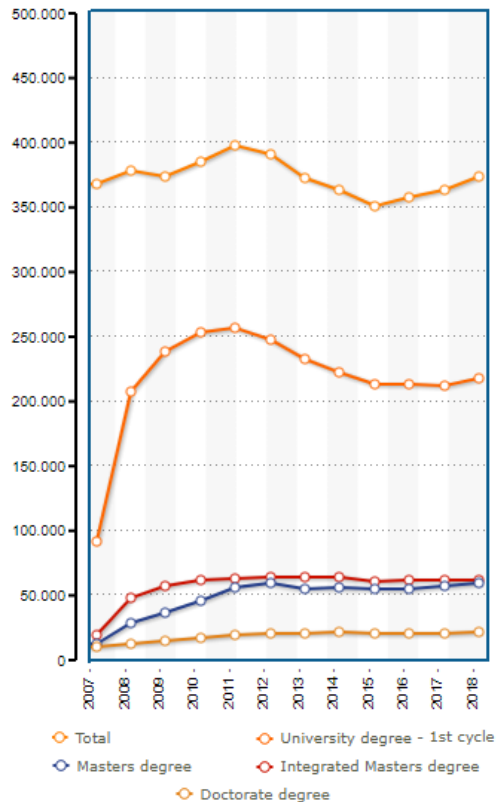
In 2005, it began the implementation of the Bologna Process in Portugal, concretized by the Law number 49/2005, from 30<sup>th</sup> August altering the Basic Law of the Educational System, where reorganization of the system of degrees and diplomas of Portuguese higher

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<sup>1</sup> First cycle is the equivalent to Undergraduate degree, second cycle to a Master's degree and the third cycle to PhD degree.

education carried out, dividing the degrees into three cycles in 2017. The signatories establish the European Higher Education Area, where the objectives pass through create competitiveness of the institutions, to create customs of comparisons and a standardization. (Torotcoi, 2017).

**GRAPHIC I.** Evolution of the number of students in higher education in Portugal 2007-2018: Total and Level of education (1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> cycle)



**Source:** DGEEC/MEd – MCTES, cited by Pordata (2018)

The situation, in numbers, of how higher education is behaving in terms of students in Portugal in the period between 2007 and 2018 can be explained by Graphic I, screening a tendency on the decrease, in general, of the number of students that want to study in these sorts of institutions, even though in 2015 this predisposition inverts, slow growing until 2018. Nowadays more than 370.000 people in total are taking a higher degree, though in this graph it focuses in the most relevant degrees not only for Portugal, but also for this case (complete information in Annex I).

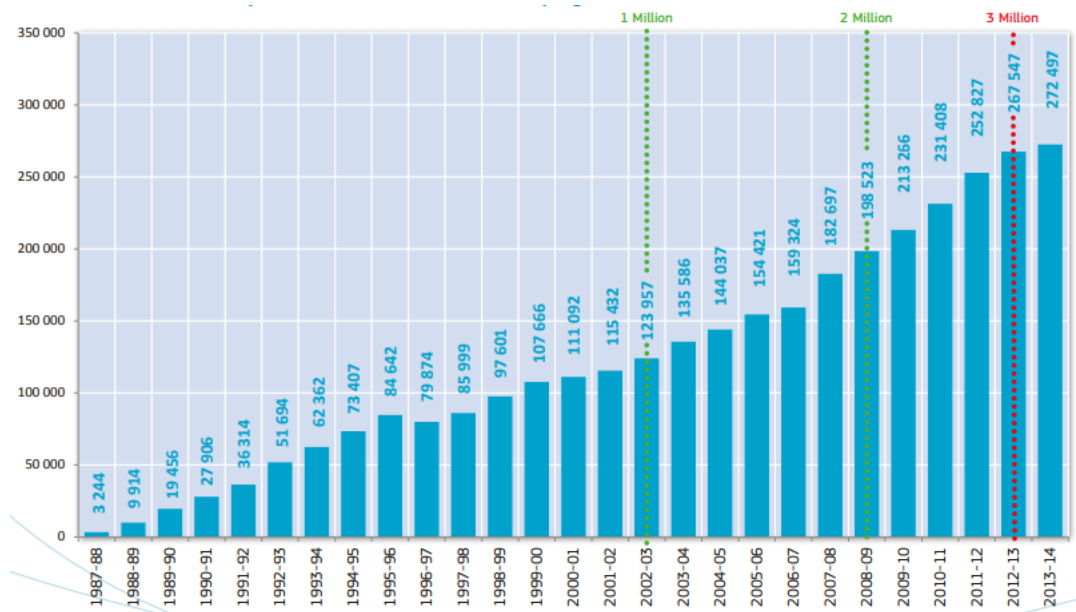
For the years until 2011, all the degrees register an increase, but up to 2017, there is a slow growth of students taking Doctorate degree, Master's degree and Integrate Master's degree, but a high decline of the Undergraduate students, justified by a diminution of the

candidates (Público, 2015 – Annex II), that reflected on a contraction on the vacancies in 2012 as Fenprof suggests in this same year, due to economic recession and to the maximization of the available resources (Fenprof, 2012). In 2015, as previously stated, this contracting tendency inverts and there is growth on the number of students in higher education, felt mainly on undergraduates.

### 1.2.1.1. INTERNATIONAL STUDENTS

Higher education students are increasingly incentivized to pursue an international experience especially inside Europe, since with the Bologna Process, mobility was incentivized through the increasing and harmonization of quality between Higher Education Institutions and with the foundation of programs like Erasmus + that can provide financial support and allows the easiness to access knowledge of new cultures and personal development to the participants.

**GRAPHIC II.** Evolution of the number of students in student mobility since the start of the Erasmus program (Academic year 1987/1988 – 2013/2014)



**Source:** European Commission (2015)

Since its creation until the academic year 2013/2014, as Graphic II illustrates, the number of students seeking for Erasmus+ is increasing from year to year, showing the propensity to grow for the next years in the whole Europe. This may show that the mobility of incoming students in Portugal can keep up with this increase, as confirmed in Table I, where in the four years period between the academic year 2013/2014 until 2016/2017, it registers a 40% growth, either if they are pursuing a diploma or part of it (credits).

**TABLE I.** Number of students in international mobility to Portugal

TO OBTAIN	2013/14	2014/15	2015/16	2016/17
Diploma	<b>14.883</b>	<b>16.888</b>	<b>19.815</b>	<b>22.194</b>
Credits	<b>11.687</b>	<b>12.151</b>	<b>13.282</b>	<b>14.980</b>
Total	<b>26.570</b>	<b>29.039</b>	<b>33.097</b>	<b>37.174</b>

**Source:** Expresso (2017)

### **1.2.1.2. DOCTORATE STUDENTS**

As perceived in Graphic I when pointing out the number of students by level of education, there has been a reluctant growth in the last few years up to 2018 registering 20.452 students in Portugal addressing the highest degree of higher education., although if compared to 2007 there is a relevant progress of 113%.

Research by Offerman (2011), in his studies traces the profile of a nontraditional Doctorate Student and established a dichotomy between the traditional profile and presents the implications of this evolution (Offerman, 2011).

He defines this profile of contemporary doctorate, which is in growth, as “(...) *being older, more engaged in family and work life, financially independent, and studying part time*” (Offerman, 2011, p. 26) marking out the age between 33.3 and 42.5 years old and the numbers of colourful people are expanding. Even though, the traditional profile still exists, demarcated as “(...) *a twenty-something, unmarried, white male studying full time and serving in some sort of assistant role to his faculty mentor or member of his doctoral committee.*” (Offerman, 2011, p. 25)

This changeover brought some implications: their motivations to upgrade their graduation level became to improve on their career or shift to a new one, allowing them to teach on a part-time or full-time after leaving work life. Also, instead as the traditional doctorate that served as assistant to get discounts on the payment of their tuition fee, they generally pay by themselves or borrow (Offerman, 2011).

### **1.2.1.3. ALUMNI**

The term Alumni can be comprehended as people who are former students of a teaching institution and their main drive is their career.

What can their previous higher education institution offer? Since their focus is career opportunities, Philip Conroy (2016) states that networking is one key benefit that can

emerge from this continuity of relationship. This allows discussion of people who are compatible, favourable to debating and developing new ideas (Conroy, 2016).

Benefits for the institutions can be reflected in institutions' management guidance and new career opportunities for the students, but it also can be replicated in financial terms with donations.

They are a vehicle for the reputation of the institution, so it is crucial to reinforce this when messaging them – to engage, it must mirror institutions' values and goals. However, media platforms must be chosen intelligently, where in this area, Facebook and LinkedIn are adapting well to the demands on the easing of networking and organization-Alumni closer relationship.

### 1.3. CONTEXTUALIZATION OF ASSOCIATIVISM

History proves that people feel the need for association, so they can overcome difficulties and aspirations that individually they cannot fulfil, organizing collectively. In pre-history began to be a way of surviving, but with the formation of civilizations it became a mean of organization for sportive, political, military and religious practices. Through industrialization, farmers and factory workers formed syndicates and cooperatives for representation besides political power and resources' sharing (Cristo, 2003).

In Portugal, we can observe the right of association consecrated by the first Portuguese Constitution in 1822, but in a time of monarchy where errata and updates were made in the XIX century, it passed through limitations. All over Europe and the rest of the world where the right of association was recognized, organizations with various purposes emerged especially on XX century with the definition, on Article 20 of the Universal Declaration of the Human Rights and in the European Convention for Human Rights on Article 11, previewing the freedom of pacific meeting and association to promote culture to youth, solidarity, consumer protection, family and many other ends (Cristo, 2003).

The students' associativism in higher education began with the foundation of *Associação Académica de Coimbra* in 1887 (Associação Académica de Coimbra, 2017). Then, with the first Constitution of the Portuguese Republic, this liberty was restored until dictatorship in Portugal took over in 1926, where the formation of associations depended on the State.

During this despotic period, the rights of students suffered attempts of deprivation, for example, the Minister of Education presented the decree 40900 (Ministério da Educação Nacional - Direcção-Geral do Ensino Superior e das Belas-Artes, 1956) to take autonomy to the students' unions. This provoked many contestations throughout the country, since not only in Coimbra, but in the great cities of Lisbon and Porto, there were already Academic Unions that defended students' rights in these locations until 1974 (Cardoso, 2009) when dictatorship was over, and the civil liberties were restored in a regulation of the Constitution of the Portuguese Republic in 1976.

Since the 1990's, other battles are being fought, for example against the payment of tuition fee (Moura, 2013), since it is constitutionally recognized in the Article 74, in the line e) of number 2, "*In implementing the education policy, the state is charged with: (...) Progressively making all levels of education free of charge*" (Assembleia Constituinte, 2005).

One of the instruments used to help the students' battles is the ENDA or *Encontro Nacional de Direcções Associativas* (Associative Directions Nacional Meeting) where Students' representative organizations discuss relevant issues for higher education students e.g. HEI's funding or scholarship attribution or the students' tuition fee. The revindication is constant and in the Portuguese State Budget for 2019, it is finally previewed the first diminution since 1992 on the maximum value of the tuition fee in 212 euros, where the previous indexed value is 1.068,47 euros (Marujo, 2018).

It is costly for families to pay for studies in Higher Education Institutions, where, in average of both Private and Public institutions, whether it is a Polytechnic or not, a student must pay 6.445 a year, where more than 25% corresponds to the tuition fee and where the rest percentage is the cost of life that includes food, a house for the dislocated from their home and other expenses (Annex III). In 2017, 51% of the students were living with their parents, 83% is not a student-worker, 6% live in a university residence, 3,4% asked for a loan to pay the tuition fee and 30% is branched by a scholarship, normally between 101€ and 200€ a month (Cerqueira, et al., 2018).

## **1.4. ASSOCIAÇÃO DE ESTUDANTES DO ISCTE-IUL**

### **1.4.1. HISTORY**

The Students' Union of ISCTE-IUL, presented as AEISCTE-IUL, is a non-profit association equated to a collective person by the Portuguese law. It is the responsible organ for the student community of ISCTE-IUL, the only public university institute established in Lisbon, composed by over 9.000 students.

Its activity targets to provide the community a wide range of academic experiences with political, pedagogical, social, cultural and recreative events throughout the academic year, as well as a representation when dealing with the organs of ISCTE-IUL and other institutions.

ISCTE is a university founded in 1972 as a non-integrated upper school with 296 students and three bachelors related to business and labour: Economics, Organization and Business Management and Labour Sciences, which translated as being defined as an Economics Faculty in its starting statutes.

In the decades of 1960 and 1970, Portugal went through a period of revolution with no precedents, putting an end to a dictatorship that endured almost 50 years in 1974. The number of street manifestations and strikes was vast and were delineated by different classes of the population, from factory workers, to higher education students.

After revolution, the claiming spirit allied to youth from the students was no exception in ISCTE, in a time where they refused to perform exams. It was about this time that the School Counsel of the university showed to be ready to “reaffirm the right of the students of the Institute to dispose of a Students' Union ... promote the participation of the different elements of the teaching staff and pupils on the management of the Institute” (Santos, 2018). The School Counsel was dissolved and created a Steering Committee constituted by 22 people, which of them 11 professors, 2 staff members and 9 students, showing the relevance given to the students partaking.

In 2018, it is the 7<sup>th</sup> biggest university in Portugal, but opposite to most of Portuguese universities, it has all its 9.283 students concentrated in a singular university campus. ISCTE-IUL allows its students to take several degrees, such as Undergraduate (4.255)<sup>2</sup>,

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<sup>2</sup> Number of students.



