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**THE PRACTICE OF MARKETING STRATEGY
AMONG NON-PROFIT ORGANIZATIONS IN THE
SECTOR OF ART AND CULTURE IN CHINA**

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CULTURE IN CHINA**

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APPENDIX 2**Declaration**

I hereby declare that this thesis is my own work and effort and that it has not been submitted anywhere for any award. Where other sources of information have been used, they have been duly acknowledged.

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Abstract

China's government aims to improve the national culture soft power in recent years. Whereas, Non-Profit Organizations (NPO), in art & culture area, play an important role in Chinese culture renaissance, so how to develop those NPOs become a problem.

The dissertation's purpose is to identify China's NPO development on repositioning Chinese civil culture consciousness, and to provide further recommendations to help relevant agencies with marketing strategy enhancing the repositioning efforts. Based on above purpose, this study provides three research questions which related on the NPO's markets, promotion method, and funds. Qualitative analysis persists throughout of the study, the interviews will be using for collecting information, and some secondary relevant data will also be quoting to analysis the current situation. Recommendations relevant research questions, which suggested NPO to figure out the target market and develop a non-profit marketing strategy, to enhance their promotion, and to improve organizations self-governing and management capacity. Beside this, other three implementations based on recommendations also be present.

Key Words: NPO, Art & Culture, Marketing Strategy, Culture Soft Power

Table of Contents

LIST OF TABLES	8
LIST OF ABBREVIATIONS	8
CHAPTER 1 INTRODUCTION	9
1.1 Background of Study	10
1.2 Country Data: China	10
1.3 Industry Data: NPO in China	10
1.4 Problem Statement	10
1.5 Research Objectives	11
1.6 Research Questions	12
1.7 Research Methodology	12
1.8 Significance of the Study	12
1.9 Operational Definitions	13
1.10 Scope of the Study	13
1.11 Organization of Chapters	13
1.12 Limitations	14
1.13 Summary	14
CHAPTER 2 LITERATURE REVIEW	15
2.1 Chapter Overview	15
2.2 Basic Concept of NPO	15
2.3 NPO In China	16
2.3.1 Concept of Chinese NPO	16
2.3.2 History of Chinese NPO	16
2.3.3 Relevant Data of China’s NPO in Art and Culture Sectors	20
2.4 NPO and Culture Soft Power	22
2.5 NPO’s Fund and Markets	23

CHAPTER 3 RESEARCH METHODOLOGY	25
3.1 Chapter Overview	25
3.2 Research Design	25
3.3 Unit of Analysis	25
3.4 Sources of Data	26
3.5 Measuring Instrument: Interview	26
3.6 Data Analysis	26
3.7 Summary	27
Chapter 4 FINDINGS	28
4.1 Chapter Overview	28
4.2 Interview Participants	28
4.3 Findings on Research Questions	30
4.4 Result Discussion	37
Chapter 5 CONCLUSION AND RECOMMENDATION	40
5.1 Chapter Overview	40
5.2 Conclusion	40
5.3 Recommendation and Implementation	41
5.4 Research Limitation	44
5.5 Contribution to the Academic	44
5.6 Contribution to the Industry	45
5.7 Scope of Further Study	45
5.8 Personal Reflection	45
References	47
Appendix A: Initial Research Proposal	51
Appendix B: Interview Questions	63
Appendix C: Interview Transcribes	64
Appendix D: MBA Project Log	81

Appendix E: Permission to Conduct Research	88
Appendix F: Turnitin Result	94

LIST OF TABLES

Table 1 10 Broad Categories of NPOs

Table 2 The Number of China's NPOs from 1960 to 1980

Table 3 The Number of China's NPOs from 1997 to 2001

Table 4 China's NPO Institutions Number

Table 5 The National Government Expenditure of Art, Culture, Sport and Media

Table 6 The Number of Art and Culture Institutions in China

Table 7 The Number of Exhibitions and Visiting Exhibitions

Table 8 Number of Theoretical Lectures and Attending Theoretical Lectures

Table 9 The NPO's Fields in China

LIST OF ABBREVIATIONS

NPO: Non-profit Organization

NGO: Non-government Organization

CPC: Communist Party of China

CALA: China Art and Literary Association

CHAPTER 1 INTRODUCTION

There are abundant traditional art and culture works in Chinese long-history, while as the society changing and globalization development, huge number of the art works, master pieces, traditional skills, even the custom were submerged in the time river.

China' s government has strong emotional appeal of culture soft power construction in recent year, Xi Jinping, the General Secretary of the Communist Party of China (CPC) Central Committee, he made a statement of enhancement Chinese culture soft power in 19th CPC National Congress in 2017 (Kuo, 2017). Why the culture soft power is important for a country? language, music, art, traditional values all be included in the culture soft power; culture soft power can influence people's values and worldviews, even the international relations also have interaction with culture (Eziou, 2016). While, China has large population, the proposal of rebuild culture soft power cannot implement efficient from the people of grass-roots level, therefore cause the barriers of cultural construction and development.

Whereas, Non-Profit Organizations (NPO), in art & culture area, play an important role in Chinese culture renaissance. However, China has a large population, and the government was difficult to cover all the bases. How to develop those NPOs become a problem. NPOs has a feature that can infiltrate bases easily, so that to help government to enhance promotion. However, it is difficult for NPOs development with the situation of the fund and personnel limited and the underappreciated of the public. A favorable marketing strategy can help those NPOs, especially in art and culture area, to extend and develop the scale.

This study is about the practice of marketing strategy among non-profit organizations in the sector of art and culture in China, which will make analysis of the current situations, marketing strategy and development trend for NPOs in China's art and culture sectors, while gives recommendations and solutions for those NPOs and relevant department.

1.1 Background of Study

The phrase of “national soft power” was be defined as a capacity to get what people want by persuasion or attraction ways, which in the forms of values, arts, culture, and policies (Barker, 2017). While, China’s government aims to improve the national culture soft power in recent years. In 2013, China’s president Xi Jinping proposed a new phrase, Chinese Dream, which includes four parts: Strong China, Civilized China, Harmonious China, and Beautiful China (Lawrence, 2013). The China’s NPOs in culture and art field may help China to get the goals of culture construction can soft power enhancement.

1.2 Country Data: China

China’s GDP shows an increased trend in recent 10 years, till the latest data in 2016, the GDP achieved 11.2 trillion US dollar, which growth 6.7% from 2015 (World Bank, 2017). The expenditure of national government in art, culture, sport and media regions is continued rise, the latest data in 2015 shows there are more than 6,150 million Chinese Yuan to support Chinese art and culture construction (National Bureau of Statistics of China, 2016).

1.3 Industry Data: NPO in China

The total number of current institutions, includes social organization, non-enterprise units run by NGO and fund organization, is 1,324,850. While, in above organizations, only 3% organizations were art and cultural institutions (National Bureau of Statistics of China, 2016).

1.4 Problem Statement

The Chinese Dream aims to reawaken civil culture consciousness and enhance the national culture soft power. For corresponding to Chinese Dream, the national culture soft power should be enhanced. NPOs as an important role in the process of culture transmission are facing many problems and challenges. While, NPOs faced many problem: resource lacking, fund limit, and minority of people accept them, which hamper those organizations further spread and expansion in China.

In the past several decades, China's people seek high living standard while ignore the revival of the traditional culture, till recent years, promote the art and culture become more and more popular. However, many NPOs in art and culture area just a stunt, which hold "the NPO Flag" while do the business things and get profits. Meanwhile, the really NPOs, known and accept by minority people, and struggle at the survive or perish edge(Washington Institute of China Studies., 2014). So, how to build an orderly market, and help NPO survival is the matter of primary importance.

It is difficult for government to do the large-scale primary-level cultural undertakings because of large population. The social organizations have to carry heavy responsibility to disseminate culture in the masses of the people(Hsu *et al.*, 2016). How to expend the spread marketing scopes and enhance the promotion power is the second important things.

The third challenge for NPO in China, is the limited resources. China spend majority energy into construction of infrastructural facilities, and fund for developing art and culture is limited, which hinder the scales of those social organization's expansion (National Bureau of Statistics of China, 2016). So, how to get sufficient fund is one big problem.

1.5 Research Objectives

The study divides the research objective as two parts, one is general objective, another one is specific objective.

General Objective:

The general objective is to help China's NPO extend the scope, through this way to reawaken Chinese civil culture consciousness and enhance the national culture soft power.

Specific Objectives:

Making useful suggestions to help relevant government sectors to order the chaotic NPO survival environment in China.

Helping NPOs to make favorable marketing strategy, which can help those

NPOs, especially in art and culture area, to extend and develop the scale.

1.6 Research Questions

Based on above problem statement, there are three research questions as follow:

RQ1: How to build an orderly marketing which can help NPO survival?

RQ2: How to expend the marketing scopes and enhance NPO's promotion power?

RQ3: How to get sufficient fund for NPOs?

1.7 Research Methodology

Qualitative analysis persists throughout of the study. The interviews will be using for collecting information, and some secondary relevant data will also be quoting to analysis the current situation.

1.8 Significance of the Study

This study expected that the outcome of the research can give some ideas or bring some advantages to art & culture region's NPOs and the relevant sectors. This study could make contribute to following sectors.

Contribution to NPOs. This study will figure out some problems in the NPO's marketing. And It was giving the recommendations and solutions to the person in charge of Chinese NPOs, about the how to develop NPO in China.

Contribution to society. This study can help NPOs to extend the marketing scope, when they immerse themselves into masses, that may reawaken Chinese culture awareness.

Contribution to government and relevant sectors. This study will analyze this current position of NPOs in China and suggest government and relevant sectors that how to use NPOs to enhance Chinese cultural construction.

1.9 Operational Definitions

NPO: NPO means Nonprofit organization, which is an organization formed by a group people. This group has exactly goals and aims, but the aims not-for-profit.

Culture Consciousness: The awareness of some culture elements, such as, knowledge, arts, customs, beliefs, etc.

Cultural Soft Power: The power beyond the traditional hard-core powers, for example, economic, military force. This power can influence other countries.

1.10 Scope of the Study

This study will be analyzing the current environment situation of the NPOs in art and culture area of this country. moreover, the relevant data among the existing information form government official announcement will be reviewed. Since the case study is based on the analysis of the current issues and development problems of those organization, 5 experts in this area (including the member of NPOs) will be interviewed so that to find the practical problems and available solutions.

1.11 Organization of Chapters

The dissertation is divided into 5 chapters:

Chapter 1: This chapter will make a general introduction for whole study, the background of study, some basic data, problem statement, research objective and research questions will be mentioned in this chapter. From this chapter, it can clear the purpose of this study and general organization of this research.

Chapter 2: This chapter will review the literatures; those literatures can provide some basic definition and concept to support this study, and a comprehensive introduction of Chinese NPOs will present in this chapter. Besides that, some issues or challenges of this topic will present in this part.

Chapter 3: This chapter is research methodology. In this chapter, the data collection and research methods will be present.

Chapter 4: This chapter will show the interview process and findings. The interview participate, research questions design, question-wise findings, and results discussions will be mentioned in this part.

Chapter 5: The last chapter will make a summary of this study, recommendations and implementations will be mentioned in this part. Also, the limitation and the scope of further study, conclusion and personal reflections will be presented.

1.12 Limitations

When writing the dissertation, there were many resources related to NPOs, unfortunately, most the studies were talk about western NPOs, and not many resources available taking about Chinese NPOs, especially art and culture sectors. So, it is difficult to find too much secondary data from other research paper. In the other hand, Chinese NPOs always relevant government, or have government features, so the primary data and information may not so transparent.

1.13 Summary

Chapter one gives a general guideline of the whole study. The first chapter was focus on the background and basic concept of NPO, and basic introduction of Chinese NPOs. From this chapter, the study wants to show that the different situation and definition between Chinese NPOs and International NPOs. The majority data was from the China Statistical Yearbook, from 2011 to 2016, in the National Bureau of Statistic official website. And the data analysis and the current situation analysis will deeply reflect in next chapter.

CHAPTER 2 LITERATURE REVIEW

2.1 Chapter Overview

This chapter will focus on four main parts, one is the basic concept of NPO, the second one is the introduction of NPO in China. In the second part includes the concept of Chinese NPO, history of Chinese NPO, and lots of relevant data which from government website to show the basic situation of NPO in art and culture sectors. The third part and fourth part are the basic concept of NPO relevant soft power, and NPO market and funds. In these two parts, the study uses literature to support the above problem statement and why choose this topic.