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Master (3.720), Post-graduation (576) and PhD (732), within which nearly 1/5 is international, which is more than 1.700 students from a range of 87 different nationalities (ISCTE-IUL, 2018:a).

The students choose ISCTE-IUL for being a prestigious university with great career prospects and good environment. The good quality and the openness of the teaching staff is another reason for opting to study in the university (ISCTE-IUL, 2018:b).

There is also a focus on the individual's soft skills and the allowance to go through an enormous number of extra-curricular experiences, for example enrolling on University Sports, or others like involving in youth organizations such as AEISCTE-IUL, the Courses Students' Unions, AIESEC, which is the world's biggest non-profit organization run by youths and accountable for internships and experiences of volunteering along the globe, or ISCTE Junior Consulting, an enterprise of students of ISCTE-IUL which provides consulting services and develops young talent with closeness to companies. In normal conditions, students need to pass a recruitment process to join each of these organizations, similar to a company.

Beyond that, ISCTE-IUL manages a budget of about 42,2 million euros (data of 2015), 43,8% from public financing and 56,2% from private (Santos, 2018). ISCTE, was recognized in 2007 by the "Legal Regime of Higher Education Institutions" or the Portuguese abbreviation RJIES, as a public foundation with a private right regime, which means the university becomes more autonomous on its organic decisions from its General, Management and Curator Counsels, unlike most of Portuguese higher education institutions, that respond to the figures of the govern directly related to the management of the public universities which are the Ministry of Science, Technologies and Higher Education or the Ministry of Finances. This organic allows AEISCTE-IUL to have a bigger participation on the decision organs and to get an increasing chance for better funding from the institution.

As of AEISCTE-IUL, although there is documentation that proves that there were lists of candidates to the students' representation dated of 1976, the official constitution of the association (Santos, 2018), with the first statutory publication on Republic Diary number 195, III Serie, was on the 24th August 1988.

It was from this moment, with a juridical personality, that AEISCTE-IUL could affirm itself in the events panorama, allowing to charge its organs for their duties and opening doors to make official contracts and partnerships that could leverage their drive.

The organs that compose AEISCTE-IUL are:

- The Direction, responsible to conduct superiorly the management of AEISCTE-IUL and dynamize the academic life and by the handling of the different departments and services;
- The General Assembly Board accounted to manage the works of the General Assembly and assure that statutory dispositions are fulfilled by all AEISCTE-IUL's tissues;
- Supervisory Board, that oversees the financial subjects, having the compromise of evaluating the budget and financial report.

In the year 2000, students were unhappy how Students' Union was conducting its works, suing some members of AEISCTE of corruption and misappropriation of money. To show this discontent, one thousand people occupied the AEISCTE-IUL's bar and room, locking it with chains. They resigned, and although this event, the process was filed, and the association was stacked in debts in an uneasy financial situation.

After the "storm", in the year 2000, some organized students assembled, formally applied with a candidate list and were elected to the organs of the Students' Union – the U List – and managed to recover from the financial hole, being elected yearly, and four years after brought it to a lucrative result, liquidating the debts. Ever since and until 2018, U List still is elected to all the organs of AEISCTE-IUL, while AEISCTE-IUL transformed, adapting and professionalizing its structure through the times and needs.

#### **1.4.2. LOCATION AND FACILITIES**

In 1978, students of ISCTE started to have classes on the actual existent Building I, but unfinished at that time. ISCTE is nowadays located within good transport facilities, with a subway and train station nearly 7 minutes away, not very far from the centre of Lisbon.

AEISCTE-IUL has an immense diversity of attributed spaces inside the university so it can fulfil its needs adequately and to serve the students' community of ISCTE-IUL the best they can.

Its headquarters are contained on the main building of ISCTE-IUL, with an office open to the public from 9am to 7pm, with two administrative employees and the main meeting room prepared to receive important partners. There, the students can not only ask for information and buy tickets to the events of AEISCTE-IUL and its institutional partners, but also acquire the membership card or rent a locker.

In the same zone, it holds a workroom for the association staff to plan and organise the various events that compose its plan of activities, with one working zone and one meeting area for the coordinators to encounter weekly and decide the fate of AEISCTE-IUL, discussing each event and its viability so it acts under the provision of the statutes, the plan of activities and the budget, but also to try to exceed the expectations and what is initially planned. In front of it exists a totally empty room 12x12 meters since the old stationery shop were dumped, yet to define their purpose. It has also three storages for different drives, being one to keep the sports material and the other two for recreational activities.

Besides the headquarters, it has a dining area, which detains a microwave room and a contracted canteen divided in three distinct zones: the zone for the welfare meal, with a cheap menu; a normal restaurant with hot plates and salads; and a café. In spite of this, it still lacks in space to serve all the students.

In 2014, AEISCTE-IUL was conceded a shipping container that was reutilized by ISCTE-IUL becoming a two-floor gaming room, so students could relax, disposing a ping pong table, snooker and foosball.

Although these are the spaces that are directly attributed to AEISCTE-IUL, the university allows the reservation of most of the spaces concerning the institution, through previous requirement.

### **1.4.3. ORGANIZATION**

AEISCTE-IUL is the second biggest Students' Union in the country in terms of number of students represented, only overcame by Instituto Superior Técnico Students' Union that represents over 11.000 students also in Lisbon.

Furthermore, it is federated in *Federação Académica de Lisboa*, the biggest students' representative organization in Lisbon or Academic Union, that embodies some of the various Students' Unions in Lisbon, having the same purpose as a university Students'

Union but at a bigger scale, being a partner to each institution to develop itself through synergies and representing their interests in the local organs and Government partners.

As referenced previously, the statutes preview the existence of three organs, where the General Assembly Board and the Supervisory Board are constituted by a President, a Vice-President and a Secretary each.

On contrary, the Direction has a more complex structure; Statutes state that it must be constituted by 21 to 45 members, with a President, Vice-Presidents, Coordinators of Department and Vice-Coordinators of Department, which are the people responsible for AEISCTE-IUL, by this hierarchic order.

Adding to this, there are members in each department designed as collaborators, which there is no accountability imputed for decisions of the organization, but they compose various event organization committees, which form multidisciplinary teams composed by students from different departments. They are allocated having their profiles and preferences in count, with the purpose to make the event feasible which can be cultural, recreative and leisure, social, pedagogical, political or sports related. The Human Resources department provides also internal formations for its members, so they can perform their job the best they can.

The structure changed throughout the times, adapting to how each Presidency plots their team and seeking chances of optimizing the various departments and creating new ones adapted to the externalities.

In 2018 the construction of the Direction was built around one President and three Vice-Presidents with different responsibilities and departments in hand. The current departments and their functions are:

- Administration – Accountable for the management of the expenses and funding, as well the exploration contracts and dynamization of the spaces of AEISCTE-IUL;
- Communication – Having the values and mission of the organization in count, is in charge for the communication means such as social networks, *Rádio dos Estudantes do ISCTE-IUL – REI* (“ISCTE-IUL Students’ Radio”), aiming to deliver messages to most of the students’ community, including international

students, but as well as internal communication to the members of the organization;

- Cultural – Through the concretization of events, it is the department responsible for the recreative activities and promotes a cultural agenda throughout the year;
- Educative Politics – External representation is the main function of the department, but to promote the academic participation and critical spirit of the students is the key goal;
- Human Resources – Responsible for managing the motivation and evaluate the performance of the members of the students' association;
- Image – Design all the graphic image and document the activity of AEISCTE-IUL through multimedia usage;
- Social Responsibility – Promote citizenship and sustainable practices internally and externally to the organization, with a strong bond to the Sustainability Cabinet of ISCTE-IUL;
- Sports – One of the pillars of AEISCTE-IUL that promotes health and well-being of the community, pepping up formal and informal sportive activities. Formal sports are related to local and national organizations that plan inter-university individual and team competitions, endorsing sociability and values of sportsmanship.

The decision management organ of AEISCTE-IUL are Coordination Meetings, which happen in a weekly basis, where Presidency and the Coordinators of departments discuss and approve the destination of the organization, analysing the viability of events and aligning them according to the values and mission defined by each Direction.

Even though this hierarchy exists, there is a sense of horizontality and the work is done in an informal way, since the members do not have disparate ages (there are people from 18 to 23) and the door is always open for students to enter and give their suggestions or ask for help. So this close spirit is not only internal, but also external to the organization, showing transparency and friendliness.

One of the most important duties of AEISCTE-IUL is the participation in the Management Counsel Board of ISCTE-IUL. The representants are voted by the Counsel of Curators and nowadays, it is handled by one secretary, where the President of AEISCTE-IUL has a seat, as well as ISCTE-IUL's Dean, one Vice-Dean, the

Administrator, one representant of the teaching staff and one representant of the staff workers.

This is where the association gets a big piece of its funding – through the sponsorship of ISCTE-IUL - where just in 2017 the value was nearly 67.000 euros for activities that are relevant for ISCTE-IUL's outward image, where *Festa do Caloiro* or *Fim de Semana do ISCTE-IUL* got nearly 20.000 euros each; if did not happen, its financial feasibility would be compromised.

Another relevant component of its financial capital is a subsidy attributed by IPDJ, the “Sports and Youth Portuguese Institute”, where non-lucrative activities are supported. In the beginning of the civil year, AEISCTE-IUL applies to the Student Support Program with its Plan of Activities and this institute cost-shares a part of that activity until 30% of the expenses, but it must be justified in the end of the civil year.

Moreover, there are 14 elected groups in a universe of 16 different undergraduate courses in ISCTE-IUL that represent students from the first cycle called course's Students' Unions; the ones respecting to technologies and informatics are all represented by exclusively one. Functioning likewise a small Students' Union, they organise activities to their specific range of students and try to meet their interests, including curricular linked problems or others where AEISCTE-IUL can help them. For their formalization, they must be protocolled with AEISCTE-IUL which means afterwards they can be comprised by Rectory's funding.

#### **1.4.4. EVENTS**

For students of ISCTE-IUL, where there is a big diversity of cultures, political beliefs, types of character and age groups, inherent to a university which stands for having many different areas from social sciences and management, to technologies and architecture, or the numerous study cycles, the social component is key to be dynamized by AEISCTE-IUL to promote the good environment intrinsic to the university.

Throughout the years, they highlight compared to other Students' Unions because they manage to build a strong brand identity defined by professionalism of the members who are only students with quality when delivering the events. There are symbolic events that not only involve a big amount of investment but also a vast contribution to the external image of the association because of the number of aimed people, the exquisite chosen

locations or the abnormal practices in a university comparing to Portuguese panorama, conducing to many editions of these events, which are:

- *Festa do Caloiro* (“Freshman’s Party”) a cultural and recreative music fest that is shaped to a maximum capacity of 7.500 people just inside the campus and organized only by students, with expenses over 100.000 euros. For the consumer, it is the most high-priced event that can get to 17 euros if the ticket is bought on the day. It is characterized of being the best university party in Lisbon, where in each edition at least one international artist figures on it and great Portuguese performers, especially on Hip Hop. It is the biggest event of AEISTE-IUL in terms of human-resources, investment and public interactions.
- *Fim de Semana do ISCTE-IUL* (“ISCTE-IUL’s Weekend”) where more than 500 students are conveyed and gather to socialize, having a cultural and recreative stay in Madrid in a bungalow park;
- *Semana Desportiva* (“Sports’ Week”) which had Television projection in a programme called MTV U, from MTV Portugal, because of the ground-breaking impact caused in the campus, occupying it with a sand-box the size of a volleyball camp, trampolines, a mechanical bull and other inflatable structures;
- *Gala do ISCTE-IUL* (“ISCTE-IUL’s Gala”), where annually AEISCTE-IUL choses the most iconic places in Lisbon to a ceremony of attribution of titles to the students that highlighted in that academic year followed by a party, which already happened in the most emblematic stages in the region Lisbon: *Altice Arena* and *Coliseu dos Recreios*.
- And the *Cerimónia de Finalistas* (“Graduation Ceremony”), involving 6.000 people divided by three different ceremonies, ending with *Festa do Finalista* (“Finalist Party”) in the same day, making it as an almost 24-hour event.

Even though, these events are all subsidized and without this support, they would be not viable in financial terms. It is a non-profit organization indeed, but they must be the most lucrative as possible, so it can be constituted provisions and transited results for the next mandates, as well as invested to give more conditions to the students’ community or to help the students in need of support e.g. attributing scholarships. The events that give liquidity are *Festas de Pátio* (“Courtyard Parties”) and Sunset parties, where the cost is more controlled, and the revenues can easily overcome them, with ticket and bar sales.

Then, there are other events not made for profit but to add value to the community, for example Quiz Nights, Stand-Up Comedy, Street Food Festivals, the commemoration of special days for example Women's Day or Freedom Day (25<sup>th</sup> April). and debates, and there are also activities directed to volunteering with children and elder people.

In terms of International students, AEISCTE-IUL organizes a culture fair in partnership with the International Relations Cabinet of ISCTE-IUL and AIESEC called Global Village, where a group of students of some nationality serves typical products in their stand; however, not many international students engage with this activity, where on a universe of more than 1.700, 50 students representing more or less 15 different nationalities is not illustrative of the whole community.

Towards Alumni and Doctorate students, currently there is no related activity or network prepared by AEISCTE-IUL. There were any meetings with the responsible offices to pursue the interests of these segments, at least in recent times.