In literature review, some key concepts and theories about this topic will be presented, which can conduct deeper analysis for research.

2.2 Basic Concept of NPO

NPO means "Non-Profit Organizations", it has many types of entities, which includes labor unions, research institutes, religious organizations, public schools, charities organizations, public hospitals and clinics, etc. The entities for NPOs have wide regions and different types, therefore, a variety of concepts defined by scholars. On the whole, a non-profit organization is different from government organs, this kind of organizations refers to the not-for-profit collectively such as civil organizations, voluntary and independent sectors, charitable or tax-exempt organizations, private not-for-profit sectors, and non-governmental organizations (NGOs) (Ahmed Shamima, 2013). So, the goals of NPOs is an activity to pursue the social public welfare, and to provide social services to the public (Duan, 2010). It can be defined as five characteristics, which are formal, nonprofit, nongovernment, self-governing and voluntary (Washington Institute of China Studies., 2014).

All the NPOs can be divided as 10 broad categories as follows:

Number	Name of Categories
1	Arts, Culture, and Humanities
2	Environment and Animals
3	Education
4	Health
5	Human Service
6	International Foreign Affairs
7	Public, Societal Benefit
8	Religion Related
9	Mutual/Membership Benefit
10	Unknown, Unclassified

Table 1

Source: Effective Non-Profit Management (Ahmed Shamima, 2013)

2.3 NPO In China

2.3.1 Concept of Chinese NPO

NPO does not have an exact and strict definition in China, but from the perspective of NPOs' role in society, it can be included in the Third Sector (Irish, Dongsheng and Simon, 2004). The Third Sector as charity organizations, or the independent sector. Based on Chinese real situations, NPOs in China have three features: no business activities, no profit-making intention, doing public or mutual benefit activities. In short, Chinese NPOs have three legal forms: social organizations, privately-run non-corporate units, or foundations (Irish, Dongsheng and Simon, 2004). Commonly, those three forms of NPOs also can be called as social organizations, Non-enterprise Units Run by NGO, and Fund Organization (National Bureau of Statistics of China, 2016).

2.3.2 History of Chinese NPO

Over 90% of current NPOs in existence were established around 1950, while, most NGOs worldwide were created in the past thirty to forty years, and both

NPOs and NGOs are the most booming types of organizations in nowadays world (Hall, 1994).

Chinese NPOs has its own characteristics, and different history development. In general, NPOs' development in China has experienced 6 periods since 1949, the founding of the People's Republic of China. The six periods are: the restricted development period, the waning period, the revitalization period, the development period, the downturn period, and the booming period (Washington Institute of China Studies., 2014).

Restricted Period

The development of restricted period was from 1949 to 1966, NPOs developed difficult and slow in this time. The statistics shows that there are no more than 100 nationwide social units and 6000 local social organizations during 1949 to 1966 in China (Zhongze Wu & Jinluo Chen, 1996). Because, in this period, the regime had changed, China was under the control of highly centralized state power. The civil organizations were investigated by government, and the majority of NPOs, such as some associations, religion organizations, and several charity organizations were eliminated. This way aims to maintain the new political power. In this period, only two types of NPOs survived, one is the community council, and another one is social groups.

In 1950, The State Council of People's Republic of China drafted the regulation for Chinese NPOs, this regulation code named *Temporary Registration and Management Rules for the Social Organizations* (Washington Institute of China Studies., 2014). This regulation defined the social organizations should grouped into next five categories: social welfare, population benefits, literature and art, religious, and academic. And all of survivors had a same peculiarity --- they totally support and agree the decisions form the central government (CPC) (Washington Institute of China Studies., 2014), those organizations includes Democratic League of China, Jiu San Society, China Democratic National Construction Association, and other five social organizations. This eight legal organizations became a department of governmental administration system. So, the salary for staffs in those organizations was paid by government.

Waning Period

The waning period was from 1966 to 1978, this time was the ten-year Chinese Culture Revolution, during this period, majority of research and artistic creations were restricted. There were no independent and freedom culture and art works, because all the works had political complexion, which means they had to serve the government. All the social organization was forbidden to do any activities. Table 2 shows the number of China's NPOs, from 1960 to 1980, that the social organizations did not increase at all during the Chinese Culture Revolution period.

Year	Social Organizations
1960	5,000
1965	6,100
1970	0
1978	0
1980	10,000

Table 2 the number of China's NPOs from 1960 to 1980

Source: China Statistics Yearbook (National Bureau of Statistics of China, 2016)

Reinvigoration Period

This period started after the reform in 1978. Social organizations were revived in different fields, such as art, science, literature, technology, and philosophy. The religion organizations, includes Taoism, Buddha, Muslims, and Christian, also recovered in this time(Washington Institute of China Studies., 2014).

Development Period

Development period was happened in 1988 to 1998, numbers of social organizations were increased dramatically. This period laid a foundation for the development of NPOs in China. In this time, China influenced by the global democratization and socialization movement, Chinese government modified some restricted regulations for management of social organizations. As the matter of fact, Chinese social organizations were not only managed and organized by a single government department, while, there were many administrative department had this management function, such as the Ministry

of Culture, National Science and Technology Council, National Sports Committee, Public Relationship Department, etc.(Washington Institute of China Studies., 2014). Each of above different administration agencies could manage social organizations which relevant their own region.

However, when social organizations detached the single government control, it began messy. So, in 1988, the Civil Administration Department published *Management Rules for the Foundation* to specify the management of social organizations (Washington Institute of China Studies., 2014).

The Downturn Period

For organized NPOs, Chinese government passed a series of rules, laws and regulations. In 1998, government revised *The Registration and Management Rules for Social Organizations*, and in the same year, another rule was also passed, called the *Registration and Management Rules for Non-Profit Organizations* (Washington Institute of China Studies., 2014). Those rules ask the social organizations to register again, so, as table 3 shows, the number of those organizations was decreased during 1997 to 2001.

Years	Social Organizations
1997	181,318
1998	165,600
1999	136,764
2000	130,668
2001	128,805

Table 3 The number of China's NPOs from 1997 to 2001

Source: China Statistics Yearbook (National Bureau of Statistics of China, 2016)

Rapid Development Period

Social organizations develop rapidly after 2001. Market economy became an important role in nowadays economy system, which encouraged social organizations founding. According to the statistic from China Statistics Yearbook 2016, there are almost 4,000,000 social organizations in China (National Bureau of Statistics of China, 2016).

2.3.3 Relevant Data of China's NPO in Art and Culture Sectors

Table 4 shows increasing of China's NPO institutions number. The number of Social organization, non-enterprise units, and fund organizations keeping stable increase from 2005 to 2015. It can be find that the number of the NPOs increased in recent years.

Year Region	Number of Institutions (unit)	Social Organization	Non-enterprise Units Run by NGO	Fund Organization
2005	319,762	171,150	147,637	975
2006	354,393	191,946	161,303	1,144
2007	386,916	211,661	173,915	1,340
2008	413,660	229,681	182,382	1,597
2009	431,069	238,747	190,479	1,843
2010	445,631	245,256	198,175	2,200
2011	461,971	254,969	204,388	2,614
2012	499,268	271,131	225,108	3,029
2013	547,245	289,026	254,670	3,549
2014	606,048	309,736	292,195	4,117
2015	-	328,500	329,141	4,784

Table 4

Source: China Statistical Yearbook (National Bureau of Statistics of China, 2016)

China's government has the willing to enhance the art and culture development in China. Table 5 gives the data of the national government expenditure of art, culture, sport and media. This table shows that the government more and more support and encourage art and culture development.

(100 million yuan)

Year	Central Government	Local Government	National Government Expenditure
2011	188.72	1,704.64	1,893.36
2012	193.56	2,074.79	2,268.35
2013	204.45	2,339.94	2,544.39
2014	223.00	2,468.48	2,691.48
2015	271.99	2,804.65	3,076.64

Table 5

Source: *China Statistical Yearbook* (National Bureau of Statistics of China, 2016)

Table 6 shows the number of art and culture institutions in China, in recent five-years. From the table, the number of this kind of institutions increased stable.

Year	The Number of Art and Cultural Institutions (unit)
2011	43,675
2012	43,876
2013	44,260
2014	44,423
2015	44,291

Table 6

Source: *China Statistical Yearbook* (National Bureau of Statistics of China, 2016)

Next table 7 and table 8 give the information about the number and times of all the exhibitions and theoretical lectures hold by culture institutions, and the visiting and attending number of those culture activities.

Year	Number of Exhibitions (unit)	Visiting Exhibitions (10,000 person-time)
2011	107,785	7,752
2012	114,774	8,962
2013	138,225	9,246
2014	131,700	10,263
2015	140,000	27,860

Table 7 the Number of Exhibitions and Visiting Exhibitions (National Bureau of Statistics of China, 2016)

Year	Number of Theoretical Lectures (times)	Attending Theoretical Lectures (10,000 person-times)
2011	17,590	315.61
2012	20,825	365.88
2013	23,637	441
2014	25,555	445
2015	27,860	478

Table 8 the Number of Theoretical Lectures and Attending Theoretical Lectures

Source: *China Statistical Yearbook* (National Bureau of Statistics of China, 2016)

Next table 9 shows the NPO's fields in China, and how many percentage of each area in the whole private NPOs.

Regions	Percentage %
Education	57.0
Social Services	14.4
Hearth	8.3
Technology	5.4
Culture	4.6
Sports	4.1
Business Services	2.1
Ecological	0.2
Religious	0.04
Others	3.8

Table 9 the NPO's fields in China

Source: (Yuanfeng, 2015)

2.4 NPO and Culture Soft Power

China's rising economic and political power were influenced by Chinese soft power (Yang, 2007). It should be identified that the soft power is not a trouble maker, which means it is not for military elements(Lu, 2012). A reason of study Chinese soft power: enrich the understanding of core social science concept (Lu, 2012). Actually, there are relevant factors in terms of culture is in China's soft power, which in the 5,000 years civilization, includes language, martial arts,

mores like harmony, respect for authority, customs, arts, etc.(Lu, 2012). While, the large population made the government was difficult to spread culture to all the bases. Nonprofits can encourage many different programs which can produce public benefit outcomes or and social values (Brown, 2017).

China's NPO has three main sectors, social organizations, privately-run non-corporate units, or foundations (Irish, Dongsheng and Simon, 2004). The key function of NPOs is to carry out different types of public welfare; those NPOs social status is build a vehicle which can connect the government and social public (Duan, 2010). China's government has new attitude to NPO sectors, the government needs those NPOs resources, information, and professional knowledge, which can help the government enhance the political compliance (Jing, 2015).

2.5 NPO's Fund and Markets

As the transitional and marketing economy growing, China has experienced dramatically social change, Chinese non-profit organizations are facing many challenges, so the NPOs have to make some change in marketing, innovation is necessary for its development (Lan and Galaskiewicz, 2012). NPO in China is suffering the dilemma and difficult situation about fund, and the current tax system for Chinese non-profit sector is one of a negative reason(Irish, Dongsheng and Simon, 2004). Many laws or regulations announced that NPOs had to follow the tax rules, from a research data, the tax preference of NPOs in China had taken 43.6% of all the income (Yuanfeng, 2015). China's NPO has five style features: non-for-profit, non-government, being charitable, independent, and volunteers(Irish, Dongsheng and Simon, 2004). Those five factors proved that NPO no specific source of finance. While, private, public or institutions' donors are main way to support the NPO's fund and income (Álvarez-gonzález *et al.*, 2017). The current situation of Chinese non-profit sector is in flux, which means those NPO are very short of fund (Yuanfeng, 2015). Beside fund, the reputation is also important for NPOs. Large member of NPOs try to make some impact in both social and the specific area (Pope, Isely and Asamoá-Tutu, 2009). The reputation may influence NPO's income and

volunteer support, if it has a strong reputation, that may can ensure the long-term support from other funding sectors (Wang, 2014).

Another problems that made NPOs were less efficient in the marketing is indeterminacy competitors; over half the NPO's member thought their competitors were other NPOs (Pope, Isely and Asamo-Tutu, 2009). For NPO's market, there are three target markets that they should attract, which are customers, donors (funders), and volunteers (Hou, Eason and Zhang, 2014). The impact capacity of social organizations are depends on the community with public (Berrone *et al.*, 2016). Which shows the important of the marketing strategy, a suitable marketing strategy may increase the NPO's social influence (McGovern, 2012). Those Non-profit organizations have to gain their social recognition which can maximum solve the social problems (Berrone *et al.*, 2016), and bring into play NPO's social value (Brown, 2017).