There are several offices that are included in ISCTE-IUL's organic: International students integrate International Relations Office, Doctorates belong to Teaching Management Services where there is a department dedicated to the 3<sup>rd</sup> cycle and Alumni fit in ISCTE-IUL Career Services and Alumni, although Business school has its own Career Services. It is also important to refer that exists also an Alumni Association participated by former students and each class of students on the first, second and third cycle make themselves to be represented by a delegate for that class.

Nevertheless, the association provides discounts for who is covered by scholarships for having financial struggles, attributed by the Social Cabinet of ISCTE-IUL, and also for who acquires a membership card, which price is 5 euros for renovation and 10 euros for new members. This card is mostly fed by advantageous proposals established by AEISCTE-IUL, for example:

- Access to discounts in most of the events of AEISCTE-IUL and in the usage of its spaces and the possibility to participate in the university sports;
- A reduction of prices on products and services on some specific restaurants, gyms, tutoring and language courses centres, leisure spaces, informatic assistance, beauty salons and some clinical services.



#### 1.4.5. PROMOTION

The Students' Union of ISCTE-IUL, as a representative organization of the students of ISCTE-IUL, must rely on the usage of online and offline channels of communication so the information concerning different characters, formal and informal, can reach the most people as possible.

If it is formal information concerning the summon of general assemblies, or statements respecting to AEISCTE-IUL's positioning about matters that interest its students, it is obligatory they use every disposable mean, inclusively, it is referred on the number 2 of Article 22 of the Statutes, obliging to affix on the spaces and facilities in a document, signed and stamped by the responsible of the announcement (Estatutos da Associação de Estudantes do ISCTE-IUL, 2014). Moreover, every official document is posted on the website, but others are used in these situations for example posting the digitalized document on social media, especially on Facebook where the reach is bigger and the creation of an event if necessary.

However, in informal situations as is the case of most of the events organised by the Direction of AEISCTE-IUL, online channels are given a bigger relevance, especially social media, where Facebook and Instagram are the gross sources of communication fluxes of the organization, but also the website, e-mail and on-spot promotions. It is important also to reveal that the main sponsors of the Students' Union are *MegaHits Radio* and *Moche*, two big names that also work to Students because it is convenient for them, since it is one of their main targets.

On Facebook is easier to get contact with the masses and for them to know about events of their interest. AEISCTE-IUL has 18.000 likes, further than *Instituto Superior Técnico* Students' Union 15.000 likes, making it the Students' Union with more likes in the zone of Lisbon. It is only featured besides Academic Unions which represent many Students' Unions, as we can see in Table II, representing the Top 6 student's representative organizations, where *Federação Académica do Porto* can highlight far from the remaining, with 119,2 thousand likes.

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**TABLE II.** Facebook Top 6 most liked students' representative organizations in Portugal

Página		Número total de G	Da semana passa	Publicações da se	Interação esta semana
1	 Federação Académica d...	119,2K 	0%	31	125 
2	 Associação Académica ...	20,1K 	▲0,4%	3	244 
TU 3	 Associação de Estudant...	18,8K 	▲0,3%	9	132 
Acompanha as Páginas que observas. <a href="#">Obter mais Gostos</a>					
4	 Associação Académica ...	18,1K 	▲0,4%	7	429 
5	 Associação Académica ...	16,2K 	▲0,5%	36	326 
6	 AAUE - Associação Aca...	15,9K 	▲0,3%	77	94 

**Source:** Facebook (2018)

The typical event has a way of dynamizing, starting by the launching of the event on Facebook with its basic description: date, local and schedule and it can be accompanied by a small teaser image or video that is also published on Instagram's feed and story, releasing additional information in various images, finishing with the complete billboard with all the data.

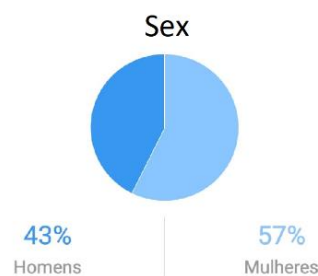
Although in each type of event there are differences on the set of images depending on the type of event, e.g. a debate will be more straight to the point and launch the panels and the subjects, while a recreative event can recur to posts such as a map showing the disposition of the enclosure, a contest to create buzz around it or a video to motivate people and sneak-peak what is the party's spirit; although, there is the possibility that some posts are monetarized, turning into non-organic results.

Complementarily, in the same week of the event, it can be created a sales promotion near the AEISCTE-IUL secretary or in the courtyard, which are the biggest passage sites of students. Although it emerges some limitations: Firstly, because these promotions happen in a limited schedule, from 9am to 5pm. This attains the students from morning and afternoon, but never to the post-work students, where most are from Doctorates. Another limitation is ISCTE-IUL is abundant in buildings, and most of physical campaigns happen in one building which is the central, but there are still students who do not pass there.

Continuing with social media, we can evaluate statistics through Facebook and Instagram, as it is categorized as a page pertaining to a non-lucrative organization. Normally, most of the members of AEISCTE-IUL, belong to the biggest spectrum of the consumers which are, 1<sup>st</sup> and 2<sup>nd</sup> cycle students, and are the only ones who share all the posts, averaging 50 shares per post.

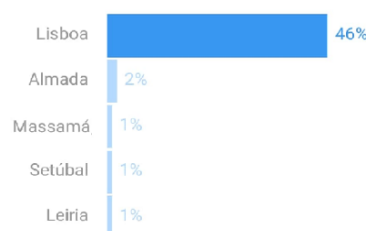
On both social networks, some patterns can be verified with a simple descriptive statistics analysis of gender, location and age group of people who are reached. The socio-demographic information, on Facebook and Instagram, show that most of the scope are women, presenting values superior to 50%. Also, most of the public is from the region of Lisbon, almost reaching to one-half; it is interesting to verify that 7% of Instagram's page users are non-Portuguese, which is still a considerable number to communicate to. The age group focus on two clusters: the segment from 18 to 24 years concerns 67%, while 26% from 25 to 34 years.

**GRAPHIC III.** Instagram's Per Sex Graphic (%)



**Source:** AEISCTE-IUL's Instagram Sociodemographic data (2018)

**GRAPHIC IV.** Per Location (%)



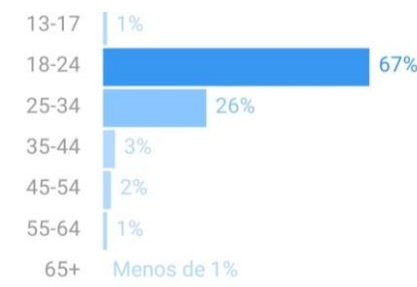
**Source:** AEISCTE-IUL's Instagram Sociodemographic data (2018)

**GRAPHIC V. Per Countries (%)**



**Source:** AEISCTE-IUL's Instagram Sociodemographic data (2018)

**GRAPHIC VI. Per Age Group (%)**



**Source:** AEISCTE-IUL's Instagram Sociodemographic data (2018)

Concerning Instagram, the statistics show that in a universe of 3.173 followers the posts in the feed average 2.700 people while “Instastory”, an 8 second image or 15 second maximum video that keeps posted 24 hours, average a reach of 2.300 people.

To get a picture of the reach of the Facebook page in the biggest event, which was sold out with 7.500 participants – *Festa do Caloiro '17* – 7.4 thousand had interest and 3.9 thousand considered they were going, thus the most attained post reached 43.186 people, with 874 reactions which was the main billboard with all the artists.

**FIGURE I.** Reach of *Festa do Caloiro* '17 and number of interactions (likes, comments and shares)



**Source:** Facebook (2018)

Other social networks were created like Snapchat and LinkedIn but remain unused. Snapchat is disabled since the benefits of it were considered residual, as its main functions were substituted by Instagram, while LinkedIn has a group for AEISCTE-IUL Alumni members, who were members of the Students' Union, however its stimulation keeps obsolete, so no network is created.

## 2. CASE STUDY QUESTIONS

### Question 1

*"Festa do Caloiro is the biggest event of AEISTE-IUL in terms of human-resources, investment and public interactions"*, so it is interesting to analyse its communication strategy as a micro-phenomenon in the context of AEISCTE-IUL. Although it sold-out, other practices to incentivize digital media engagement could be potentialized.

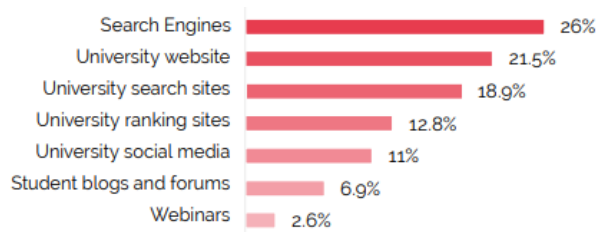
Analyse this event regarding digital media and its usage benefits. Imagine if you were the communication manager of AEISCTE-IUL and present proposal(s) to enhance its digital media engagement, explaining why it would result in benefitting the dimensions referred by Scheinbaum (2016).

Note: You can use Annexes IV, V, VI and VII that can be helpful to your analysis.

## Question 2

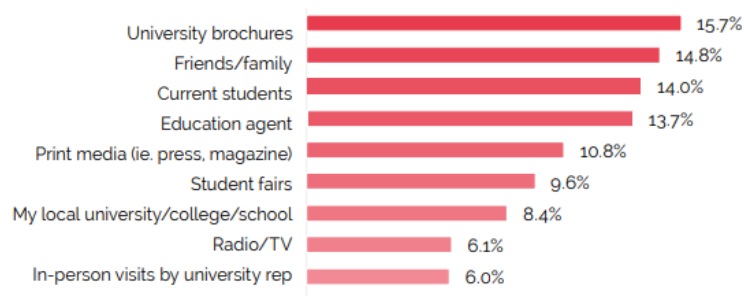
The following graphics illustrate the main international mobility research channels used by students for obtaining information about receiving institutions, in percentage.

**GRAPHIC VII.** Online research channels used by international students for finding institution information (%)



**Source:** Hotcourses Group on International Student Survey 2018

**GRAPHIC VIII.** Offline research channels used by international students for finding institution information (%)



**Source:** Hotcourses Group on International Student Survey 2018

2.1. Explain why AEISCTE-IUL and the generality of Students' Unions should invest on digital media platforms. Give one example where AEISCTE-IUL could get better when communicating with international students digitally.

2.2. What would you do to maximize the advantages of higher education institutions on online research channels and how could a Students' Union from that institution similar to AEISCTE-IUL benefit from it?

Note: You can use Annexes VIII, IX and X that can be helpful to your analysis.

### Question 3

3.1. AEISCTE-IUL has scarce information about ISCTE-IUL's Doctorate students. Based on the case, why is it important to gather information about this segment? Give examples of how you would concretize it.

3.2. What is the importance of an integrated view of relationships to increase offline communication? Explain if it would make sense that AEISCTE-IUL recruited Doctorate students to increase communication with this target.

3.3. Offerman (2011) relates that institutions, with the evolution of Doctorates from the traditional profile to a non-traditional, require to provide support services to fulfil students' needs. Having in count what you know about Doctorates, what services could AEISCTE-IUL deliver to aid the Doctorate students? Give examples of communication tools and options you would use to promote these services and explain why it would contribute positively to the 7 C's of IMC program.

### Question 4

Former students are way under the expectations in their participation on AEISCTE-IUL general events and no specific event is done whatsoever.

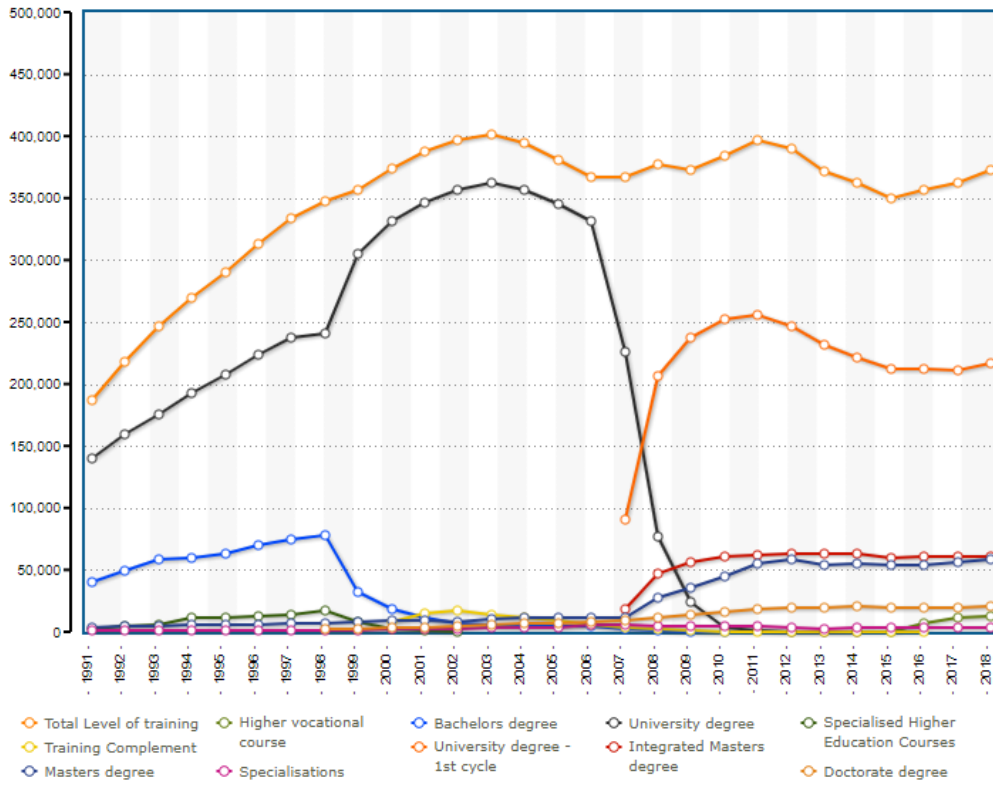
4.1. Why do you think it can be important to AEISCTE-IUL to connect with Alumni (or former students)?