CHAPTER 3 RESEARCH METHODOLOGY

3.1 Chapter Overview

This chapter will present the research methodology of this study, which can be totally divided as six parts. It's includes, measuring instrument, study population, unit of analysis, sample selection, sampling techniques, and data collection and analysis methods. the research methodology will be introduced in detail based on above six aspects, so that to make the research interests clearer.

3.2 Research Design

The methodology of the report is based on qualitative research of study. As stated earlier, the report is intended to be a case study based on a real situation of the NPOs in art and culture field in China. Three different kinds of designs that can be used by researchers in research design process and these are descriptive study, exploratory study and casual study. The main purpose of a descriptive study is establishing a kind of relationship between two variables through statistical analysis of collected data which is also known as correlation study. The relationship between the variables can be either positive or negative. When a researched intends to find out the nature of a problem, it can use the exploratory research. in this type of research, it needs to collect information as much as possible in order to understand the nature of a problem in depth. The last one is casual study where defining the relation between two or more variables take place. For this study, interview is an important part, interview can provide primary data, which can present the current real situation for the study research.

3.3 Unit of Analysis

For this case, the unit of analysis is the NPO industry in art and culture area. The interviewee selected from above group of people, and authority in this NPO sector. The study will invest five professionals in this area and in some relevant sectors of NPOs to answer questions. Those relevant NPOs includes, Chinese Calligraphers Association, Chinese Guqin Study Association, Chinese Photographers Society.

3.4 Sources of Data

The topic of this study is marketing strategy for NPO in art and culture area in China, so, in general, the population of this study is the people who work for NPO in art and culture area in China. The target population for this study is the group of people, who are the age above 18 and work for anyone NPOs in art and culture area in China, or work for the government sector that relevant NPOs, or someone support the activities of NPOs in art and culture area, no matter what the gender and education level.

For this study, the sampling technique is non-probability sampling. The study selects purposive sampling technique as the main study tool. Those sample selected from the target population, who work for or relevant non-profit sector in art and culture area in China. For the sample size, the study will select 5 interviewees from different NPOs in art and culture are in China.

3.5 Measuring Instrument: Interview

The main measuring instrument for this study is interview. The types of interview include, face to face interview, phone interview, email interview. For this study, face to face interview and phone interview as major measuring instruments will be chosen.

To do the interview, there are several materials needed during interview, such as, voice recording devices, paper and pen, interview questions. For this study, to select interview as the main measuring instrument has an advantage, which is high efficiency. The interview can help researcher get the useful information promptly, and if the researcher has some problem that can solve immediately. However, this measuring instrument also have disadvantages. It can be easily influenced by environment, which means the environment of interview may affect the emotions and psychological states of the interviewee, which may conduct the answer or results not so strict objective.

3.6 Data Analysis

The data and information collected from interview. Content analysis persists throughout of this study, and the study will use conceptual analysis as the main

analysis method to research this case. Interview will be using for collecting information, and some secondary relevant data will present and be quoting to analysis the current situation, which can help the further research and study.

3.7 Summary

This chapter present the research methodology, which point out several important information about how to continue the research process. That key information can help author organizing the study process, and offer a scientific method to analyze this case.

Chapter 4 FINDINGS

4.1 Chapter Overview

This chapter will present the findings of data and information that collected through interview, in this process, the outcome relates the current situations and strategic solutions of relevant NPO sectors. The interview process can be divided as six parts, and there are six respondents who are from different NPOs in art and culture sectors. The six respondents' answers enclose current issues and situation of NPOs, and how NPOs develop in China.

This chapter contains four sub-chapter which can show how the interview's findings are gathered and reported in this chapter. In the first part, the research questions will relate the study's research objective, based on this, this part will show the relationship between interview questions and research objectives, why the study will design the interview question like this, and how the interview questions reflect in the research questions. The second part will mention the interview participants, who are the six interviewees, and why the study will select them as respondents. The third part is question-wise findings, the interviewees have been asked the same questions, and in this part, the data and findings will be present in this part. The last part is result discussion, based on above findings, some problems will be discovered, in this part, those issues will visualize.

4.2 Interview Participants

This study invited six people as interviewee to answer the interview questions. Those six people have common features that they all work for Chinese NPOs in art or culture sectors, and they all have long engaged in the art and culture field; beside this, some of them are experts in the field of art and culture.

Talking about the first interview, the participant is Wang Xiandong, who have been work for art and culture works since 2000, now, he is the member of Chinese Calligraphers Association, and also belong to Henan Guqin Studies Association; in 2016, he establish Anyang Guqin Studies Association, which is a social organization research and study Guqin (a traditional Chinese musical

instrument with seven-string). All above interview questions have been asked Mr. Wang in order to get some information and primary data from insight of social organization. He points out the current situation and problems in social organizations especially for art and culture field from his perspective, which viewpoint is very helpful for the study.

The second interviewee is Zhang Jianqiang, who is the member of Chinese Photographer Association, and he is also an art teacher in local high-school. He stands in the position of common artist who are not so famous but persist in art and culture researches, transmissions, or educations; his opinion express the heartfelt of some real artist who come for common bases, his sincere and cordial answers provided many useful information for the study.

The third participator is a curator of museum, her name is Wei Ailin, she works for museum more than ten years, now she is the curator of Anyang Folk Custom Museum. In fact, many museums in China were under the managing of government, this museum is also same as others, while it has the government feature but not for profit, conceptually, it is also a NPO. Ms. Wei answers the interview question from museum aspect, her opinion is very logical and professional. In this interview process she put forward some valuable points and suggests, which are very useful for the study.

The fourth participator is a dancer, who is the member of Chinese Dancers Association and Henan Dancers Association, now, she is the vice-president of Puyang Dancers Association. Her name is Sun Jing, she occupies herself in dance education and study almost twenty years, her working experiences help the study know some issues which inhibited NPO's development.

The fifth participator is an outstanding young musician, his name is Li Shuangxu. He is the executive director of Henan Guqin Research Society, the president of Shangqiu Guqin Studies Association, the vice secretary general of Shangqiu Musicians Association, and also the lecturer of Guqin Major in Shangqiu Normal College, beside this, he also publishes his own book about Guqin study in 2016. In the interview process, Mr. Li represent the new generation artist, who can bring the new blood into organizations or art and culture transmission process,

so his answer is very novel and objective.

The last participator is a collagraph artist, his name is Chen Zewei. He is the member of Chinese Calligraphers Association and Chinese Poetry Studies Institution, the committee of Chinese Professional Calligraphy in Education Society, and the distinguished calligrapher of Chinese Characters Museum. He is minor celebrity in calligraph field in China, so he has lots of experiences of NPO works, he provides the opinions from formal organizations (this kind of NPOs have government feature which can stand government conceptions and development intentions), so his answer is very formal, which is different from other interviewees.

4.3 Findings on Research Questions

The general objective of this study is to identify China's NPO development on repositioning Chinese civil culture consciousness; and the specific objective is to provide further recommendations to help relevant agencies with marking strategy enhancing the repositioning efforts. In order to achieve above two objectives, the study designed three research questions which branch out other seven questions as interview questions. Based on the interview questions, the study collected data and information to support the research objectives and answer the research questions. The collected information reflects in research questions as follow:

Research Question 1: What it takes to build an orderly market which can help NPO survival?

This question has identified the NPOs standard in art and culture sectors and the issue happened in those NPOs. All the standards and issues that the study mentioned in literature review is the information from journal articles and secondary data, while the insiders have different or more specific ideas about the standard and facing problems.

For the NPOs standards discussion, there are several different answers from respondents. According to this six respondent's answers, this features of NPOs' standard can be generalized as four types: formal, under China Art and Literary

Association (CALA) leading, have wide target audience and distinctive culture characteristics. The first respondent has stated that the organization and association under China Art and Literary Association(CALA) can be considered as formal non-profit organization. The third respondent define this standard as four points, in her opinion, NPOs must be formal, that means the organization must be accept by common people, so that can have the authority and ability to speared art and culture; it can be totally non-profit and for public welfare such as museum; NPO should have wide target audience, face to common bases or social organizations; and NPOs should have some basic fund to support the events and activities, because if organizations want to do promotion, find volunteers and sponsors both need fund to support. The fourth respondent thought the NPO should have some distinctive culture characteristics. The sixth respondent considered that CALA is in the standard of non-profit organization in art and culture sector, because the CALA can direct serving all artists, and also focus on culture spread, meanwhile, CALA don't have the purpose for-profit, it just wants to complete the service. While, there are other opinions from other two respondents, the second and the fifth interviewees both thought there is no pure non-profit organization and all the activities will have profit in the end. The second respondent considered that it is difficult for NPOs to keep business things away, even for CALA, it also has some business activities, and this situation may cause by national conditions. And the fifth respondent thought the culture development need business to support, while the business also need moral support from culture, but cultural transmission is not equivalent to business activity.

For the issue, the first respondent thought there are lots of issues existed in NPOs now, but the main problem is government strong intervention, it conducts those NPOs less self-governing and management. The second respondent considered that today's NPOs cannot represent the benefit and demands of the common bases or public, because in China, those organizations, such as CALA, are always leaded by government, the leaders in organization also the people from inside system which means relevant government, while, it is rarely seen that the artist as leader of NPO which under CALA. The third respondent said

the personnel and fund are two serious problems for NPOs, such as museum, the current situation of museum is personnel shortage, many staff of museum wearing different hats, one person may do several jobs, so that the museum can operate, but just operate cannot develop. The fourth respondent point out the current NPO market is quite rampant, because many organizations applied for NPO, bur just have this title and doing business things, therefore, it is a problem for those NPOs that many organizations are not formal and professional, especially in the field of culture and arts. The fifth respondent use Guqin culture transmission as an example to mirror the current problems. This respondent thought there are two major issues: First, many people are not really learning the art or culture, some of them only learned it several months or one year, then they begin to teach classes, in fact, those people haven't achieved teaching level at all, this behavior spoil elegant arts and culture; the second issue is that the supervision of non-profit organizations from relevant departments is faultiness, because there are not have regulations and standard to restrain and manage it. The last respondent consider that the main problem is lacking funds, the prosperity of cultural development cannot be separated from the financial support.

To sum it up, nowadays Chinese NPOs are facing many problems, the main problems that mentioned by interviewees that the government strong intervention, and lack of social support; besides that, the NPOs' market in China is also chaotic, many organizations just have a NPO name, but no real activities to contribute to public.

Research Question 2: How NPO's are funded?

This question talks about the urgent problem and funds problem in art and culture region's NPOs, the word "urgent" can conduct respondents point out the main problem and cause reasons of those organizations.

For the urgent problem, the first respondent though most non-profit organizations lack fund, and the personnel and volunteer are also insufficient, this situation causes the event may difficult to operate; the reason for this problem is immature development of this China's NPOs, less people follow and

focus on it, so that the advantages of those organizations cannot present to public, also, relevant regulations and laws still need improve and complete. The second respondent considered that those NPOs have to solve “de-bureaucratization” problem. He said the committees of those NPOs usually from two places, one is the people inside system, another is the people who almost retirement from government institutions, both of the two kinds of people are relevant government, while, the real artist and some popular artist from common bases cannot entry join the committees; this phenomenon is restricting the voice of artist, and many useful information also cannot be present well. The third respondent thought the urgent problem is the degree of recognition and consideration. She said the country attaches importance to culture construction and national self-consciousness, but those ideologies cannot be implemented in common bases, peoples are still more focus on practicability. The reason is China still in the rank of developing country, central government still more focus on people’s livelihood problem, so it cannot give consideration to both livelihood problem and culture construction. But she believes there is bright prospective of culture just it need more time to achieve it. The fourth respondent thought there is a conflict between procedural processes and public welfare activities, because many non-profit organizations have the willing to support public welfare activities, however, a series of procedures from government sectors are complicated, which become a barrier for NPO development. The fifth respondent still considered that some organizations cannot really do something meaningful, they may more eager for quick success and instant benefit instead of culture transmission. The last respondent insisted that people, funds, and venues are three major problems in NPO development process, many local organizations mainly recruit local people, but he thought other places’ talents also very important, those people might bring fresh information and ideas into local organizations; the second issue is about special funds, many organizations do not have special fund so that it is difficult for them to hold some activities; and for venue, he gave an example, that if the organization want to hold a meeting or an academic exchange, there is no fixed venue for the organization.