4.2. Give one example of an event that could be organized to **former students that were members of AEISCTE-IUL** (Alumni AEISCTE-IUL). What advantages could you benefit from this event, having in count what you know about Relationship Marketing and engagement?

4.3. Draw a communication strategy for this event.

3. ANNEXES

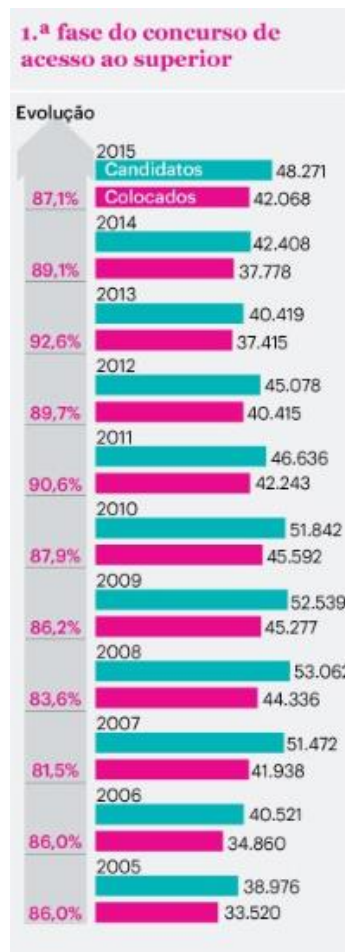
ANNEX I: Evolution of the number of students in higher education in Portugal 1991-2018: Total and Level of education



Source: DGEEC/MEd – MCTES, cited by Pordata (2018)

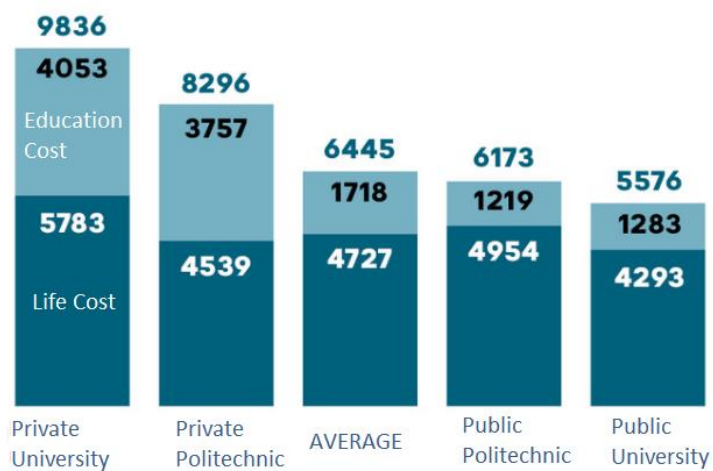


**ANNEX II.** Number of Candidates and Placed on the access to higher education



**Source:** Público (06.09.2015)

**ANNEX III.** Student Expenses from the academic year 2015/2016, in Euros (€)



**Source:** CESTES 2 report cited by Expresso (2017) and adapted to English

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ANNEX IV. Image of billboard launching an artist on Facebook, with the description explaining artists' background, number of shares and comments, as well as people identifying their friends on the post



"Wake up"! As novidades ainda não acabaram... Só faltava um "WIZARD" para tornar esta noite ainda mais mágica.  
JAY HARDWAY está confirmado!  
O Dj Holandês, que conta com colaborações com Martin Garrix, Mike Hawkins, Firebeatz e DVBBS, vai tirar-te o pé do chão e fazer-te vibrar na noite mais animada de Lisboa!  
Ainda há razões para não vires à 21ª edição da Festa do Caloiro?  
Fica atento porque as novidades ainda não acabaram...  
#tudocomeça aqui #fc17 #AEISCTE #istoémega



273 19 comentários 57 partilhas

Gosto Comentar Partilhar

- Francisco [redacted] Catarrinho [redacted] Silva [redacted] Matos  
Gosto · Responder · Mensagem · 1 ano(s) · Editado
- Afonso [redacted] Alexandre [redacted] Diogo [redacted] fácil  
Gosto · Responder · Mensagem · 1 ano(s)
- Diogo [redacted] Não pode ser verdade  
Gosto · Responder · Mensagem · 1 ano(s)
- Alexandre [redacted] bem leve  
Gosto · Responder · Mensagem · 1 ano(s)

Source: Facebook (2017)

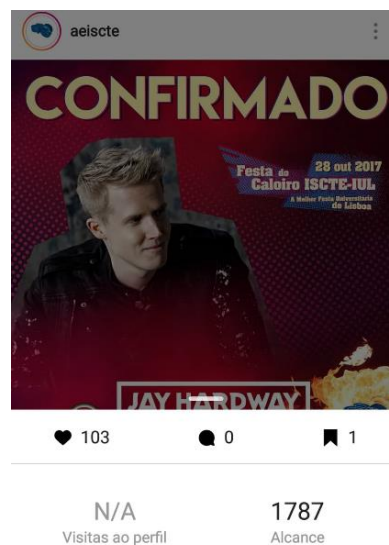
A CASE STUDY ABOUT THE ACTIVITY OF A STUDENTS' UNION - ASSOCIAÇÃO DE ESTUDANTES DO ISCTE-IUL

ANNEX V. Image of billboard launching an artist on Instagram, with the description explaining artists' background, number of shares and zero comments



Source: Instagram (2017)

ANNEX VI. Image of artist image launching on Instagram, number of comments and likes



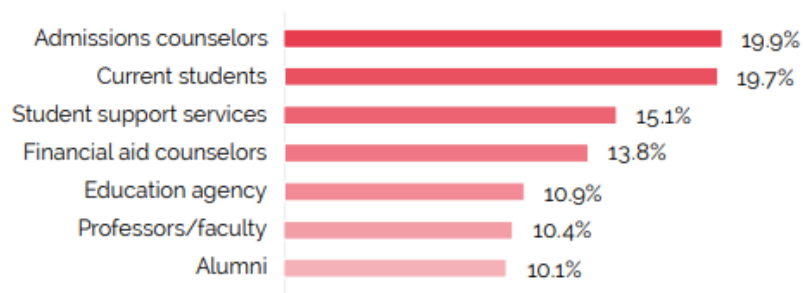
Source: Instagram (2017)

**ANNEX VII.** Image of complete billboard launching on Instagram, number of comments and likes



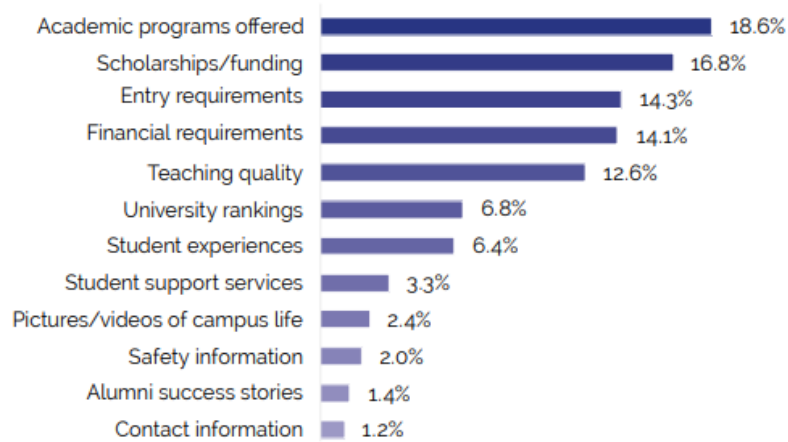
**Source:** Instagram (2017)

**ANNEX VIII.** International students' preferences of engagement in terms of receiving institution representatives (%)



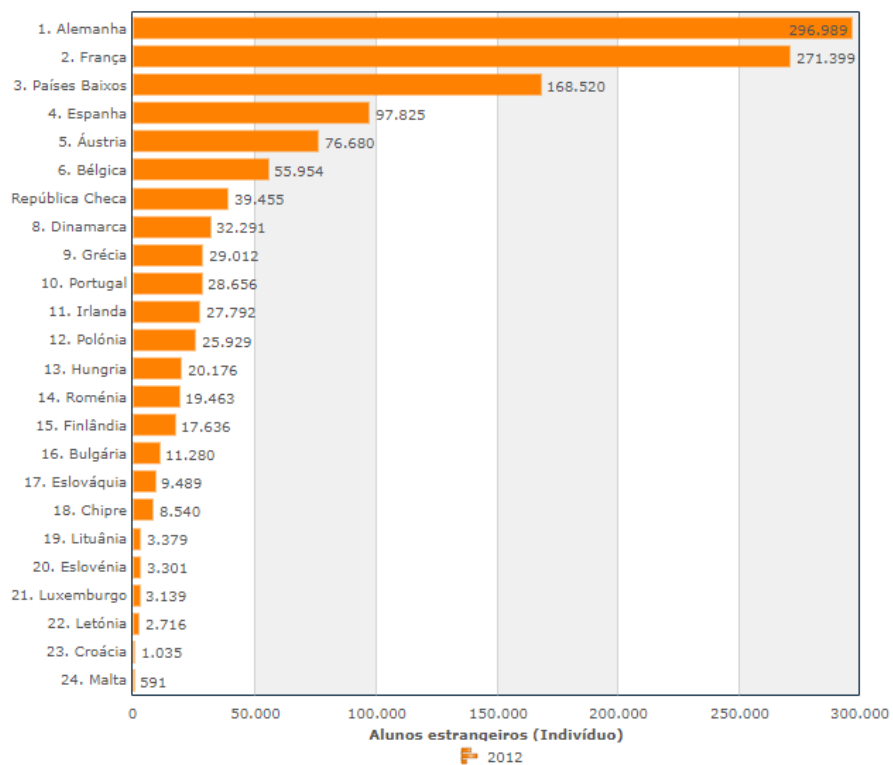
**Source:** Hotcourses Group on International Student Survey 2018

**ANNEX IX.** Most valuable content researched by international students when searching for receiving institution (%)



**Source:** Hotcourses Group on International Student Survey 2018

**ANNEX X.** Number of international students studying abroad in EU countries in 2012 (most recent data)



**Source:** Eurostat, UNESCO-UIS, and OECD, cited by Pordata (2018)

#### **4. LITERATURE REVIEW**

For a better composition of the literature review on this module of thesis, the selection of the specific subjects that will be treated are crucial for the comprehension to study Non-Profit Organizations and how AEISCTE-IUL can accomplish their objectives through strategic marketing and redirect their communication.

With this in mind, the chosen subjects are Relationship Marketing, Marketing Communication and its dimensions, which are key topics for how can AEISCTE-IUL be successful to fulfill the necessities of its targets.

Then, it is important to understand what Consumer Engagement is, making a reflection of what are the tools that the customer relates more with. However, as you will understand that even though an evolution happened with online tools, it is important to comprehend that traditional means should not be disregarded as Integrated Marketing Communication explains. Afterwards, explain how Non-Profit Organizations have been in the thematic of Marketing, especially on the marketing-mix variable of Communication, finishing with a clarification of how to establish a Communication Plan for NPO's.

##### **4.1. RELATIONSHIP MARKETING**

Grönroos in 1990, Morgan and Hunt in 1994 and Sheth and Parvatiyar in 2000, as mentioned by Loureiro & Sarmiento (2017) dwell on the meaning of Relationship Marketing but summing up, it refers to marketing activities managed with the purpose of creating, enhancing or preserving brand benefits of two parties, with their bond with each other (Loureiro & Sarmiento, 2017).

The term Relationship Marketing can be applied in situations where “*affection, passion, and connection*” (Thomson, MacInnis, & Park, 2005, p. 85) can construct emotional attachments between brands and customers, passed through a well communicated brand identity, which is one that can take to consumers' personal identification or with a reference group (e.g. friends, family or celebrities). This contributes positively not only to his commitment, but likewise increases the chances to share appreciative opinions about it with his peers (modelled by Loureiro, et al. (2012), and Loureiro (2014)), forgive errors and commit some sacrifices, and pay a surcharge to the normal price as Loureiro (2011) explains (Loureiro & Sarmiento, 2017).

Evert Gummesson (1999) based in Reicheld (1996) defends success can come if companies take as perspective Total Relationship Marketing. Gummesson assumes in his theory that *“there are mega relationships on a societal level and nano relationships on an organizational level”* (Gummesson, 1999, p. 81) which brings to surface that is not possible to follow a longstanding customer relationship strategy without developing a steady relationship with investors and employees (Gummesson, 1999).

Presumably, in Total Relationship Marketing there is a frame of collaboration and communication between all the agents, where long-term relations and win-win situations are promoted to all the parties involved (Gummesson, 2002).

#### **4.2. MARKETING COMMUNICATION**

Communication-mix is the appliance of the different existing methods that companies use onto targeted customers to endorse their products (Aleixo, 2016).

Kotler & Keller (2009) define 8 main types of communication, that can be divided in two sets: Advertising, Sales Promotion, Events and Experiences, and Public Relations and Publicity, being these the ones more related with mass media; Direct marketing, Interactive Marketing, Word-of-Mouth Marketing and Personal Selling are the ones which are more personal (Kotler & Keller, 2009).

*“Marketing communications are the means by which firms attempt to inform, persuade and remind consumers – directly or indirectly – about the products and brands they sell”* (Keller, 2009, p. 141), it is the bridge between the speaker, which is the company or brand, and the addressee, the consumer.