Based on the urgent problem answers, it can be found that all the six respondents thought the NPO's fund is a very serious problem, and their answers are similar. All the six respondents mentioned three ways for NPOs to raise funds, one is the obligated fund from government, the second one is membership fees, the third one is social sponsors or donors. The government funds are very difficult to get, so the NPOs always use another two methods. Membership fee is very stable and regular, but this fee is not enough to support organizations to development, so they more consider finding a social sponsor, but some of sponsors want to get profit from those NPO, so that make NPOs feel stressful.

To sum it up, financial support is very tough problem for NPOs development, because those NPOs no enough fund, so that the promotion and some activities cannot carry on.

Research Question 3: How NPO's expanding their marketing scope and promotions?

This question relevant how those organizations service public and what kind of barriers organizations meet, so that can help the study point out the promoted and developed barriers in different cities. The information from answers can help NPOs expanding their marketing scope and promotions.

So, how NPOs service public? Respondents answered this questions from their own adept fields, while the ways that they mentioned can be summed as two ways: exhibition and public lecture. Such as the museum curator said, for museum, the common way to service public is exhibition, in this process, the museum can represent some classical culture scene to people, to reawaken people's memories of traditional culture, in the same time also can do some patriotism education, this education can influence people by environment, especially for kids. The young musician who is the fifth respondent, he said for music-related NPOs, it is mainly organized public concerts so that to make more people know them. Most of the respondents considered that this service way can improve people's culture consciousness and national's cultural soft power. However, the second respondent has different and critical idea, he

thought the NPO (under CALA) always reflect the ruling party's voice, therefore, the service way seems a little perfunctory, that may impact those NPO's influence in public.

All the six respondents have different answers about the barriers of NPOs' development. The first respondent considered that NPO still in small quantities, especially in the small city; if people want to establish an organization, they need go to several government sectors office to get permission. He said this is a common phenomenon, difficult application procedure restricts many organizations development. The second respondent thought the NPO's impacts is not enough, so that the people can't identify them well. He also gives the recommendation to solve this problem, that is to know how to seek in the common bases, and motivated the members especially artist, to motivated them spread art and culture to public. The third respondent gave a positive answer that although China still in developing stage, when all people's livelihood problem solved, then they will devote all the effort to do the spiritual and cultural construction, and she also said this is just a matter of time, the NPO's development and culture renaissance can be realized in the future. The fourth respondent considered the first and second tier cities may can get more support from local government, but the NPOs' development is relatively slow in small cities, and the support from social and government also less than big cities; in addition, the CALA only convey some tasks to those social organizations, but this behavior may cause some pressure on these organizations. The fifth respondent though there are two main obstacles for this issue: one is the association or institutions no members; another one is the mess NPO markets. This respondent explained that the reason is also the tense of financial resources and personnel; besides that, some "organizations" in the name of NPO while to do the business things and mislead common people, because of the long-term incomprehension and misunderstand, only minority accept NPOs in current situation. He also suggests those NPOs can let the members understand their organization at first, then use formal and official way to do promotion, so that can make people trust them, finally, to explain and spread the culture things to people. The sixth respondent still thought the biggest

problem is funds, he explained that traditional culture is influential and vital in the masses, however, because the funds are not enough, these NPOs cannot development efficiently. He points out this problem cannot solve only by a person or a city, this is an institutional problem, but now the dawn of culture and art is coming, because China is paying more and more attention to traditional culture rebuild. In other words, if the government attaches important to it, there will be some policies to support it.

To sum this questions' answer, it can be find that NPOs cannot recognize the target market clearly, and the specific marketing plan also need to go in detail.

Through above questions, the ongoing problems and challenges will be present. The general objective is to repositioning Chinese culture consciousness, to help China's NPO development and enhance national culture soft power. The specific objective provides recommendations to help those NPOs extend and develop market scales. So, the study should know the main problems of the relevant agencies, above questions can help the study to get answers. The first question asks current NPOs' standard, because Chinese NPO is totally different western country's NPO, and there is no specific definition for Chinese NPO, only several literatures give ambiguous describe, so, the first question is the based concept. The second question is asking the issue happened in those NPOs, because the issues that mentioned before is from secondary data, for this study, it also need some primary data, so that can confirm the present problems. The third question ask the urgent problem in art and culture region's NPOs, it is similar like the second question, in fact, they are different; the "urgent" can show the main problem of those organizations, and the question also ask respondents to point out the conduct factors, thus can clear the reasons form insider. The fourth question the is about fund, this question can help the study to collect the information about where funds from and how the NPOs get funds. The fifth question ask the service method of NPOs; therefore, the study can know how NPOs operate, and from this way to find the problem in their operation process. The sixth interview question can help the study to identify the barriers of NPOs developing in different types cities, at the same time to get the suggest or heartfelt wishes from interior.

Those research questions also confirm the significance of those NPOs' position in culture development process, that means the NPO can help China to rebuild the civil conciseness and enhance national soft power. The study got the optimistic and positive answer from all the respondents. They all definitely sure that NPO can awaken the public's spiritual and cultural awareness, enhance national soft power and making huge contribution for social. They all considered that NPO's existence is valuable, the organizations have the obligation to transport culture and spread positive energy to society. economy and art are indispensable. The construction of a country's soft power is also a part of spiritual civilization construction. Since the 18th National Congress of the Communist Party of China, President Xi has mentioned cultural self-confidence. In the current international situation, this is an accurate judgment and positioning for the development of Chinese culture. In fact, cultural self-confidence can bring the traditional culture infiltrate into everyone's heart. Although the situation of those NPO is strait, but after days and months multiplying, it can make huge contribution for social.

4.4 Result Discussion

Based on above findings, the study summed some problems from interview process, which confirm the problems that mentioned before. The problems are lack of fund, support and people (volunteer), beside this, the interviewees also point out government intervention may make those NPOs feel pressure. The reasons for above issues can be discussed from two aspects, one is promotion, another one is marketing scheme; these two reasons are the main points that cause the fund, support and people shortage problem.

Form the interview process, all the respondents were mentioned that nowadays NPOs, especially in art and culture, were difficult development in China. The first specific finding is insufficient promotion, there are three factors conduct it:

The first one is ambiguous target markets. In the interview process, the researcher found that most of NPOs could not clearly identify their target market. All the NPOs can identify their customer, but they are not clear about the sponsors, volunteer, even competitors (Management Team, 2013). In the

sponsors finding and volunteers recruiting process, those NPOs cannot make an exacted orientation, so that they cannot find the sponsors and volunteers efficiently. For the competitor, the researcher considers there is no real competition. Based on the interview findings, there only have one point may relevant NPOs' competition that is the competition of resource and funds. For example, above interview participates from both CALA (relevant government) and social organization, they have different background, while CALA represent government intentions which makes them seems more official or trustworthy, so this kind of organizations may a little bit easier to get resources or fund than social organizations; while all the NPOs do the same things but with different treatment and resource, which may conduct a kind of "conflict" or "competition".

The second point is NPOs didn't have targeted marketing for sponsors and volunteer. All the above NPOs will do promotions to attract people so that can achieve the goals of culture transmission and contribution; while they are not realizing that there also need promotions for sponsors and volunteers (Sarrica *et al.*, 2014). Many of the respondents said they find sponsors depends on personal relationship, but no public promote behaviors. For the volunteer, in fact, most of them don't have volunteer, because, the government related NPOs have fixed staff, while the social organizations just have members; so, this situation engender a strange unwritten rule, that if someone want to support or work for those NPOs, they have to join the staff group or become a member. However, the requirements of staff and member is stricter than volunteer's, it creates a high threshold for volunteers imperceptibly.

The third point is NPOs low brand recognition. Actually, this reason has interrelated relationship with problems; it seems like a vicious circle, because of fund and support shortage, so that makes NPOs difficult to development, which may cause NPO cannot have high brand recognitions, while this situation can cause NPO cannot get enough fund and support from social (Parker *et al.*, 2016). It is not sure this vicious circle from which reasons, but, if those NPOs wants to break this circle, they should improve the brand image, that means do more favorable promotions is very important.

The second specific finding is about marketing scheme. After the interview, the researcher found that those NPOs didn't have specific marketing plan, if the activities don't have strategy or plan to support, it may not reach the set purpose, that may conduct the organization cannot get enough support. Besides this, those NPOs were failure to use online marketing. Based on the participants' answer, it can be found that they all didn't mention online activity. Today is the era of industry 4.0, cyber-physical system is highly used in this stage, for NPOs, online marketing can help them extend the market scope and save cost (Management Team, 2013).

In addition, China's national conditions is one force majeure reason, so that the government intervention is a little bit stronger than other industry or field. From national aspect, this intervention can control public consensus and opinions trend, while in NPOs aspects, this intervention may become a barrier to restrict art and culture's creativeness and development.

Chapter 5 CONCLUSION AND RECOMMENDATION

5.1 Chapter Overview

The main content in this chapter is recommendation and conclusion, which is based on the above findings. This chapter can be divided into six parts, the first part is recommendation, there are three recommendations based on the result of findings, which suggested three methods to improve their performance. The second part is implementation, this implementation is based on the recommendation parts to provide four practicable strategies. The third part is research limitations, in this part, three limitations will be presented. The fourth part will show contribution to the academic and industry. The next chapter is based on the limitation to provide some advice for further research. The last two parts are conclusion and personal reflection, which conclude the whole study and the researcher's study process.

5.2 Conclusion

This study talks about the practice of marketing strategy among non-profit organizations in the sector of art and culture in China. The study is based on the current situation to analyze Chinese NPOs, the purpose is through this way to find some crucial problems, so that to help those NPOs' development and support Chinese culture construction.

This study has totally two objectives, the general objective is to help NPOs identify China's NPO development on repositioning Chinese civil culture consciousness; another specific objective is to provide further recommendations to help relevant agencies with marketing strategy enhancing the repositioning efforts. This study found and solved the problem that Chinese NPOs in art and culture sectors have, the main problems are they lack funds, social support and volunteers, and the government also has strong intervention. Based on the above findings, the study provided three general suggestions, and other several specific implementations to help the NPOs to do further development.

5.3 Recommendation and Implementation

There are some problems and caused reasons were mentioned in above chapter, based on those issues, some recommendations will be giving to help NPOs improve their performance, so that can benefit more people. The recommendations at a glance are:

1. Suggested NPOs to figure out the target market and develop a non-profit marketing strategy.
2. Suggested NPOs to enhance their promotion, such as develop online marketing.
3. Suggested NPOs to improve organizations self-governing and management capacity.

After interview process, the answers from different respondents can present many useful points for this study, and some issues also be present in this process. The resources shortage is the main and serious problem for those organizations, beside this, their operation and management also have some problems. Recommendations aims to help NPOs efficient develop and bring more benefits to public. So, the recommendation is based on three purposes, one is how to help NPOs methodical development; the second one is how to help NPOs gets more support and fund; the third one is how to help NPOs improve their management. All the recommendations can as strategy to conduct China's NPOs especially in art and culture area survived and developed well.

The reason why those strategies will useful, because, it is clear from the previous chapter that those NPOs facing the developed and survival challenges, such as lack of fund, resources shortage, government intervention, etc. Therefore, those strategies will base on the answer of the following questions:

1. How to identify the NPOs target markets and develop a non-profit market strategy?
2. How to develop online marketing?
3. Which kind of way can complete NPOs administrative structure?
4. How those NPOs can develop culture industry?

Above questions is based on the interview answers, respondent's answers reflect some problems, and those problems born these questions. So, if above question was solved, it may help those NPOs' further development.

Based on above recommendations, the implementations can be as follow:

Developing a non-profit marketing strategy

The traditional marketing strategy is not well-adapted to meet the goals of NPOs, because those NPOs no need financial bottom line (Pope, et al., 2009). So, for this non-profit marketing strategy, the NPOs should focus on three parts: customer, sponsors, and volunteers. The nonprofit marketing strategy also need to mention the NPOs missions with long and short-term objectives, which includes the guideline of above three target markets. However, the new marketing strategy is an arduous task for any organizations, especially for NPOs, because those organizations lack expertise and resources of marketing or business field, so the marketing development process is more complicated.