Technology substituted the traditional communication sources that we were used to, and now its evolution is escalating, being more and more sophisticated (Vel, 2010), opening new paths on the way brands interact with the consumer.

Keller (2016) states marketing communications are one of the roughest, but vital components of modern marketing, aggravated by the appearance of new digital media options. Some examples are mass or targeted advertising through Facebook and others, paid and organic search ads, send time-scheduled e-mails, send personalized tweets as a brand and form online communities around of a brand.

### 4.3. INTEGRATED MARKETING COMMUNICATION

*“Insofar as communications is concerned, IMC is undoubtedly the major communications development of the last decade of the 20th century”* (Kitchen, et al., 2004 p. 20), so it makes sense to create a chapter dedicated to it in this analysis of the communication dimension.

IMC it means to create a “one-voice” standard, a synergy on the usage of the different types of communication in an attempt to diminish the weaknesses and value the strengths of the different elements (Kitchen, et al., 2004), previously seen as isolated. Milhart (2012) models the influence of Integrated Marketing Communication in consumer behavior where he shows that different combinations of the 4 P’s of Marketing: Product, Price, Distribution and Communication, that allow to create a consumer response, prospecting awareness and knowledge, influencing the liking or disliking of the brand. This can convert into a good attitude towards the brand, as well as purchase and repurchase behaviors. With their behaviors, they provide feedback to the brand which can adapt their instruments (Milhart, 2012). Combining well these delivers bring consistency on the message and a maximization of the communications impact (Shultz, 1993).

This recent way of thinking communication and its application contributes to the consistency when spreading a brand message, making the consumer build trust, affect and then loyalty – it is the chain of effects (Chaudhuri & Holbrook, 2001) by mixing and harmonizing diverse communication tools and possibilities to raise awareness and project a certain image in the consumers’ minds (Keller, 2009).

Keller proposes on his theory (Keller, 2016) seven significant characteristics that can provide great guidance for IMC. Satisfying them increases the likelihood that the IMC program is sufficiently comprehensive, cohesive, and impactful. The 7 C’s are: Cost, Contribution, Commonality, Complementarity, Cross Effects and Conformability.

Explaining the criteria of IMC based in Keller’s view (2016), the ones related to efficiency are Coverage and Cost, which has to do with reaching as many people of a target audience, the less expensive they can. The remaining five criteria have more to do with the effectiveness of a communication program, in other words, fulfilling the proposed objectives of sales or enhance brand equity. Thus, Contribution is a criterion concerned with the individual qualities of each tool and what does it influences. Furthermore, there is Commonality, which is the one that is related to when the



communication option is proposed to produce an effect complied with the objectives that can be reach by another option of communication, but on the other hand, Complementarity is when different objectives can be addressed by different options. Cross-effects is when a combination of communication options separately can attain some objectives but working together allows enhanced effect to emerge. Lastly, Conformability occurs when consumers experience effects that were not supposed to be created by taking a communication option (Keller, 2016).

Summing up, Integrated Marketing Communications (IMC) is an expansion of modern and traditional marketing strategies to optimize the communication of a consistent message conveying the company's brands to the stakeholders. Coupling several methods together is an added value in creating successful communication as it leverages the individual benefits of each channel, which when combined creates a clearer and wider impact than if used individually. This allows a greater propensity for relationships between brands and consumers and promotes profitability in the short, medium and long term.

#### **4.4. CONSUMER ENGAGEMENT**

Brand engagement comprehends a social dimension (Gambetti, R. C. et al., 2013) that includes the *“interaction, participation, co-creation and sharing of brand related content”* (Wallace, Buil, & Chernatony, 2014, p. 34), and the acknowledgment that customers tend to incorporate brands in their self-concept which, on the overall, can be interpreted as the attitude and behavior of the consumer towards the organization. Kumar & Pansari (2016) add that engagement is the *“level of connectedness (1) among customers, (2) between customers and employees, and (3) of customers and employees within a firm”* (Kumar & Pansari, 2016, p. 498), meaning that a customer engagement level is also dependent on the level of the firm's employee engagement, which will only be as high as higher it is their level of connectedness.

In the literature, it is also highlighted that engagement goes beyond a simple product purchase, involving, on the other hand, a customers' state of mind regarding the brand and his behavioral demonstrations concerning it, which is perceived as being the result of motivational drivers.

The importance of consumer engagement can be hardly argued, and, in authors' perspective, it has wide implications concerning a firm's success (Kumar, et al., 2010).

The author states that consumer engagement is created by a *customer own purchases*, since it contributes straight ahead for the growth of a firm's value; *customer referrals*, since they are the ones that often help to attract other consumers to the brand that would not be attracted by traditional marketing activities; *customer influence*, which reports the influence that the consumer has on social media and *customer knowledge*, which is only accomplished when the consumer actively participates in developing/improving the firm's products/services by providing his own suggestions and giving feedback (Kumar & Pansari, 2016).

Nevertheless, in the words of Scheinbaum (2016), "*successful branding today requires engaging consumers both in person and via digital means for effective integrated brand promotion*" (Scheinbaum, 2016, p. 341). Indeed, one cannot argue the importance that the digital world has on marketing and advertising: it empowered brands new tools to communicate with its customers and reinforce their interaction and the level of engagement with them.

In fact, digital media has completely transformed the "*rules of the communication industry and the parameters of what is good*", allowing the creation of a two-way communication between brands and consumers, which is related with engagement and developing strong relationships. Moreover, it should be noticed that, in today's world, advertisements can no longer be designed to be entertaining and informative, they must be useful as well (Hellberg & Hornby, 2008).

In the words of Angeline Scheinbaum (2016), "*digital engagement is an online behavior resulting from consumer's thoughts, emotional connection, and intrinsic motivation to interact and cooperate with a brand or its community members in a digital, mobile, or social media setting*" (Scheinbaum, 2016, p. 342), thus, this definition focus on how consumers behave with a brand through digital means.

Internet channels and social media have created new exciting and interactive ways of communicating with consumers. Today, companies have to their disposal a broad range of multidimensional platforms that permits them to build up and reinforce the relationship and connection that they have with their customers.

Furthermore, it is also quite pertinent to comprehend to which degree digital marketing influence the consumer and how. Based on the existing theory it is stated that four dimensions should be considered regarding this subject: a cognitive dimension, a social

identity dimension, a social comparison dimension and an extended digital self-dimension (Scheinbaum, 2016).

The cognitive dimension is related to how the brand's capability of using digital means in a way that it will make the consumer think and learn about the brand. It has to be with the brand's ability to create interesting and useful content and tie it to the product/service that it sells.

Nonetheless, most of the digital engagement happens due to the perceived feeling of belonging to a specific group or community, the social identity dimension, which is a strong characteristic of almost every individual. Yet, one should not disregard that, in the digital world, most of those groups/communities are visible to others. Being conscious about this can be potentially leveraged for a brand's benefit.

Moreover, another clear trace of consumers is their tendency to compare themselves with other social media users, the social comparison dimension, which can take two forms: downward comparison and upward comparison. The latter is particularly relevant since it refers to the sense of a negative well-being reinforced when it is made a comparison with someone else more fortunate, given that it makes them to *"digitally showcase their engagement with certain brands"* (Scheinbaum, 2016, p. 343).

Finally, the extended digital self-dimension refers not only to how the consumer feels that a certain product/service/brand is like an 'extension' of himself, but also on how that is reflected in his social media platforms, which is strengthened since digital engagement *"includes connections with other consumers who use those service, products, and brands"* (Scheinbaum, 2016, p. 343).

As previously stated, the implications and repercussions of digital engagement are massive and should not be disregarded by any company or brand in the current market world. In fact, brands have nowadays the opportunity to establish a two-way conversation with its customers at any moment, of every aspect, and the fantastic thing about this is that these relationships are visible, which can, on one hand, constantly improve the brand's image among its followers and, on the other hand, it can function as a trigger for friends of those customers to become interested and potentially become customers of the brand as well.

However, an important aspect should be considered regarding the subject: for a successful digital activation, the brand must not look to the person that is trying to reach as a target, but instead, as a person. By doing so, and by creating personalized content, the brand will be able of generating interest in the consumers and create or reinforce a relationship with them (Deloitte, 2014).

Also, to gain increased exposure and awareness it is critical that the brand creates sufficiently interesting and exciting content, according to Cammie Dunaway, in *Connecting with Consumers* by Allan J. Kimmel, “*content is no longer something that you push out. Content is an invitation to engage with your brand*” (Kimmel, 2010, p. 4), if that happens, consumers will want to share it among their own social media platforms and with their friends. Moreover, it should also be considered that, in social media, messages should be as simple and as image heavy as possible to raise and enhance exposure.

Summing it up, online content and social media has emerged in comparison to the offline means as an “*important facilitator in establishing strong relationships with the customers*” (Singhal, 2016, p. 97), strengthening the proximity that exists between brands and consumers. It has imposed itself as a great mean to boost customer interaction, engagement and trust, which can be built by allowing customers to pursue, give and spread messages and own opinions about brands on social media.

#### **4.5. MARKETING AND COMMUNICATION OF NON-PROFIT ORGANIZATIONS**

In Dolnicar & Lazareveski's study (2009), assume that it can be theorized that the concept of Market Orientation is not important for Non-Profit Organizations - where there is a stagnated mission that doesn't adapt to market's demands. Despite that, researchers agree that it is important that these organizations use the marketing instruments and strategies that they have at their disposal and opt for a market-oriented outlook (Dolnicar & Lazarevski (2009) refer e.g. Andreasen and Kotler (2003); Gonzalez (2002); Kara et al. (2004); Macedo and Pinho (2006); Padanyi and Gainerv (2004); Sargeant et al. (2002)), having a broad array of tools that can be implemented without changing their intrinsic mission which can improve their effectiveness.

In the previously mentioned study, the authors conclude that many NPOs look to their activity and rely most on Promotion rather than the rest of the Marketing-Mix factors

(Dolnicar & Lazarevski, 2009). This happens because their perception is that the remaining are not under their control, *“for example, the product cannot be changed, the price is often voluntary and distribution channel decisions can rarely be made”* (Dolnicar & Lazarevski, 2009, p. 23)

Besides, they conclude that to accompany this vision of seeing the NPOs market as a competitive market can bring real benefits, but for that, they must invest on setting a marketing team with skilled staff trained on the area and look to what the market requires instead on the idea of what is believed to be a good product – this is a customer-oriented strategy (Dolnicar & Lazarevski, 2009).

Consequently, to build these strategies there are some pertinent points to analyse when following the desired results, without marginalizing or modifying their core mission (Machado, 2012). Mayse (2009) defines that they are:

1. Critical Success Factors – What are the characteristics of the organization that are key for thriving in the market and differentiate from the competitors meaningfully, treasured by customers.
2. Positioning – Influence consumers' perception of a product or brand in a certain way regarding his competitors.
3. Communication Objectives – Establish the goals which want to be attained with the communication actions. They can be divided in three categories:
  - Qualitative or Broad Objectives – General objectives, not quantifiable and no deadline;
  - SMART goals – These types of objectives must be Specific (simple), Measurable (must be motivating), Achievable (attainable), Realistic (relevant) and Time-Bounded (with limited time);
  - Communication Specific Goals – These are objectives that are related with the communication structuration and its future.
4. Communication Audiences – Define the public and its attributes.
5. Communication Actions – Describe every aspect of the communication actions, from the media channels, to the period of campaign, and the resources (e.g. materials and human resources).
6. Timeline for Implementation – A chronograph of the actions to accomplish the communication plan.

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7. Budget Spreadsheet – Stipulate the general expenses with the communication plan, as well with the different actions related.
8. Measurement and Evaluation – Evaluate and determine each actions' impact so it is understandable what are the results and if the demanded objectives were fulfilled.

## **5. TEACHING NOTES**

### **5.1. CASE STUDY TARGET**

This case study was designed to undergraduate and master students of Management and Marketing, with the intention to know and deepen the knowledge of Non-Profit Organizations and the thematic of communication.

Moreover, this case was constructed to emphasize to the students a market that is not usually seen as a market, even though organizations on this sector are behaving through the times closer to market-oriented organizations (Andreasen & Kotler, 2003).

Lastly, this case can help to bring attention to the importance of the deconstruction that Non-Profit Organizations are not susceptible to marketing rules, especially for the managers of these organizations that can learn to segment and communicate differently to different targets, allowing them to leverage their activity.

### **5.2. PEDAGOGICAL OBJECTIVES**

The core objective of this master thesis is to comprehend how Non-Profit Organizations, with a focus on Students' Unions, function as a market, with the example of AEISCTE-IUL and what to have in count when communicating to attain new segments, having in count new trends in Communication Marketing.

In this regard, this case study was settled with the subsequent pedagogical objectives:

- ✓ Comprehend the concepts applied in the case study and the particularities of this market;
- ✓ Deeply analyse the organization under study and understand that profitability is not what is always pursued for marketers and managers;
- ✓ Scrutinize the attributes of some segments of consumers for these organizations and settle marketing strategies that engage with the targeted consumers;
- ✓ Recognize how to take advantage of strategic planning for establishing the most effective communication plan to fully undertake the marketing analysis;
- ✓ Contribute for the developing of the critical and qualitative capabilities of the students as problem diagnosing and solving, in a creative way.