For sponsors attracting, the NPO's marketing seems unfocused and implicit. It is important for those organizations to understand the specific motivated ways for both individuals and social donor. For volunteers, this one is the crucial point of NPOs' successful and long-term operation. While, it is not so easy for NPOs to find right volunteers for the suitable task at the correct organizations. Because volunteers' passion may clam down when they do not receive the reasonable pay back, this "pay back" is not money, this "pay back" is self-satisfaction or other material benefit. So, the non-profit marketing strategy should specify the motivated method for sponsors and volunteers.

Developing online marketing

Online marketing can help NPOs easier to extend the promotion scales with the lowest expenses. In the interview process, respondents point out they were difficult to do promotion and exhibition without enough funds. The online marketing can relieve this problem, for example, if the organization push the promotion online, they just need design e-posters, so that can save the cost. Beside this, some activities can do preview for the formal exhibition online, in

this process, it can make more people know exhibition, while people who fell interesting can visit the real exhibition, in the same time, the people who have interest but not available to the real exhibition also can through website or smartphone to watch this exhibition.

Completed administrative structure

This administrative structure is not the same meaning with the structure of government or companies, this structure in NPO more tend to a inner structure, which can help NPOs self-governing, management and development. From the interview answer, the main problem is government intervention and people's misunderstanding. The government intervention cannot be solved, because China's national conditions, but it already become well. For the misunderstanding of common people, NPOs need do some explain, the first stage is make the members understand their own organization. NPOs and create research group to help members and other people to understand in the same time to make promotion. Beside this, NPOs can create other groups for marketing scheme or promotion design, public service, etc. Because, nowadays NPOs just have committee, and the committee only have several key people, while not everyone has "special skills", that means the committee members cannot consider everything. To complete the inner structure can help them to do organized activities and methodical development in the future.

Making alliance to develop culture industry

One respondent mentioned Chinese government encourage NPOs to develop culture industry. It is a good opportunity for NPOs to do self-development, while, there still have some problems --- they don't have enough people and design ideas to support this. Making alliance to develop culture industry may solve above problems. Because the alliance can relieve the pressure of personnel shortage, they can work in cooperation with a due division of labor, and share resources and ideas, so that can stimulate their creative power. NPOs common mission is assist art and culture transmission, so, there is not have conflict and competition, the resources sharing benefit for NPOs development.

5.4 Research Limitation

Respondents Number Limitation

The number of respondents is small and thus the findings that are mentioned in the chapter 4 may not be enough to see the actual situation and scenario effectively comparing to the non-profit organizations. So, in order to get the actual industry situation, the larger number of respondents from other NPOs were necessary. So, this is one of the limitation worth mentionable here.

Interview Process Limitation

During the interview there was a fixed time allocated for each individual. However, since the company has been in the current situation for a considerable time, more times were needed to ask more questions and answers. Moreover, because of the time limitation, only structured interview questions were asked whereas in this type of research a semi-structured interview is more preferable. Thus, the collected data and findings may not reflect the accurate situation of the organization in question and this is why this is one of the limitations of the research that has been mentioned here.

Cost Limitation

The research study was in China, and the allocated time to finish the study was only 3 months, so the time is limited for the interview process. On the other hand, the cost of the study was limited as well as the data/ interview had been collected manually and by meeting the respondents through face to face interview process. So, this is another limitation worth mentioning here.

Other Limitation

In the recommendation, the study recommended that NPOs and make alliance to develop culture industry. While, in the finding, it is also mentioned that the government intervention is strong, so, for some recommendations may face some limitation in practices.

5.5 Contribution to the Academic

The study has the scope to offer a different view about general NPOs research.

This study discussed current situation and development method of China's NPOs in art and culture field. In the interview process the study collected some information that journal articles cannot find. So, this study can provide more information to NPOs further study, besides, the recommendations and implementations also can provide the guideline for other Chinese NPOs.

5.6 Contribution to the Industry

From the NPOs viewpoints, the study has the scope to contribute to Chinese NPOs development, especially in art and culture field and relevant sectors. So that NPOs and culture relevant sector can more efficient and easier to reawaken and repositioning Chinese national soft power and contribute to Chinese culture construction.

5.7 Scope of Further Study

The scope has some limitations that was already mentioned in above parts. because there are some limitations existed in research, which means the further study should make some improvements.

For example, the number of respondents were limited in this study, therefore, the scope of further study can find more respondents to do the interview and collected answers. Furthermore, the study is based on the art and culture areas, and the most interviewee are from the middle part of China, that means the scope of research may cannot reflect the all situations in every place of China. For the further research, the study can extend the research scales so that can reflect every part of China.

5.8 Personal Reflection

This project is big challenge for me while I still learned many things in this process. It is not so easy to write a good project, while this process can increase the analytical skill and critical thinking way. I really learn something from this, while the allocated time is not enough for this research.

In the literature parts, I went deep into the journal articles of NPO relevant topic, this is my first time to research and study a thing so serious with enthusiastic

emotion. I really know something about this topic, it is very useful for the further study.

This study is based on the qualitative analysis, it need to collect data from interview. In this process, I really get some practice. My topic is about NPOs, so, I began make appointment with some NPO members or some experts who relevant my topic in last year December. While, it is not a smoothly process, because I was rejected by many target interviewees, because I was rebuffed in this process, so this the interview used 3-month finish. It is may not so efficient, but I improve my ability during this period. During the interview process, I catch many novel information and viewpoints which different from the data I found from journal articles, that information broader my view and provide crucial information for my study.

In the last part, I need sum the findings and give some recommendations. In this part, I considered it in critical ways, which help me depth thinking my topic again. This is a wonderful and significant study experience for me.

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Appendix A: Initial Research Proposal

Appendix B: Interview Questions

Appendix C: Interview Transcribes

Appendix D: MBA Project Log

Appendix E: Permission to Conduct Research

Appendix F: Turnitin Result

Appendix A: Initial Research Proposal

INTI International University

Master of Business Administration MGT7999

Initial Research Paper Proposal

STUDENT NAME	Hu Junyao
ID NO.	I17012388
BROAD AREA	Marketing
Concise Title	The Practice of Marketing Strategy Among Non-Profit Organizations in the Sector of Art and Culture in China
Problem Statement	<p>The Chinese Dream aims to reawaken civil culture consciousness and enhance the national culture soft power. For corresponding to Chinese Dream, the national culture soft power should be enhanced. NPOs as an important role in the process of culture transmission are facing many problems and challenges. While, NPOs faced many problem: resource lacking, fund limit, and minority of people accept them, which hamper those organizations further spread and expansion in China.</p> <p>In the past several decades, China's people seek high living standard while ignore the revival of the traditional culture, till recent years, promote the art and culture become more and more popular. However, many NPOs in art and culture area just a stunt, which hold "the NPO Flag" while do the business things and get profits. Meanwhile, the really NPOs, known and accept by minority people, and struggle at the survive or perish edge. So, how to build an orderly market, and help NPO survival is the matter of primary importance.</p> <p>It is difficult for government to do the large-scale primary-level cultural undertakings because of large population. The social organizations have to carry heavy responsibility to disseminate culture in the masses of the people. How to expend the spread marketing scopes and enhance the promotion power</p>

	<p>is the second important things.</p> <p>The third challenge for NPO in China, is the limited resources. China spend majority energy into construction of infrastructural facilities, and fund for developing art and culture is limited, which hinder the scales of those social organization's expansion. So, how to get sufficient fund is one big problem.</p>
Research Questions	<p>Based on above problem statement, there are three research questions as follow:</p> <p>RQ1: How to build an orderly marketing which can help NPO survival?</p> <p>RQ2: How to expend the marketing scopes and enhance NPO's promotion power?</p> <p>RQ3: How to get sufficient fund for NPOs?</p>
Research Objectives	<p>The study divides the research objective as two parts, one is general objective, another one is specific objective.</p> <p>Principle Objective:</p> <p>The general objective is to help China's NPO extend the scope, through this way to reawaken Chinese civil culture consciousness and enhance the national culture soft power.</p> <p>Secondary Objectives:</p> <p>Making useful suggestions to help relevant government sectors to order the chaotic NPO survival environment in China.</p> <p>Helping NPOs to make favorable marketing strategy, which can help those NPOs, especially in art and culture area, to extend and develop the scale.</p>
Scope of Study	<p>This study will be analyzing the current environment situation of the NPOs in art and culture area of this country. moreover, the relevant data among the existing information form government official announcement will be reviewed. Since the case study is based on the analysis of the current issues and development problems of those organization, 5 experts in this area (including the member of NPOs) will be interviewed so that to find the practical problems and available solutions.</p>

<p>Significance of the Research</p>	<p>This study expected that the outcome of the research can give some ideas or bring some advantages to art & culture region's NPOs and the relevant sectors. This study could make contribute to following sectors.</p> <p>Contribution to NPOs. This study will figure out some problems in the NPO's marketing. And It was giving the recommendations and solutions to the person in charge of Chinese NPOs, about the how to develop NPO in China.</p> <p>Contribution to society. This study can help NPOs to extend the marketing scope, when they immerse themselves into masses, that may reawaken Chinese culture awareness.</p> <p>Contribution to government and relevant sectors. This study will analyze this current position of NPOs in China and suggest government and relevant sectors that how to use NPOs to enhance Chinese cultural construction.</p>
<p>Literature Review</p>	<p>Basic Concept of NPO: NPO means "Non-Profit Organizations", it has many types of entities, which includes labor unions, research institutes, religious organizations, public schools, charities organizations, public hospitals and clinics, etc. The entities for NPOs has wide region and different types, therefore, variety of concepts defined by scholars. On the whole, a non-profit organization is different from the government organs, this kind of organizations refers to the not-for-profit collectively such as civil organizations, voluntary and independent sectors, charitable or tax-exempt organizations, private not-for-profit sectors, and non-governmental organizations (NGOs)(Ahmed Shamima, 2013). So, the goals of NPOs is an activity to pursue the social public welfare, and to provide social services to the public (Duan, 2010). It can be defined as five characteristics, which are formal, nonprofit, nongovernment, self-governing and voluntary(Washington Institute of China Studies., 2014).</p>

All the NPOs can be divided as 10 broad categories as follows:

Number	Name of Categories
1	Arts, Culture, and Humanities
2	Environment and Animals
3	Education
4	Health
5	Human Service
6	International Foreign Affairs
7	Public, Societal Benefit
8	Religion Related
9	Mutual/Membership Benefit
10	Unknown, Unclassified

Table 1

Source: *Effective Non-Profit Management* (Ahmed Shamima, 2013)

Concept of Chinese NPO: Basic on Chinese real situations, NPOs in China have the three features: no business activities, no profit-making intention, doing public or mutual benefit activities. In short, Chinese NPO have three legal forms: social organizations, privately-run non-corporate units, or foundations (Irish, Dongsheng and Simon, 2004). Commonly, those three forms of NPOs also can be called as social organizations, Non-enterprise Units Run by NGO, and Fund Organization (National Bureau of Statistics of China, 2016).

History of Chinese NPO: Over 90% of current NPOs in existence were established around 1950, while, most NGOs in worldwide were created in the past thirty to forty years, and both NPOs and NGOs are the most booming types of organizations in nowadays world (Hall, 1994).

Chinese NPOs has its own characteristics, and different history development. In general, NPOs' development in China has experienced 6 periods since 1949, the founding of the People's Republic of China. The six periods are: the restricted development period, the waning period, the revitalization period, the

development period, the downturn period, and the booming period (Washington Institute of China Studies., 2014).

➤ Restricted Period

The development of restricted period was from 1949 to 1966, NPOs developed difficult and slow in this time. The statistics shows that there are no more than 100 nationwide social units and 6000 local social organizations during 1949 to 1966 in China (Zhongze Wu & Jinluo Chen, 1996). Because, in this period, the regime had changed, China was under the control of highly centralized state power. The civil organizations were investigated by government, and the majority of NPOs, such as some associations, religion organizations, and several charity organizations were eliminated. This way aims to maintain the new political power. In this period, only two types of NPOs survived, one is the community council, and another one is social groups.

In 1950, The State Council of People's Republic of China drafted the regulation for Chinese NPOs, this regulation code named *Temporary Registration and Management Rules for the Social Organizations* (Washington Institute of China Studies., 2014). This regulation defined the social organizations should grouped into next five categories: social welfare, population benefits, literature and art, religious, and academic. And all of survivors had a same peculiarity --- they totally support and agree the decisions form the central government (CPC) (Washington Institute of China Studies., 2014), those organizations includes Democratic League of China, Jiu San Society, China Democratic National Construction Association, and other five social organizations. This eight legal organizations became a department of governmental administration system. So, the salary for staffs in those organizations was paid by government.