5.3. ACTION PLAN

TABLE III. Table of the Action Plan

Session	Objectives	Action plan	Time
<b>1<sup>st</sup> Session</b>	Captivate students' interest regarding the Case Study.	<ul style="list-style-type: none"> <li>• Distribution of the case study to the students;</li> <li>• Case presentation and summary on the topic;</li> <li>• Introduction of AEISCTE-IUL through Social Media, website and videos;</li> <li>• Discussion of Non-Profit Organizations and Students' Unions as a market;</li> <li>• Creation of work groups.</li> </ul>	60 min
<b>Out of session</b>	Knowing the case study.	<ul style="list-style-type: none"> <li>• Case study reading and comprehension individually;</li> <li>• Initial case study analysis and posterior group discussion.</li> </ul>	60 min
<b>2<sup>nd</sup> Session</b>	Understand the case study. Presentation of the first question.	<ul style="list-style-type: none"> <li>• In-class discussion of the potentialities of Relationship Marketing;</li> <li>• In-class discussion on the potentialities of the most used Social Media platforms – Facebook, Instagram, LinkedIn and Snapchat;</li> <li>• In-class discussion on digital engagement;</li> <li>• Presentation of the first question regarding <i>Festa do Caloiro</i> and the benefits of digital engagement.</li> </ul>	90 min



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<b>Out of session</b>	<p>Beginning of the case resolution.</p>	<ul style="list-style-type: none"> <li>• Research of complementary information on the major topics of discussion, recurring to expertise information on scientific articles and books;</li> <li>• Deep case study analysis and discussion by the group;</li> <li>• Resolution of the first question.</li> </ul>	120 min
<b>3<sup>rd</sup> Session</b>	<p>Case study progress.</p> <p>Presentation of the second and third question.</p>	<ul style="list-style-type: none"> <li>• Introducing initial topics on international students, Doctorate students and Alumni to students and initial case discussion on the perception of students on these consumers;</li> <li>• Clear out the fact that it is important to first define what the target needs and wants are, before starting to solve the following questions;</li> <li>• In-class discussion on strategies to attract and retain international students;</li> <li>• Presentation of the second question;</li> <li>• In-class discussion about Integrated Communication Marketing;</li> <li>• Presentation of the third question.</li> </ul>	120 min

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<b>Out of session</b>	Case study resolution.	<ul style="list-style-type: none"> <li>• Research for complementary information helpful for the case solving;</li> <li>• Resolution of the second and third question;</li> </ul>	120 min
<b>4<sup>th</sup> Session</b>	Case study progress. Presentation of the forth question.	<ul style="list-style-type: none"> <li>• In-class discussion on how to make a Communication Plan;</li> <li>• Presentation of the forth question;</li> <li>• Half an hour for group-solving.</li> </ul>	90 min
<b>Out of session</b>	Case study resolution.	<ul style="list-style-type: none"> <li>• Research for complementary information helpful for the case solving;</li> <li>• Resolution of the forth question;</li> <li>• Preparation of the final session's presentation.</li> </ul>	120 min
<b>Final Session</b>	Case study presentation.	<ul style="list-style-type: none"> <li>• Preparation of a 20-minute presentation in PowerPoint format, displaying the case study resolution;</li> <li>• Questions and general class discussion;</li> <li>• Final considerations on the case by the teacher, based on groups case resolution.</li> </ul>	120 min
<b>Out of session</b>	Work groups evaluation.	<ul style="list-style-type: none"> <li>• Case Resolution (50%) + Presentation (30%) + Class discussion (20%)</li> </ul>	

**Source:** Own elaboration.

#### 5.4. ANIMATED QUESTIONS

- When considering a Non-Profit Organization, what is the activity that comes through your mind? Is there any “top of mind” Non-Profit organization?
- What areas do you think AEISCTE-IUL could expand to?
- How would you promote the participation of these students to participate with votes for AEISCTE-IUL’s organic elections?
- In your opinion, if AEISCTE-IUL expands to new targets, is there any inherent risks? If yes, would you quit from meeting Doctorate’s and international students’ needs, as well as the Alumni’s?
- Did you had any struggle on solving this case study? What do you think it was the hardest task and effort with the resolution of this case? Did you feel there was a lack of data during the case-solving that diffculted proceeding?

#### 5.5. CASE STUDY RESOLUTION PROPOSAL

##### Question 1

*“Festa do Caloiro is the biggest event of AEISTE-IUL in terms of human-resources, investment and public interactions”*, so it is interesting to analyse its communication strategy as a micro-phenomenon in the context of AEISCTE-IUL. Although it sold-out, other practices to incentivize digital media engagement could be potentialized.

Analyse this event regarding digital media and its usage benefits. Imagine if you were the communication manager of AEISCTE-IUL and present proposal(s) to enhance its digital media engagement, explaining why it would result in benefitting the dimensions referred by Scheinbaum in 2016.

Note: You can use Annexes IV, V, VI and VII that can be helpful to your analysis.

##### Answer:

As *Festa do Caloiro* is one of the biggest university cultural and recreative events in Lisbon, its analysis becomes relevant regarding communication strategy, based on Scheinbaums’s (2016) dimensions concerning digital media engagement. These four dimensions are: *“a cognitive dimension, a social identity dimension, a social comparison dimension and an extended digital self-dimension”*, and to reflect about them can reflect on an improve of the presence on digital media of AEISCTE-IUL.

As the case study suggests, *Festa do Caloiro* digital media strategy passes through the two main social media networks and no other platform is used, with the creation of an event on Facebook and launching a series of pictures on Instagram's page of AEISCTE-IUL, where the line-up of artists is launched, map of party, a contest or videos, non-monetarized or monetarized in order to a bigger reach of possible goers.

*Festa do Caloiro 17'*, on Facebook, its most attained post had a 43.181 reach and 874 reactions. In a universe of 7.500 people who could go to the party, 11.3 thousand had interest or went to the party, which is a good result in a communication proposal since it supersedes the capacity of the event. On Instagram, as we can see on Annex VII, the same billboard launched on this other platform had a reach of 1.995 people, with 183 likes and 6 comments, which is not an impressive record thinking that in a universe of 3.173 followers, 2.700 people is the average.

The reach of the pages, as suggested by the case, is mainly 1<sup>st</sup> and 2<sup>nd</sup> cycle students likewise most of the members of AEISCTE-IUL. The typical content consumer, analysed with data from Facebook and Instagram, is more likely to be a Portuguese woman, between 18-and 24-years old living in Lisbon.

To enhance the communication results in terms of digital media engagement I present here three different proposals, as a communication manager.

There could exist the possibility of interviewing the people who are responsible for the party to give information that people do not know and are interested in, e.g. the human resources involved, the weird requests of the technical rides of the artist which are always interesting curiosities for the fans or what are the steps to plan such a big event compared to a festival. This would clearly incentivize the cognitive dimension, because it is when brands create relevant digital media content that makes consumers learn about the brand and ally it to the selling product or service.

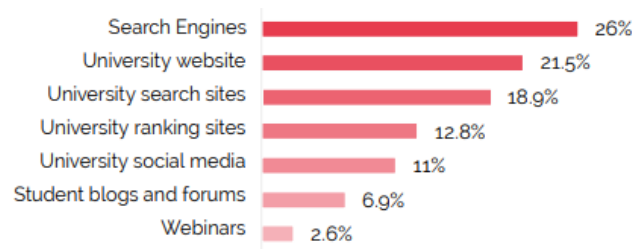
Another dimension is the one that reveals consumers' trend to compare themselves with the other digital media users. A digital influencer celebrity from Instagram could be payed to post a picture of a party ticket and post the billboard of the artists, in hope that upward comparison would function here, gaining relevance that consumers' negative sentiment about himself compared to this celebrity seen as more privileged would bring these consumers that want to be "as cool" as this celebrity to the party.

Lastly, the possibility to create images for people to identify their friends, for something related to what is the party context, e.g. “Mark your friend that never says no to a party” or “Mark your friend that will pay the first round”, that could increase the social identity dimension which enlighten us that digital engagement mainly happens because of individuals’ need of fitting in a specific group or community. It is important also that the language is informal as the people who are targeted or, for instance, go into their interests to have in count the digital self-dimension, which is the one that shows as consumer feel that a brand is an extension of himself along with how it is reproduced on social media, for example an image where is written “Mark your friend that will end the night singing ISCTE’s hymn”.

## Question 2

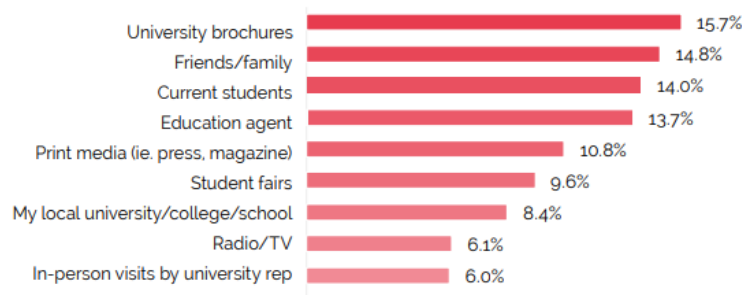
The following graphics illustrate the main international mobility research channels used by students for obtaining information about receiving institutions, in percentage. Answer the following questions based on this information.

**GRAPHIC IX.** Online research channels used by international students for finding institution information (%)



**Source:** Hotcourses Group on International Student Survey 2018

**GRAPHIC X.** Offline research channels used by international students for finding institution information (%)



**Source:** Hotcourses Group on International Student Survey 2018

2.1. Explain why AEISCTE-IUL and the generality of Students' Unions should invest on digital media platforms. Give one example where AEISCTE-IUL could get better when communicating with international students digitally.

**Answer:**

The generality of the Students' Unions should adapt to the technological revolution that became a part of our world in the XXI century, providing the brands new tools to connect with their customers and strengthen their interaction and engagement, providing a two-way communication at any moment.

This gains broader relevance since this type of communication, due to its visibility, can function as a trigger, while in the meantime, the customers' friends can turn into potential customers. But for that, it is important to create personalized content.

Nonetheless, as Scheinbaum (2016) states, for an effective integrated brand promotion, both in-person and digital, must be used in order to turn into a successful branding. She also alleges that digital engagement is resultant from the thoughts of the consumer, its emotional connection and motivation to communicate and to help a brand or members of the community, in an online setting.

Moreover, creating exciting content, as the specialist Cammie Dunaway says, is what increases organic results with shares from consumers among their friends and personal platforms (Kimmel, 2010).

Resuming this, it means that nowadays, to AEISCTE-IUL and the generality of Students' Unions' customers can communicate at distance, expressing themselves through their own opinions and message instantaneously on social media to many people. That is why this phenomenon happening online is so important to both consumers and brands: because, in this way, they can create tighter bonds with their targets through a personal communication, contributing to a bigger probability of increasing its results (Deloitte, 2014).

On Instagram, AEISCTE-IUL represents 7% of their whole community, but there are almost 20% international students choosing ISCTE-IUL as a HEI to prosecute their studies, which displays its failing on reaching international students of ISCTE-IUL, whether they are Erasmus students or enrolling on an English or Portuguese programme within first, second or third cycle.

Therefore, through the analysis of some annexes, as for example Annex IV and Figure I, AEISCTE-IUL is not communicating directly on their posts to the English-speaking language students. Most of the international students, unless they are from Lusophone countries, if they cannot understand the communication on the first instance will remain uninterested.

Knowing this, one example where the Students' Union of ISCTE-IUL is failing on their part with the international students is that they do not write any text in English language, so a bigger spectrum of students can understand what is communicated, can also provide feedback and a two-way communication that can turn into a tight bond, as previously referred.

2.2. What would you do to maximize the advantages of higher education institutions on online research channels and how could a Students' Union from that institution similar to AEISCTE-IUL benefit from it?

Note: You can use Annexes VIII, IX and X that can be helpful to your analysis.

**Answer:**

As comprehended on recent studies, online platforms should be prioritized on the communication strategy of every organization, whether it is a for-profit or a non-profit organization. Higher education institutions are no exception to this case and mostly in the case of international students, since the most probable contact with the institution is from the departure country.

Moreover, Graphics 4 and 5 enlighten us about what are the most online and offline channels used. In online, is no surprise that search engines emerge on the top with 26%, but it is interesting to examine that Social media is the 5<sup>th</sup> preference with 11%. The other top 3 means are the University website and University search sites with 21,5% and 18,9% respectively. Furthermore, the preferred offline channels are brochures (15,7%), family and friends (14,8%) and current students (14%), very close to each other. We can deduce that traditional advertising for mass media is no longer so relevant as it was, presenting a preference of 6,1%.

Students who are interested in an international experience, priority research channels when seeking for an international experience are the first contact that the student has with the receiving institution. There are two that are easily manipulated by the organization

which are its website and its social media. In this way, it is needed the maximization of what do institutions control by making their information that is available online accurate, so they communicate better, for example their institutional profiles, being attentive when the institution is tagged on videos.

Other possible solutions for a Career Services manager is to grab the three countries with more International students, which are Germany, France and Netherlands (Annex X) and invest in knowing what the interests of these students are in terms of the academic programs offer (Most valuable content according to Annex IX), so it becomes adapted to what they look for. With this, target online publicity to those specific countries, showing the qualities of the programmes and university experience.

In terms of content, it is always interesting for a Higher Education Institution showcase about the career services (highlighting the work that is done about job placement and internships), or a video exposing a one-day experience of a current international student or success stories of international Alumni on accessing good career opportunities as well as describing the experience they had (Annex VIII shows 19,7% and 10,1% prefer contacting with Current students). Other possibility could be creating a direct chat conversation on the institution website, with student support services or admission counsellors where they could satisfy any doubt.