➤ Waning Period

The waning period was from 1966 to 1978, this time was the ten-year Chinese Culture Revolution, during this period, majority of research and artistic creations were restricted. There were no independent and freedom culture and art works, because all the works had political complexion, which means they had to serve the government. All the social organization was forbidden to do any activities. Table 2 shows the number of China's NPOs, from 1960 to 1980, that the social

organizations did not increase at all during the Chinese Culture Revolution period.

Year	Social Organizations
1960	5,000
1965	6,100
1970	0
1978	0
1980	10,000

Table 2 the number of China's NPOs from 1960 to 1980

Source: *China Statistics Yearbook* (National Bureau of Statistics of China, 2016)

➤ Reinvigoration Period

This period started after the reform in 1978. Social organizations were revived in different fields, such as art, science, literature, technology, and philosophy. The religion organizations, includes Taoism, Buddha, Muslims, and Christian, also recovered in this time(Washington Institute of China Studies., 2014).

➤ Development Period

Development period was happened in 1988 to 1998, numbers of social organizations were increased dramatically. This period laid a foundation for the development of NPOs in China. In this time, China influenced by the global democratization and socialization movement, Chinese government modified some restricted regulations for management of social organizations. As the matter of fact, Chinese social organizations were not only managed and organized by a single government department, while, there were many administrative department had this management function, such as the Ministry of Culture, National Science and Technology Council, National Sports Committee, Public Relationship Department, etc.(Washington Institute of China Studies., 2014). Each of above different administration agencies could manage social organizations which relevant their own region.

However, when social organizations detached the single government control, it began messy. So, in 1988, the Civil Administration Department published *Management Rules for the Foundation* to specify the management of social organizations (Washington Institute of China Studies., 2014).

➤ The Downturn Period

For organized NPOs, Chinese government passed a series of rules, laws and regulations. In 1998, government revised *The Registration and Management Rules for Social Organizations*, and in the same year, another rule was also passed, called the *Registration and Management Rules for Non-Profit Organizations* (Washington Institute of China Studies., 2014). Those rules ask the social organizations to register again, so, as table 3 shows, the number of those organizations was decreased during 1997 to 2001.

Years	Social Organizations
1997	181,318
1998	165,600
1999	136,764
2000	130,668
2001	128,805

Table 3 The number of China's NPOs from 1997 to 2001

Source: *China Statistics Yearbook* (National Bureau of Statistics of China, 2016)

➤ Rapid Development Period

Social organizations develop rapidly after 2001. Market economy became an important role in nowadays economy system, which encouraged social organizations founding. According to the statistic from *China Statistics Yearbook 2016*, there are almost 4,000,000 social organizations in China (National Bureau of Statistics of China, 2016).

➤ **Relevant Data of China's NPO in Art and Culture Sectors:** Table 4 shows increasing of China's NPO institutions number. The number of Social organization, non-enterprise units, and fund organizations keeping stable increase from 2005 to 2015.

Year	Number of Institutions (unit)	Social Organization	Non-enterprise Units Run by NGO	Fund Organization
2005	319,762	171,150	147,637	975

2006	354,393	191,946	161,303	1,144
2007	386,916	211,661	173,915	1,340
2008	413,660	229,681	182,382	1,597
2009	431,069	238,747	190,479	1,843
2010	445,631	245,256	198,175	2,200
2011	461,971	254,969	204,388	2,614
2012	499,268	271,131	225,108	3,029
2013	547,245	289,026	254,670	3,549
2014	606,048	309,736	292,195	4,117
2015		328,500	329,141	4,784

Table 4

Source: *China Statistical Yearbook* (National Bureau of Statistics of China, 2016)

- China's government has the willing to enhance the art and culture development in China. Table 5 gives the data of the national government expenditure of art, culture, sport and media.

(100 million yuan)

Year	Central Government	Local Government	National Government Expenditure
2011	188.72	1,704.64	1,893.36
2012	193.56	2,074.79	2,268.35
2013	204.45	2,339.94	2,544.39
2014	223.00	2,468.48	2,691.48
2015	271.99	2,804.65	3,076.64

Table 5

Source: *China Statistical Yearbook* (National Bureau of Statistics of China, 2016)

- Table 6 shows the number of art and culture institutions in China, in recent five- years.

Year	The Number of Art and Cultural Institutions (unit)
2011	43,675
2012	43,876
2013	44,260
2014	44,423
2015	44,291

Table 6

Source: *China Statistical Yearbook* (National Bureau of Statistics of China, 2016)

- Next two table give the information about the number and times of all the exhibitions and theoretical lectures hold by culture institutions, and the visiting and attending number of those culture activities.

Year	Number of Exhibitions (unit)	Visiting Exhibitions (10,000 person-time)
2011	107,785	7,752
2012	114,774	8,962
2013	138,225	9,246
2014	131,700	10,263
2015	140,000	27,860

Table 7 the Number of Exhibitions and Visiting Exhibitions

Year	Number of Theoretical Lectures (times)	Attending Theoretical Lectures (10,000 person-times)
2011	17,590	315.61
2012	20,825	365.88
2013	23,637	441
2014	25,555	445
2015	27,860	478

Table 8 the Number of Theoretical Lectures and Attending Theoretical Lectures

Source: China Statistical Yearbook (National Bureau of Statistics of China, 2016)

- Next table 9 shows the NPO's fields in China, and how many percentage of each area in the whole private NPOs.

Regions	Percentage %
Education	57.0
Social Services	14.4
Hearth	8.3
Technology	5.4
Culture	4.6
Sports	4.1
Business Services	2.1
Ecological	0.2
Religious	0.04
Others	3.8

Table 9 the NPO's fields in China
Source: (Yuanfeng, 2015)

NPO and Culture Soft Power: China's rising economic and political power were influenced by Chinese soft power (Yang, 2007). It should be identified that the soft power is not a trouble maker, which means it is not for military elements (Lu, 2012). A reason of study Chinese soft power: enrich the understanding of core social science concept (Lu, 2012). Actually, there are relevant factors in terms of culture is in China's soft power, which in the 5,000 years civilization, includes language, martial arts, mores like harmony, respect for authority, customs, arts, etc. (Lu, 2012). While, the large population made the government was difficult to spread culture to all the bases. Nonprofits can encourage many different programs which can produce public benefit outcomes or and social values (Brown, 2017).

China's NPO has three main sectors, social organizations, privately-run non-corporate units, or foundations (Irish, Dongsheng and Simon, 2004). The key function of NPOs is to carry out different types of public welfare; those NPOs social status is build a vehicle which can connect the government and social

	<p>public (Duan, 2010). China's government has new attitude to NPO sectors, the government needs those NPOs resources, information, and professional knowledge, which can help the government enhance the political compliance (Jing, 2015).</p> <p>NPO's Fund and Markets: As the transitional and marketing economy growing, China has experienced dramatically social change, Chinese non-profit organizations are facing many challenges, so the NPOs have to make some change in marketing, innovation is necessary for its development (Lan and Galaskiewicz, 2012). The current situation of Chinese non-profit sector is in flux, which means those NPO are very short of fund (Yuanfeng, 2015). Beside fund, the reputation is also important for NPOs. Large member of NPOs try to make some impact in both social and the specific area (Pope, Isely and Asamo-Tutu, 2009). (Pope, Isely and Asamo-Tutu, 2009). For NPO's market, there are three target markets that they should attract, which are customers, donors (funders), and volunteers (Hou, Eason and Zhang, 2014).</p>
<p>Research Methodology</p>	<p>Measuring Instrument: The main measuring instrument for this case study is interview. The author will select suitable objects and make interviews with them. The types of interview include, face to face interview, phone interview, email interview. For this case, the author will choose face to face interview and phone interview as major measuring instruments. Beside this, some questionnaires will be prepared as appurtenance to help the interview process.</p> <p>To do the interview, there are several materials needed during interview, such as, voice recording devices, paper and pen, interview questions. For this case study, to select interview as the main measuring instrument has an advantage, which is high efficiency. The interview can help researcher get the useful information promptly, and if the researcher has some problem that can solve immediately. However, this measuring instrument also have disadvantages. It can be easily influenced by environment, which means the environment of interview may affect the emotions and psychological states of the interviewee, which may conduct the answer or results not so strict objective.</p>

Study Population: The topic of this case study is marketing strategy for NPO in art and culture area in China, so, in general, the population of this case study is the people who work for NPO in art and culture area in China. The target population for this case study is the group of people, who are the age above 18 and work for anyone NPOs in art and culture area in China, or work for the government sector that relevant NPOs, or someone support the activities of NPOs in art and culture area, no matter what the gender and education level.

Unit of Analysis: For this case, the unit of analysis is the NPO industry in art and culture area. The interviewee selected from above group of people, and authority in this NPO sector. The author will invest eight to ten professionals in this area and in some relevant sectors of NPOs to answer questions. Those relevant NPOs includes, Chinese Calligraphers Association, Chinese Guqin Study Association, Chinese Photographers Society.

Sample Selection and Sampling Techniques: For this case study, the sampling technique is non-probability sampling. The author selects purposive sampling technique as the main study tool. Those sample selected from the target population, who work for or relevant non-profit sector in art and culture area in China.

For the sample size, the author will select 8 to 10 interviewees from different NPOs in art and culture are in China.

Data Collection and Analysis Methods: The data and information collected from interview, and some questionnaire will as appurtenance for data collection. Content analysis persists throughout of this case study, and the author will use conceptual analysis as the main analysis method to research this case. Interview will be using for collecting information, and some secondary relevant data will present and be quoting to analysis the current situation, which can help the further research and study.

Appendix B: Interview Questions

There are two research objectives in this study, the general objective is to identify China's NPO development on repositioning Chinese civil culture consciousness; and the specific objective is to provide further recommendations to help relevant agencies with marketing strategy enhancing the repositioning efforts. In order to achieve above two objectives, the study designed three research questions which branch out other seven questions as interview questions. The relationship between research questions and interview questions as follow:

Research Question 1: What it takes to build an orderly market which can help NPO survival?

1. In your vision, what kind of organizations correspond the NPO standard in art and culture sectors?
2. Do you think there are some issues happened in NPOs in art and culture sectors in China? What kind of problem?

Research Question 2: How NPO's are funded?

3. In your vision, is there has any urgent problem in art and culture region's NPOs? What kind of factors conduct above problem?
4. The fund of NPOs in art and culture area from where? And how those NPOs get fund?

Research Question 3: How NPO's expanding their marketing scope and promotions?

5. How NPOs in art and culture area service public? What kind of ways they used?
6. Could you point out barriers of NPOs develop in big cities and small cities in China? In your vision, how to solve those problems?
7. Do you think NPO can reawaken Chinese civil conciseness, and national soft power?

Appendix C: Interview Transcribes

1st Interviewee

Interviewer: Hu Junyao

Institution: INTI International University, Faculty of Business

Duration: Each individual participant 30 minutes

Time: 8th March 2018

Interviewee: Wang Xiandong

Background of Interviewee: Member of Chinese Calligraphers Association; Member of Henan Guqin Studies Association; the President of Anyang Guqin Studies Association.

Data Recording: Notes recording, Voice Recording, and Dissertation

Interview Question and Answer:

Q1. In your vision, what kind of organizations correspond the NPO standard in art and culture sectors?

In my opinion, the organization and association under China Art and Literary Association(CALA) can be considered as formal non-profit organization.

Q2. Do you think there are some issues happened in NPOs in art and culture sectors in China? What kind of problem?

Lots of issues existed in NPOs now, but the main problem is government strong intervention, it conducts those NPOs less self-governing and management.

Q3. In your vision, is there has any urgent problem in art and culture region's NPOs? What kind of factors conduct above problem?

Those organizations are not for profit, most non-profit organizations lack fund, and the personnel and volunteer are also insufficient. This situation causes the

event may difficult to operate. There are many reasons for this problem, the main reason is immature development of this China's NPOs, less people follow and focus on it, so that the advantages of those organizations cannot present to public, also, relevant regulations and laws still need improve and complete.

Q4. The fund of NPOs in art and culture area from where? And how those NPOs get fund?

The NPOs that I know, there are two ways to get fund: one is social support, and another is from government. For the first one, organizations should cooperate with private enterprises, those enterprises will as the title sponsorship to offer some activity fees for NPOs; the second is from government, because there are some official events, the government will distribute this task to local NPOs, on behalf of government, the NPO can got some fund, but just for this activity.