A Students' Union could win providing content of what it is to be a student in that specific university and the experience of living in that city. But it would not be just the Students' Union benefitting from it with the free exposition, since it would turn into a win-win situation for the reason that the institution would have interesting content to offer their target.

### **Question 3**

**3.1. AEISCTE-IUL has scarce information about ISCTE-IUL's Doctorate students. Based on the case, why is it important to gather information about this segment? Give examples of how you would concretize it.**

Having the case in count, gathering the most information about the segment aimed at is one of the first steps to effectively communicate with a certain public, because organizations get benefits to be "customer-oriented", and less focused on "*the idea of*



*what is believed to be a good product*” whether it is a for-profit or a non-profit organization (Dolnicar & Lazarevski, 2009).

AEISCTE-IUL should start by contacting, in order to assemble with the Teaching Management Services, the responsible service for the 3<sup>rd</sup> cycle, with the intent of understanding a little more about this segment and collect descriptive data of ISCTE-IUL’s doctorate students, as well as to know who the delegates in charge for each class of the 3<sup>rd</sup> cycle are. Then, schedule a gather with the delegates that can provide an inside perspective of what is to be a doctorate student in ISCTE-IUL and what is the best way to reach to their respective colleagues.

Furthermore, we can take two different assumptions where delegates would take a position as Public Relations, one of the traditional marketing tools defined by Kotler & Keller in 2009:

- They have their own community (or group) on social media e.g. Facebook, where they post interesting stuff for pursuing their degree. In this case, an online survey could be posted by delegates;
- The delegates, with or not the presence of a member of AEISCTE-IUL, could pass a physical questionnaire when they went to class informing how important it is this form, where it would be explained that the intention is to provide them better conditions and to know what their specific interests as students are so AEISCTE-IUL can help them the best way possible.

In both assumptions, the survey could be about what are the expectations of Doctorate students about AEISCTE-IUL, how it could serve better this segment and what is the social media means they use. Also, it would be relevant to know how they prefer to be contacted, through e-mail or cell phone, with the possibility of them letting their contact for posterior information or even newsletters.

**3.2. What is the importance of an integrated view of relationships to increase offline communication? Explain if it would make sense that AEISCTE-IUL recruited Doctorate students to increase communication with this target.**

It would still make sense to bet on offline channels for doctorates, as Integrated Marketing Communications is *“the major communications development of the last decade of the*

20<sup>th</sup> century” (Kitchen, et al., 2004 p. 20), but I disagree with the possible decision of involving them on the Students' Union.

IMC defends a creation of a synergy on every mean of communication, so it can pass a clear straight message to the consumer, maximizing the impact of the communications (Kitchen (2004) and Shultz (1993)), increasing the consumers' probability of building trust, affect and then loyalty (Chaudhuri & Holbrook, April 2001) and betting on both online and offline tools.

The first message for the approximation to this target must be “AEISCTE-IUL is here for the Doctorates”, and to incentivize a more integrated view about these students. Involving some students on the organic tree of the association or the creation of a department specialized to work with the third cycle, so they can engage better with this target is a way of doing an approximation, opening doors to engage and create emotional attachments by building trust. But their involvement in the actual state is something seems not looked-for since non-traditional Doctorates don't have properly much time to collaborate on activities. Also, for traditional Doctorates, their involvement would not be easy as well because in AEISCTE-IUL there is informality of treatment with colleagues it could alter the dynamic. To run well, it can be thought further, running first an approximation to this target.

Since there is still only Students' Unions for Undergraduate courses, this referred approximation and structuration could be for example with the creation of a Third Cycle Students' Union. Although their time to plan activities is reduced, it could function as a Focus Group or a Counsel, a representative group of people that AEISCTE-IUL could recur for information, but also to make a bridge of communication for their fellow colleagues and with AEISCTE-IUL, which is a form of reducing the distance between organization-customer.

There are other possible solutions of utilizing offline tools without involving Doctorate students as members, and that to happen must be a thoughtful solution so AEISCTE-IUL can collect the real benefits from it.

3.3. Offerman (2011) relates that institutions, with the evolution of Doctorates from the traditional profile to a non-traditional, require to provide support services to fulfil students' needs. Having in count what you know about Doctorates, what services could AEISCTE-IUL deliver to aid the Doctorate students? Give examples of communication tools and options you would use to promote these services and explain why it would contribute positively to the 7 C's of IMC program.

**Answer:**

Firstly, it is important before thinking about what service to provide is the perfect one, analyse what is the situation of this target and their wants and needs.

The non-traditional profile of a Doctorate students is “(...) *older, more engaged in family and work life, financially independent, and studying part time*” (Offerman, 2011, p. 26), in the age of between 33.3 and 42.5 years, while the traditional profile is “(...) *a twenty-something, unmarried, white male studying full time and serving in some sort of assistant role to his faculty mentor or member of his doctoral committee.*” (Offerman, 2011, p. 25) Resuming, there is a propensity for an increase of part-time doctorate students with limited time since the typical non-traditional doctorate student is a student-worker and a family parent, with other occupations.

We can state that there is an opportunity since the non-traditional doctorate students are increasing because of their lack of time. Since they do not study full time, the Students' Union could offer time management workshops or a constant service who could help on the creation of students work groups, a psychologist to provide orientation in stress and a bridge with the Pedagogic Counsel (Service providence), since it must not be easy to balance personal, worker and student life.

It could also be dynamized a dissertation writing “camp”, where in a quiet setting with enough research material and wi-fi, spending some days far away, focused on their work.

For this last example, it could be glued on the walls various phrases of “*You're no Doctor ... Yet. Find more on #ThesisCamp*” with image of Facebook and Instagram logo nearby the classrooms of the third cycle students. Doctorates who would see that information, and know they were the target. Then, when they went to Facebook or Instagram all the data would be there. As you can see, an offline campaign would be combined with a digital campaign.

This would have impacts on the 7 C's of the IMC program, for example:

- In efficiency, the reduction of Costs of not having to spend money to reach that specific target by monetarizing on Facebook or Instagram or spend Human Resources, dynamizing it with Personal Selling, although it is voluntary work, reaching to most of the members of that specific target.
- In terms of effectiveness, the Contribution of a digital media is that it can provide instant information in the distance of a click, that an offline campaign with only a phrase can't, but that phrase is the trigger that can attract Doctorate students in the first place. Commonality it can be that both offline and online, in this case, can provide the same effect that is for example, showing there is an activity being prepared for the Doctorates, but there is Complementarity in the term that for example, a classmate who missed classes did not see the physical campaign, so Word-of-Mouth Marketing from his colleagues could be complementary to the campaign. Cross-Effects is the fact that the physical campaign allows the objective not to spam the walls of ISCTE-IUL with information, for example, the setting of a short and gross information. Conformability enters in action for example if someone from other study cycle that was not the targeted, sees the add and goes to Facebook and Instagram to find more information, due to his curiosity.

#### **Question 4**

Former students are way under the expectations in their participation on AEISCTE-IUL general events and no specific event is done whatsoever.

**4.1. Why do you think it can be important to AEISCTE-IUL to connect with Alumni (or former students)?**

#### **Answer:**

As seen, the term Alumni is comprehended as a group of former students of an institution., and as it referred, there are three identified opportunities here, with this target.

Since normally are people in their working life, the continuity of this relationship can help with the fundraising through donations, with the realization of events with this character for example, to give scholarships to students in economical struggles.

Moreover, there can emerge career opportunities to many students, contributing for the employability of the institution.

Lastly, it can be good for the institution's reputation, so if AEISCTE-IUL assumes this character of events, it can be easier to provide more support as well. For this to occur, it can be important to invest in platforms like LinkedIn that are relevant for who seeks a successful career.

This fits on AEISCTE-IUL's mission, which is to provide students assistance and contribute for a positive university experience.

**4.2. Give one example of an event that could be organized to former students that were members of AEISCTE-IUL (Alumni AEISCTE-IUL). What advantages could you benefit from this event, having in count what you know about Relationship Marketing and engagement?**

**Answer:**

As previously referred, an event with the characteristics of fundraising could contribute positively, with donations for the students in economic difficulties. This event could be particularly better to happen for former members of AEISCTE-IUL exactly because from what I know about Relationship Marketing, so this event could be named the 1<sup>st</sup> Alumni Encounter

Many were the authors that reflected about Relationship Marketing (e.g. Grönroos, Morgan and Hunt, Sheth and Parvatiyar, Loureiro, Kauffman and Vrontis), but summing it up it is when marketing activities of a brand, in a creative way, increase and preserve the benefits of two parties by their connection – the consumer-brand relationship.

Research by Loureiro & Sarmento (2017) has provided evidence that the ones whose identification with the brand identity is great, seeing the brand as a self-extension of himself or of its reference group, it is willing to sacrifice more and pay a premium price of a product, which is as I see the possible relationship between the former member of AEISCTE-IUL (Alumni AEISCTE-IUL) and the organization. As they pertained to the Students' Union, they contributed for the formation of the brand identity, so it is easier due to this connection, in a way it can contribute to an easier engagement.

As Gummesson (1999) explains, a longstanding relationship with stable contours is just possible with the consumer if there is stability on the relationship with investors and employees, explaining Total Relationship Marketing. Kumar & Pansari (2016) dwell on the term of engagement and confirm this theory, explaining that customer engagement is

dependent on the firm's employee engagement. My perception about the enounced target is as being an investor or between the consumer and former employee.

**4.3. Draw a communication strategy for this event.**

**Answer:**

For drawing a successful communication strategy for this event, there are 8 essential steps to follow. Therefore, to the 1<sup>st</sup> AEISCTE-IUL Alumni Encounter to happen, the following strategic plan is suggested:

**1. Critical Success Factors**

There is a set of important factors that can be defined as the Critical Success Factors for AEISCTE-IUL to thrive.

**Human Resources** – Members of AEISCTE-IUL are volunteers, so their work is crucial for giving the conditions to the students of ISCTE-IUL. They are also formed to provide a good performance on their job, and is allocated having in count is preferences that can contribute to a better productivity;

**Notoriety and Innovation** – They built an image construct defined by the professionalism when delivering their events, disrupting and innovating on their activity;

**Partnerships and Sponsorships** – They have a set of partnerships that can be helpful on communicating events for example *MegaHits Radio*;

**Size of the organization** – AEISCTE-IUL is the 2<sup>nd</sup> biggest Students' Union in the country, with more than 9.000 students, which gives a bigger spectrum of consumers.

**2. Positioning**

An AEISCTE-IUL positioning proposal could be in terms of identification the realization of events to contribute to students' well-being, although in terms of differentiation a Student Proximity and a Responsible organization. This is a message that must be inherent in its communication plan, since they are some of the organization's values.

These values were chosen because of the style of communication intended to the public, with the "door open" and a big understanding of the students' environment as a whole, as the consumers (the students) belonged to the family, being treated with friendliness.

Responsibility is other, since there is professionalism on this youth organization and its activity.

### 3. **Communication Objectives**

- **Qualitative or Broad Objectives**

The broad objectives is the realization of an event of quality by increasing the donations to provide better conditions for the students of ISCTE-IUL.

- **SMART Goals**

Have a full auditory, with 150 people composed by both Alumni and actual members of AEISCTE-IUL, but also constituting a data-base with the contacts from Alumni by partnering up with old Presidency members.

- **Communication Specific Goals**

The communication should go around AEISCTE-IUL's celebration of its 30-year anniversary (it was born in 1988), by showing memories and bring nostalgia to the old members and the moments they passed there.

First, it must be done as previously referred a survey to share through the former member of the organization, so people can fill, and their data be forwarded to the data-base. This way it can be useful for future events for direct communication.

Then, a dynamization through social media and e-mail, inviting people to show up with a schedule of the event and explaining what the moulds are.

### 4. **Communication Audience**

**Table IV.** Communication Audience Table

<b>CRITERIA</b>	<b>DATA</b>
<b>Demographic</b>	24-55 years old (assuming a 30-year old gap); Both married or Single.
<b>Geographic</b>	Working in Portugal.
<b>Social and Economics</b>	Medium and High class.
<b>Psychography</b>	Outgoing and giving.
<b>Behaviour</b>	Seeking for networking and career opportunities.

**Source:** Own elaboration, based on Machado (2012)

## 5. Communication Actions

The period of campaign would be from the end of October to the beginning of December. It must happen between dates because it does not interfere with holidays as it would in August, and it is after the new students' receptions.

The channels used would be physical promotion, buzzing that the Students' Union of ISCTE-IUL makes three decades. The online channels would be LinkedIn, Facebook, Instagram and E-Mail Marketing.

It would start with a simple post in the groups of Facebook explaining the occasion and the date for previous scheduling with an image saying “*AEISCTE-IUL 30 Anos*”, and in attachment would go the survey for filling with the data, a survey which would have an option to participate as public relations to reach to the colleagues and constitute the most complete data-basis possible, as well as the possibility to let Facebook and LinkedIn personal website for posterior contact and add to a group, on both social networks.

**FIGURE II.** Profile picture to post on AEISCTE-IUL Facebook page.



**Source:** AEISCTE-IUL (2018)

**FIGURE III.** Cover picture to post on AEISCTE-IUL Facebook page.



**Source:** AEISCTE-IUL (2018)



**FIGURE IV.** Survey for the constitution of the Alumni data basis

1→ Nome: \*  
Type your answer here...

2→ Mandato AEISCTE-IUL: \*  
Type your answer here...

3→ E-mail: \*  
Type your answer here...

4→ Contacto Telefónico:  
Type your answer here...