Q5. How NPOs in art and culture area service public? What kind of ways they used?

It is very common for NPOs to services public. As I know, the main service channel is exhibition, or public lecture, etc.

Q6. Could you point out barriers of NPOs develop in big cities and small cities in China? In your vision, how to solve those problems?

I think is small quantities, such as the small city, if people want to be found an organization, they need go to several government sectors office to get permission. Especially in small cities, this is a common phenomenon, difficult application procedure restricts many organizations development. another reason is still fund. Organizations cannot operate activities without fund, so, some organizations after established couldn't do anything, in the end, they just remain a name, become a ghost. If want to solve those problem, it must start from government, such as simplify the application procedure, publish and complete relevant regulations, encourage foundations establish, and give some advices to help them operated.

Q7. Do you think NPO can reawaken Chinese civil conciseness, and national soft power?

Absolutely yes. NPO can be a good additional part of government seek into the bases. Because NPOs can deep spread in public, it can make every people from different cities and classes levels to know this. This thing is difficult for government to achieve.

2nd Interviewee

Interviewer: Hu Junyao

Institution: INTI International University, Faculty of Business

Duration: Each individual participant 30 minutes

Time: 12th March 2018

Interviewee: Zhang Jianqiang

Background of Interviewee: The Member of Chinese Photographer Association

Data Recording: Notes recording, Voice Recording, and Dissertation

Interview Question and Answer:

Q1. In your vision, what kind of organizations correspond the NPO standard in art and culture sectors?

In my view, there is no pure non-profit organization, national conditions can be a cause reason. However, it is difficult for NPOs to keep business things away. Such as the China Art and Literary Association (CALA), it also has some business activities.

Q2. Do you think there are some issues happened in NPOs in art and culture sectors in China? What kind of problem?

Yes. The secondary sectors under the CALA, the people call them NPOs, but it still cannot represent the benefit and demands of the common bases or public. Because in China, those organizations, such as CALA, are always led by government, the leaders in organization also the people from inside system which means relevant government, while, it is rarely seen that the artist as leader of NPO which under CALA.

Q3. In your vision, is there has any urgent problem in art and culture region's NPOs? What kind of factors conduct above problem?

The most urgent problem for those NPOs, as I see, "de-bureaucratization" is very important. Nowadays, the committees of those NPOs usually from two places, one is the people inside system, another is the people who almost retirement from government institutions, both of the two kinds of people are relevant government, while, the real artist and some popular artist from common bases cannot entry join the committees. This phenomenon is restricting the voice of artist, and many useful information also cannot be present well. How to solve this problem and help organizations operation efficiency is a big task. Due to the NPOs should get the permission of political party, that the bureaucratization is still alive.

Q4. The fund of NPOs in art and culture area from where? And how those NPOs get fund?

For this question, as I know, there is some obligated fund. But the obligated fund for the NPOs' activities is far from enough. Those funds may cannot in time to help organizations, or in time but not sufficient, or even no this fund, in this situation, those secondary sectors under CALA have to go outside to collect fund from social and public.

Q5. How NPOs in art and culture area service public? What kind of ways they used?

Based on above background, the NPO (under CALA) always reflect the ruling party's voice. For this situation, I think the service way is seems a little perfunctory, that may impact those NPO's influence in public.

Q6. Could you point out barriers of NPOs develop in big cities and small cities in China? In your vision, how to solve those problems?

The answer is similar like I just mentioned in the former question, the influence power is not enough, so that the people can't identify them well. So the main problem that organizations should solve immediately is know how to seek in the common bases, and motived the members especially artist, to motived them

spread art and culture to public. In my city, the situation is many organizations don't have meeting or events, they just have a NPO name.

Q7. Do you think NPO can reawaken Chinese civil conciseness, and national soft power?

Yes, I think it can. But if want to reawaken Chinese civil conciseness, the education is also a main participator, while NPOs just an assistant. If above problem can be solved, such as fund, operation, NPOs can achieve success. So, the non-profit organization in art and culture sector have bright prospect, it is can be relevant the culture confident, this phrase is popular today, because, today's China, people's living resources is plentiful enough, and the main social contradiction is the imbalance between the increased of living standard and less-development of spiritual standard.

3rd Interviewee

Interviewer: Hu Junyao

Institution: INTI International University, Faculty of Business

Duration: Each individual participant 30 minutes

Time: 14th March 2018

Interviewee: Wei Ailin

Background of Interviewee: The Curator of Anyang Folk Custom Museum

Data Recording: Notes recording, Voice Recording, and Dissertation

Interview Question and Answer:

Q1. In your vision, what kind of organizations correspond the NPO standard in art and culture sectors?

In my view, the standard of non-profit organization should have the following four points:

1. NPOs must be formal, that means the organization must be accept by common people, so that can have the authority and ability to speared art and culture;
2. It's like the museum like us, it's totally non-profit and for public welfare;
3. Have wide target audience, face to common bases or social organizations;
4. Have some fund can support the events and activities, no organizations can survive without fund, such as our museum, we want to introduce the folk custom to school, while in this process we must find lots of people, volunteers to do the promotion and advertisement, all of those need fund to support.

Q2. Do you think there are some issues happened in NPOs in art and culture sectors in China? What kind of problem?

The personnel and fund are two serious problems for every NPO. I work for

museum for many years, so the current situation of museum is personnel shortage, many staff of museum wearing different hats, one person may do several jobs, so that the museum can operate, but just operate cannot develop. This situation in big city maybe not so frequent to happen, but in middle and small city, it is a big problem. We don't have the fund for development, just a poor and little fund for operating expenses. We also want to do it well, we design many activities and want invite people to come our museum, while, we don't have enough money for doing promotion and exhibitions. All of those issues restrict our development, I know it relevant with city's economic background, so, we just do everything in our best in current.

Q3. In your vision, is there has any urgent problem in art and culture region's NPOs? What kind of factors conduct above problem?

It's the degree of recognition and consideration. The country attaches importance to culture construction and national self-consciousness, but those ideologies cannot be implemented in common bases. The people are more focus on practicability. China develop rapidly in recent years, but still in the rank of developing country, government still more focus on people's livelihood problem, so it can't give consideration to both livelihood problem and culture construction, so that the limited of fund. But I believe there is bright prospective of culture, but it need time.

Q4. The fund of NPOs in art and culture area from where? And how those NPOs get fund?

I work for museum, so I just can present the angle from museum situation. We lack sufficient funds for a long time. Our country encourage museum to develop cultural industry so that can create some income for museum. Cultural industry is the products designed around the museum exhibit and sold those products to public to get some fund. But there still have problem, because the staff is not enough, the cultural industry also need workers to design, product, promote and sell. The extension and development of cultural industry have prospective but no more people to do this.

Q5. How NPOs in art and culture area service public? What kind of ways they used?

I still in the museum perspective to answer this question. For museum, the common way to service public is exhibition, in this process to represent some classical culture scene to people, to reawaken people's memories of traditional culture, in the same time also can do some patriotism education. As I see, our duty is to do social education, this education can influence people by environment, especially for kids. We develop a series experiencing activities, such as traditional culture communication, folk culture travel. This kind of activities for public welfare can be a bond to connect social and culture.

Q6. Could you point out barriers of NPOs develop in big cities and small cities in China? In your vision, how to solve those problems?

Generally speaking, our country still in developing stage, when all people's livelihood problem solved, then they will devote all the effort to do the spiritual and cultural construction. This is just a matter of time, the NPO's development and culture renaissance can be realized in the future.

Q7. Do you think NPO can reawaken Chinese civil conciseness, and national soft power?

Yes, definitely yes. Although our efforts is insignificant, but after days and months multiplying, it can make huge contribution for social.

4th Interviewee

Interviewer: Hu Junyao

Institution: INTI International University, Faculty of Business

Duration: Each individual participant 30 minutes

Time: 15th March 2018

Interviewee: Sun Jing

Background of Interviewee: Member of Chinese Dancers Association, Member of Henan Dancers Association, Vice-president of Puyang Dancers Association

Data Recording: Notes recording, Voice Recording, and Dissertation

Interview Question and Answer:

Q1. In your vision, what kind of organizations correspond the NPO standard in art and culture sectors?

In my opinion, the NPO standard is the organization which have local culture characteristics, can hold exhibition and educate people, such as museum. Other examples such as cultural and arts centers, calligraphic and arts association, universities for old-people, all of those meet this standard.

Q2. Do you think there are some issues happened in NPOs in art and culture sectors in China? What kind of problem?

I think the current market is still quite rampant, because many organizations applied for NPO, bur just have this title and doing business things. Therefore, it is a problem for those NPOs that many organizations are not formal and professional, especially in the field of culture and arts.

Q3. In your vision, is there has any urgent problem in art and culture region's NPOs? What kind of factors conduct above problem?

I think is a conflict between procedural processes and public welfare activities. There are many non-profit organizations have the willing to support public

welfare activities, however, a series of procedures from government sectors are complicated, which become a barrier for NPO development.

Q4. The fund of NPOs in art and culture area from where? And how those NPOs get fund?

Although NPO are not profitable, they also have pay operation fees in the same as business companies, such as rent. Most social organizations cannot receive any government financial support, so they have to use their ways to find money, such as collect member fee, or seek private sponsorship, even organize some performances to earn some funds to support activities and operation.

Q5. How NPOs in art and culture area service public? What kind of ways they used?

We always hold some activities to make more people know art and culture. However, the financial difficulties conduct many activities were not well carried out, thus may influence even eliminate the NPOs' enthusiasm. Therefore, some organizations only completed the tasks that required by government or relevant sectors.

Q6. Could you point out barriers of NPOs develop in big cities and small cities in China? In your vision, how to solve those problems?

The first and second tier cities may can get more support from local government. The NPOs' development is relatively slow in small cities, and the support from social and government also less than big cities. The CALA only convey some tasks to those social organizations, but this behavior may cause some pressure on these organizations. I think, for solve this problem, we must get support from all walks of life, especially financial support. Some individual groups can do some profit-making activities to support the promotion of culture.

Q7. Do you think NPO can reawaken Chinese civil conciseness, and national soft power?

Of course, economy and art are indispensable. The construction of a country's soft power is also a part of spiritual civilization construction.

5th Interviewee

Interviewer: Hu Junyao

Institution: INTI International University, Faculty of Business

Duration: Each individual participant 30 minutes

Time: 19th March 2018

Interviewee: Li Shuangxu

Background of Interviewee: The Executive Director of Henan Guqin Research Society, the President of Shangqiu Guqin Studies Association, The Vice Secretary General of Shangqiu Musicians Association, The Lecturer of Guqin Major in Shangqiu Normal College

Data Recording: Notes recording, Voice Recording, and Dissertation

Interview Question and Answer:

Q1. In your vision, what kind of organizations correspond the NPO standard in art and culture sectors?

In fact, all the activities will have profit in the end. Even cultural heritage also can't develop without financial support. The fact is that businessmen always focus on profit-making and culture-man is more care about passion the passions. This emotion means they besot of culture and art, this group of people have the willing to devote themselves to culture and art construction and development. It is not use non-profit name to do business things, that's totally different. The culture development need business to support, while the business also need moral support from culture, but cultural transmission is not equivalent to business activity.

Q2. Do you think there are some issues happened in NPOs in art and culture sectors in China? What kind of problem?

I work for Guqin cultural transmission things, so I'll talk about it in this regard. In the process of guqin culture propagation, there are two major issues:

First, many people are not really learning this culture, some of them only learned it several months or one year, then they begin to teach classes, in fact, those people haven't achieved teaching level at all. This behavior spoil elegant arts and culture.

The second issue is that the supervision of non-profit organizations from relevant departments is faultiness. I think this phenomenon should have some regulations to restrain, but there is no standard to manage it. People may easily feel confused when they meet those so-called "non-profit organizations" and also may mislead by them. In my opinion, the behavior of culture spread is not for make money or make profit, so the above behavior ignores the value of culture and art.

Q3. In your vision, is there has any urgent problem in art and culture region's NPOs? What kind of factors conduct above problem?

Still, some organizations can't really do something meaningful, they may more eager for quick success and instant benefit instead of culture transmission. There are many reasons cause this problem, and we have also been mentioned before, such as funds, insufficient cultural connotations and so on.

If NPOs want to solve this problem, I think the organizations can hold some activates such as, lectures and academic exchanges. They should improve themselves' cultural competence, then do the quality cultural transmission and communication to face the common people.

Q4. The fund of NPOs in art and culture area from where? And how those NPOs get fund?

At present, the non-profit organizations in China's culture and arts are mainly academics and social organizations, and peoples in those organizations was voluntary with common hobbies and ideals. Based on this background, there are two ways to collect the fund: membership fee and commercial sponsorship. The received membership fees can help organizations to do some practical and meaningful things for the members, such as holding a gathering or lectures for culture communication. The commercial sponsorship usually depends on the

personal relationships, those businesses won't provide fund unconditionally, they may require organizations to give them some benefit.

Q5. How NPOs in art and culture area service public? What kind of ways they used?

For music-related NPOs, it is mainly organized public concerts so that to make more people know them.

Q6. Could you point out barriers of NPOs develop in big cities and small cities in China? In your vision, how to solve those problems?

There are two main obstacles: one is the association or institutions no members; another one is the mess NPO markets. The reason for those two issues is also relevant the tense of financial resources and personnel. Besides that, some "organizations" in the name of NPO while to do the business things and mislead common people, because of the long-term incomprehension and misunderstand, only minority accept NPOs in current situation. If those NPOs want to solve the above issues, I suggest them let the members understand their organization at first, then use formal and official way to do promotion, so that can make people trust them, finally, to explain and spread the culture things to people.

Q7. Do you think NPO can reawaken Chinese civil conciseness, and national soft power?

The answer is "absolutely yes". This organizations' existence is valuable, as a member of NPOs, we have the obligation to transport culture and spread positive energy to society. And I always believe that NPOs can make more people to understand the significance of cultural heritage.

6th Interviewee

Interviewer: Hu Junyao

Institution: INTI International University, Faculty of Business

Duration: Each individual participant 30 minutes

Time: 25th March 2018

Interviewee: Chen Zewei

Background of Interviewee: The Member of Chinese Calligraphers Association, The Member of Chinese Poetry Studies Institution, The Committee of Chinese Professional Calligraphy in Education Society, Distinguished Calligrapher of Chinese Characters Museum

Data Recording: Notes recording, Voice Recording, and Dissertation

Interview Question and Answer:

Q1. In your vision, what kind of organizations correspond the NPO standard in art and culture sectors?

In my opinion, in China, CALA is in the standard of non-profit organization in art and culture sector. Because the CALA is belong to government, it has government department's figures. The CALA can direct serving all artists, and also focus on culture spread. CALA don't have the purpose for-profit, it just wants to complete the service.

Q2. Do you think there are some issues happened in NPOs in art and culture sectors in China? What kind of problem?

The main problem of CALA is lacking funds. And I also believe that the prosperity of cultural development cannot be separated from the financial support. For example, the Calligraphy Association wants to carry out an exhibition, they need to rent a venue and do promotion, they also need decorate the place and art works, after the exhibition, they have to print out the exhibition book. Every step in this process need money, while the government does not have funds to support the activities, the organizations should find sponsorship

from social.

Q3. In your vision, is there has any urgent problem in art and culture region's NPOs? What kind of factors conduct above problem?

The people, funds, and venues are three major problems in NPO development process. Many local organizations mainly recruit local people, but I think other places' talents is also very important, those people can bring fresh information and ideas into local organizations. The second issue is about special funds. Now many organizations do not have special fund so that it is difficult for them to do hold some activities.

The third issue is the venue. For example, if we want to hold a meeting or an academic exchange, there is no fixed venue for the organization. We cannot blame people or government, because this is due to the limitations of economic development in a city.

Q4. The fund of NPOs in art and culture area from where? And how those NPOs get fund?

At the national level, the official association's statute clearly points out that there are three main sources of funds: one is to collect membership fees, the other is government grants, and the third is social donations. However, for the inland cities in the north of China, the government support is not enough, social contributions are not so easy to obtain, because of the cultural differences between North and South.

Q5. How NPOs in art and culture area service public? What kind of ways they used?

It mainly depends on exhibition, and events. From the aspect of calligraphy, we have calligraphy lecture, bring calligraphy into the community and school. Other organizations also do the same things, in this way to improve people's culture consciousness, and improving the city's cultural soft power.

Q6. Could you point out barriers of NPOs develop in big cities and small cities in China? In your vision, how to solve those problems?

The biggest problem is funds. Traditional culture is influential and vital in the masses, however, because the funds are not enough, these NPOs cannot development efficiently. This problem cannot solve only by a person or a city, this is an institutional problem. But now the dawn of culture and art is coming, because China is paying more and more attention to traditional culture rebuild. In other words, if the government attaches important to it, there will be some policies to support it.

Q7. Do you think NPO can reawaken Chinese civil conciseness, and national soft power?

It will definitely awaken the public's spiritual and cultural awareness. Since the 18th National Congress of the Communist Party of China, President Xi has mentioned cultural self-confidence. In the current international situation, this is an accurate judgment and positioning for the development of Chinese culture. In fact, cultural self-confidence can bring the traditional culture infiltrate into everyone's heart.

Appendix D: MBA Project Log**PROJECT PAPER LOG**

This is an important document, which is to be handed in with your dissertation. This log will be taken into consideration when awarding the final mark for the dissertation.

Student Name:	Hu Junyao
Supervisor's Name:	Dr. Arasu Raman
Dissertation Topic: The Practice of Marketing Strategy Among Non-Profit Organizations in the Sector of Art and Culture in China	

Section A: MONITORING STUDENT DISSERTATION PROCESS

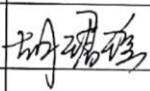

The plan below is to be agreed between the student & supervisor and will be monitored against progress made at each session.

Activity	Milestone/Deliverable Date				
Initial proposal & Chapter 1,2,3	10/1/2018	17/1/2018	14/1/2018		
Proposal Defense Studies	31/1/2018	7/2/2018			
Data Collection & Analysis	14/2/2018	14/3/2018			
Discussion on Chapter 4,5	21/3/2018	28/3/2018			
Defense Slides Final Review	4/4/2018	9/4/2018			

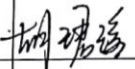

Section B: RECORD OF MEETINGS

The expectation is that students will meet their supervisors up to seven times and these meetings should be recorded.

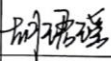

Meeting #1

Date of Meeting	10/1/2018
Progress Made	- Discussion the initial proposal and the first draft of chapter 1,2,3
Agreed Action	- Need modify the draft especially for chapter 2, the literature review need more detail
Student Signature	
Supervisor's Signature	

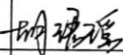

Meeting #2

Date of Meeting	12/1/2018
Progress Made	- Completed chapter 1,2 & 3 - Supervisor done the proofreading
Agreed Action	- Edited format, move history background into chapter 2
Student Signature	
Supervisor's Signature	

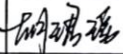

Meeting #3

Date of Meeting	14/1/2018
Progress Made	- Completed and finalized chapter 1,2 &3
Agreed Action	- Prepare first proposal defense slides
Student Signature	
Supervisor's Signature	

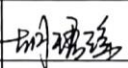

Meeting #4

Date of Meeting	31/1/2018
Progress Made	- The first draft of proposal defense slide
Agreed Action	- Modify the slide content - Mentioned to do data collection
Student Signature	
Supervisor's Signature	

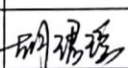

Meeting #5

Date of Meeting	7/2/2018
Progress Made	- Confirm the content of slide
Agreed Action	- Prepare chapter 4 and 5
Student Signature	
Supervisor's Signature	

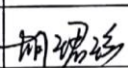

Meeting #6

Date of Meeting	14/2/2018
Progress Made	- The data collection process
Agreed Action	- Continued this process and improve efficiency - Prepare chapter 4 and 5
Student Signature	
Supervisor's Signature	

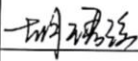

Meeting #7

Date of Meeting	14/3/2018
Progress Made	- Finalized data collection
Agreed Action	- Begin the analysis of data
Student Signature	
Supervisor's Signature	

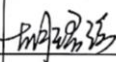

Meeting #8

Date of Meeting	21/3/2018
Progress Made	- Finish the draft of chapter 4, 5
Agreed Action	- Need modify the draft especially for chapter 4 finding and result
Student Signature	
Supervisor's Signature	

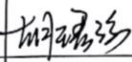

Meeting #9

Date of Meeting	28/3/2018
Progress Made	- Complete the chapter 4 and chapter 5
Agreed Action	- Prepare the final defense slides
Student Signature	
Supervisor's Signature	

Meeting #10

Date of Meeting	4/4/2018
Progress Made	- Complete this project - Complete the final defense slide
Agreed Action	- Modify the final defense slide - Complete all the appendix and format
Student Signature	
Supervisor's Signature	

Meeting #11

Date of Meeting	9/4/2018
Progress Made	- Complete the project - Complete the slide
Agreed Action	- Prepare final defense
Student Signature	
Supervisor's Signature	


Section C: COMMENTS ON MANAGEMENT OF PROJECT

Student Comments

Dr. Arasu has been a supportive supervisor to guide me throughout the whole project. It's been a pleasure to work with him. And, I really learn something from him.

Supervisor Comments

Proficiency made & copy submitted
considering real interest, effort &
hard working in this document
about.



Appendix E: Permission to Conduct Research**LETTER OF PERMISSION TO CONDUCT INTERVIEW &
USE ORGANIZATION NAME**

Hu Junyao,
Student, Master of Business Administration
INTI International University, Nilai-71800
Malaysia.

Date: 5th April, 2018

Dear Ms. Hu,

PERMISSION TO CONDUCT RESEARCH & USE ORGANIZATION NAME

As per your request received I have come to know that you are interested to conduct a research on our organization. The proposed objectives of your study are:

- (a) To know more information about NPO of art and culture field or relevant sectors;
- (b) To suggesting a strategic solution to overcome the challenges.

I am hereby giving my consent and approval to conduct an interview of my own experience and to use the organization's name for your research.

Yours sincerely,

Wang Xiandong

Signature:



**LETTER OF PERMISSION TO CONDUCT INTERVIEW &
USE ORGANIZATION NAME**

Hu Junyao,
Student, Master of Business Administration
INTI International University, Nilai-71800
Malaysia.

Date: 5th April, 2018

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I am hereby giving my consent and approval to conduct an interview of my own experience and to use the organization's name for your research.

Yours sincerely,

Sun Jing

Signature:



**LETTER OF PERMISSION TO CONDUCT INTERVIEW &
USE ORGANIZATION NAME**

Hu Junyao,
Student, Master of Business Administration
INTI International University, Nilai-71800
Malaysia.

Date: 5th April, 2018

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I am hereby giving my consent and approval to conduct an interview of my own experience and to use the organization's name for your research.

Yours sincerely,

Chen Zewei

Signature:



**LETTER OF PERMISSION TO CONDUCT INTERVIEW &
USE ORGANIZATION NAME**

Hu Junyao,
Student, Master of Business Administration
INTI International University, Nilai-71800
Malaysia.

Date: 5th April, 2018

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- (b) To suggesting a strategic solution to overcome the challenges.

I am hereby giving my consent and approval to conduct an interview of my own experience and to use the organization's name for your research.

Yours sincerely,

Li Shuangxu

Signature:



**LETTER OF PERMISSION TO CONDUCT INTERVIEW &
USE ORGANIZATION NAME**

Hu Junyao,
Student, Master of Business Administration
INTI International University, Nilai-71800
Malaysia.

Date: 5th April, 2018

Dear Ms. Hu,

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- (a) To know more information about NPO of art and culture field or relevant sectors;
- (b) To suggesting a strategic solution to overcome the challenges.

I am hereby giving my consent and approval to conduct an interview of my own experience and to use the organization's name for your research.

Yours sincerely,

Li Shuangxu

Signature:



**LETTER OF PERMISSION TO CONDUCT INTERVIEW &
USE ORGANIZATION NAME**

Hu Junyao,
Student, Master of Business Administration
INTI International University, Nilai-71800
Malaysia.

Date: 5th April, 2018

Dear Ms. Hu,

PERMISSION TO CONDUCT RESEARCH & USE ORGANIZATION NAME

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- (a) To know more information about NPO of art and culture field or relevant sectors;
- (b) To suggesting a strategic solution to overcome the challenges.

I am hereby giving my consent and approval to conduct an interview of my own experience and to use the organization's name for your research.

Yours sincerely,

Wei Ailin

Signature:



Appendix F: Turnitin Result

4

Match Overview
✕

4%

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1	www.bpastudies.org Internet Source	1%	>
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