5→ LinkedIn:  
Type your answer here...

6→ Tenho disponibilidade para ajudar a comissão organizadora a divulgar o evento junto da minha rede de contactos de ex-membros da AEISCTE-IUL.

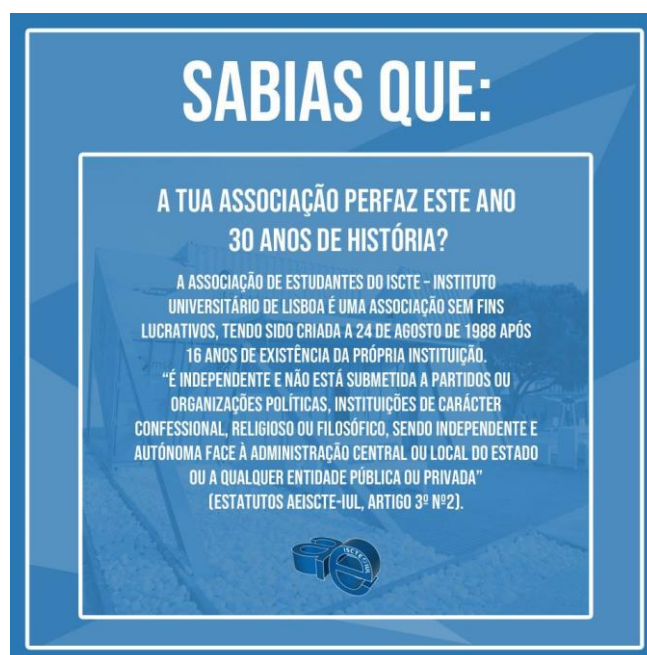
24/AGOSTO 2018

\*

**Source:** Typeform (2018)

Then, various celebration images explaining small curiosities about the Students' Union and for example, how were created their most iconic events or historic information in AEISCTE-IUL's Facebook and Instagram page.

**FIGURE V.** Celebration image with curiosity about AEISCTE-IUL, explaining its activity.



**Source:** AEISCTE-IUL (2018)

Furthermore, an e-mail contacting the people who have turn available their contact from the last 3 decades who were members of AEISCTE-IUL to the event, explaining the schedule and how the event will proceed.

### Partners and Human Resources

The human resources involved are a team of Presidents who want to work together, for example the last 5 years and bring feasibility and their network base to help.

Also, it would be needed the Image and Communication department to produce the offline and social media content. It would be also needed the Human Resources department to be responsible of making the survey and be responsible for the data-base, and also the secretary workers for contacts.

About the partners, it is relevant that the Alumni Association and the Career Services of ISCTE-IUL participates and provide help with their data. Also, former members and workers of AEISCTE-IUL who could be useful in terms of contacts to the former members.

### Material Resources

The material which is needed for this campaign is old photos, like a collection disposed in a chronographic way, inside AEISCTE-IUL's bar which is a common passing site. It would also be needed the Students' Union merchandising notebooks.

FIGURE VI. Price of 250 personalized notebooks, from 360Imprimir

#### Caderno natura



Promoção

Personalizar

Modelo Caderno argolas B6 folhas pautadas

Material Caderno ecológico com argolas vermelhas

Cor da personalização Preto

Opções Personalização na frente inferior

Quantidade 250

Orçamento Online: 341,99 €  
(420,65 € c/ IVA)

Source: 360Imprimir website (<https://www.360imprimir.pt/caderno-natura>)

## 6. Timeline for Implementation

The Communication would start in the 28<sup>th</sup> October and would end on 15<sup>th</sup> December. The event would happen in the 2<sup>nd</sup> December.

The Communication and Image departments start doing the images in the previous week of what is planned for further approbation, so on 21<sup>st</sup> October they start to manage the design of the image and descriptive text, and the creation of a closed event on Facebook or posts and control the number of goers, as well as posting all the content on LinkedIn's group which is obsolete.

**FIGURE VII.** Timeline for implementation of the Communication Plan on AEISCTE-IUL Alumni Encounter

	28 Oct - 3	4 - 10	11 - 17	18 - 24	25 - 1 Dec	2 - 8	9 - 16
1							
2							
3							
4							
5							
6							
7							
8							
9							
10							
11							
12							
	November					December	
	2018						

Source: Own elaboration

1. 28<sup>th</sup> October – Survey Lunch and Profile picture change on Facebook.
2. 4<sup>th</sup> November – 1<sup>st</sup> December – Contact through mobile to inform people about the event;
3. 4<sup>th</sup> November – Curiosity about the Foundation and the objectives of the organization;
4. 11<sup>th</sup> November – Curiosity about *Festa do Caloiro*;
5. 17<sup>th</sup> November – Curiosity about Sports;
6. 18<sup>th</sup> November – E-mail contacting and schedule on Facebook and LinkedIn;
7. 25<sup>th</sup> November – Video Collage of old pictures and videos on Facebook, Instagram and LinkedIn;

# A CASE STUDY ABOUT THE ACTIVITY OF A STUDENTS' UNION - ASSOCIAÇÃO DE ESTUDANTES DO ISCTE-IUL

8. 26<sup>th</sup> November – 30<sup>th</sup> November - AEISCTE-IUL Bar Exhibit of Chronograph;
9. 1<sup>st</sup> December – Last Call post on Facebook and Instagram;
10. 2<sup>nd</sup> December – Instagram activation on “Instastory” covering the event and Facebook live interviews and delivery of AEISCTE-IUL’s merchandising agendas;
11. 15<sup>th</sup> December – Photography set launched;
12. 16<sup>th</sup> December – After movie launch.

## 7. Budget Spreadsheet

In maximum, the budget spent on communication would be 30 euros in impressions for the offline chronograph, the rest is done through voluntary work of the members.

## 8. Measurement and Evaluation

The last step cannot be accomplished since the activity did not happen, although we can evaluate that the financial impact is not impactful with this strategic plan.

## 5.6. CASE STUDY RESOLUTION SLIDES




**MARKETING COMMUNICATION ON A NON-PROFIT ORGANIZATION**

A CASE STUDY ABOUT THE ACTIVITY OF A STUDENTS' UNION  
ASSOCIAÇÃO DE ESTUDANTES DO ISCTE-IUL

### Agenda

1. Presentation of the Problem;
2. Context;
3. Festa do Caloiro (Digital Engagement Dimensions);
4. International Students
  - 4.1. Importance of digital media platforms;
  - 4.2. HFI and maximization of benefits on online research channels.
5. Doctorate Students
  - 5.1. Information research of segments and Integrated view of Relationships;
  - 5.2. Profile of Doctorate students, examples of services and 7 C's of IMC.
6. Alumni
  - 6.1. Relationship Marketing and engagement – Event for AEISCTE-IUL's Alumni;
  - 6.2. Communication strategy.

### 1. Presentation of the Problem

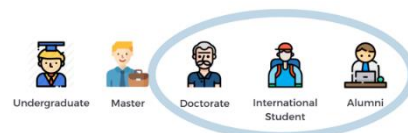
AEISCTE-IUL's mission is to fulfil the needs of its students, but it is failing to attain a part of the community that is representing, although it is one of the most active Students' Unions in Portugal, producing more than 40 events in a single academic year with a different array of purposes.

In the various activities they do, they accuse a lack of involvement of international students, which can follow the Erasmus programme or normally enrol on an English language programme within first, second or third cycle\* (there are students from Lusophone countries that can easily participate on the common Portuguese language programmes); the Doctorate students, students from the third cycle; and Alumni, particularly the ones who were members of AEISCTE-IUL that can bring new opportunities to the organization.

\*First cycle is the equivalent to Undergraduate, second cycle to a Master degree and the third cycle to PhD.

### 2. Context

#### Segmentation

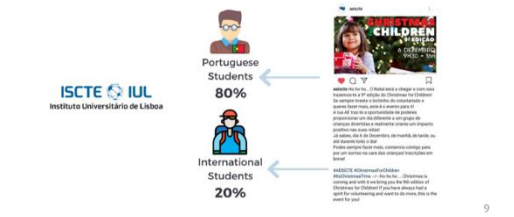


### 3. Festa do Caloiro (Digital Engagement Dimensions)

# A CASE STUDY ABOUT THE ACTIVITY OF A STUDENTS' UNION - ASSOCIAÇÃO DE ESTUDANTES DO ISCTE-IUL

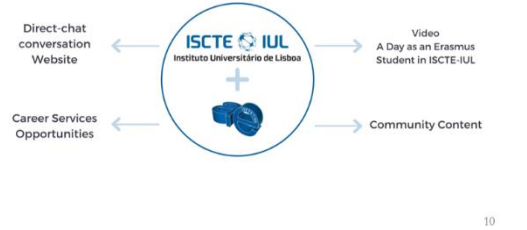
## 4. International Students

### 4.1. Importance of digital media platforms



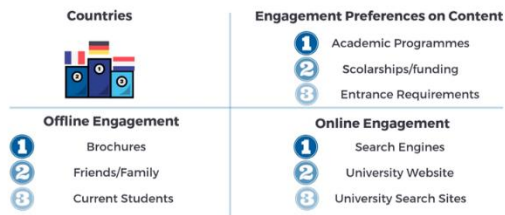
## 4. International Students

### 4.2. HEI and maximization of benefits on online research channels



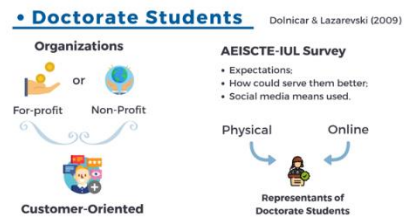
When looking for a receiving institution...

## TOP 3



## 5. Doctorate Students

### 5.1. Information research of segments and Integrated view of Relationships



## 5. Doctorate Students

### 5.2. Profile of Doctorate students, examples of services and 7 C's of IMC



## 6. Alumni

### 6.1. Relationship Marketing and engagement – Event for AEISCTE-IUL's Alumni



## 6. Alumni

### 6.2. Communication strategy

- Critical Success Factors**
    - Human Resources
    - Notoriety and Innovation
    - Partnerships and Sponsorships
    - Size of the organization
  - Positioning**
    - Identification: Realization of events to contribute to students' well-being;
    - Differentiation: Student Proximity and Responsibility;
  - Communication Objectives**
    - Qualitative or Broad Objectives
    - Quality on the event, increase donations to provide better conditions for the students of ISCTE-IUL.
    - SMART Goals
    - Have a full auditory, composed by both Alumni and actual members of AEISCTE-IUL; constitute a data-base with the contacts from Alumni by partnering up with old Presidency members.
    - Communication Specific Goals
    - Celebration of the 30-year anniversary by showing memories and being nostalgic to the old members and the moments they passed there.
- 15

### 4. Communication Audience

Communication Audience Table

CRITERIA	DATA
Demographic	24-35 years old (youngest + 30-year old prof); Both married or Single
Geographic	Working in Portugal
Income and Economics	Students and High class
Psychography	Change and group
Behavior	Seeking for networking and career opportunities.

Human Resources: Former Presidents

Partners: Alumni Association, Career Services and Former Members

16

### 5. Communication Actions



### 6. Timeline for Implementation



- 28<sup>th</sup> October – Survey Launch and Profile picture change on Facebook.
  - 4<sup>th</sup> November – 1<sup>st</sup> December – Contact through mobile to inform people about the event;
  - 4<sup>th</sup> November – Curiosity about the Foundation and the objectives of the organization;
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- 17

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## MARKETING COMMUNICATION ON A NON-PROFIT ORGANIZATION

A CASE STUDY ABOUT THE ACTIVITY OF A STUDENTS' UNION ASSOCIAÇÃO DE ESTUDANTES DO ISCTE-IUL

Source: Own elaboration.

## 6. MANAGERIAL IMPLICATIONS

To be successful when attaining an audience, it is crucial to have a well-defined strategy for communication, aligning with their core mission and values and the specificities of each target's needs and profile, whether it is a for-profit or a non-profit organization.

It can be affirmed that *Associação de Estudantes do ISCTE-IUL* is successful in its activity, organizing a big variety of events in various areas from political to cultural, or social to sportive. For instance, in 2017, their biggest event was sold out. Although, as it is presented, they could embrace a way of looking to their communication in a strategic way, exploring individual and social dimensions of digital marketing communication, reflecting on the engagement with the public through diverse campaigns.

Moreover, it is analysed their presence to some unattained as international students, doctorate students and Alumni. They can be important for AEISCTE-IUL's target diversification, which could not only influence future results with more presence of people on their events, but also in its reputation.

On international students, Students' Unions as AEISCTE-IUL, could be pulled-over by its "mother" Higher Education Institutions by the exploration of its online and offline tools, partnering in order to provide more captivating content. Besides this and going to the specific case of AEISCTE-IUL, when they want to attract international students, they could explore way better their digital communication, for example by translating their communication to the English language, as it is a universal language, which could be a good way to expand the reach of this type of consumer.

Furthermore, in the target of doctorate students, firstly it may be important for AEISCTE-IUL to explore their needs. With this, it is relevant to do a description of this target and reflect on how to get information. Then, after analysing their necessities, it is relevant to think on what the best services are to serve them and how to communicate to them properly.

Finishing with Alumni, it is relevant to analyse what are their interests and what can AEISCTE-IUL get from them. Then, it can be thought of an event which could serve both purposes the better and with Relationship Marketing concept, we can perceive that AEISCTE-IUL's Alumni community can be a good way to start, e.g. organizing an AEISCTE-IUL Alumni encounter, with a strategic plan that has in count both the organization as well as the targets' objectives.

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