

# Marketing the Core Brand Values of Social Enterprise

An exploratory study on how social enterprises in the west of Ireland identify their potential target market and communicate their core brand values

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## **Abstract**

The Social Enterprise Sector has grown rapidly in many countries in recent years to fill the gaps in social services. It helps to increase employment and solve public problems, thus promoting work integration and the economic development of a community (Wang, Duan and Yu 2016). What originally started out as a co-operative structure in the US and Europe the social enterprise model has taken on many forms and definitions over the years (Teasdale, 2011). Due to the lack of mission and vision of the social enterprise sector there is confusion and lack of clarity on the purpose and objectives of the social enterprise sector (Kim and Young, 2015). In Ireland, there have been calls for a social enterprise strategy/framework to clarify the role of the sector and branding of the social enterprise sector to highlight the impact and success stories of the hundreds of organisations within the country (Hynes, 2016).

This qualitative research focuses on identifying the service users of social enterprises in the west of Ireland and the concept of marketing the social enterprise sector based on its core brand values. Building the equity of a brand places much value on the 'social image' of a brand, the perception that service users feel their social groups holds with the brand (Lasser, Mittal and Sharma, 1995). This research found that the brand equity of the social enterprise sector could be enhanced through telling the unique story of the social enterprise sector. Using the core brand values to act as a guide to build the culture of the social enterprises (Manohar and Pandit, 2013).

The findings indicate that managers and frontline staff of social enterprises would benefit from a national social enterprise strategy, the provision of additional training in the area of social enterprise development, marketing, customer service and networking. The research found that social enterprises are different to the traditional business model and should market themselves based on their core brand values that differentiate them from their competition. A number of recommendations are provided in this research and validated by a social enterprise expert.

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# Table of Contents

Disclaimer	
Abstract.....	v
Acknowledgments.....	vi
List of Figures .....	
Abbreviations.....	

## Chapter One: Introduction

1.1 Introduction.....	
1.2 Defining Social Enterprise	
1.3 Social Enterprise Target Group	
1.4 Research Objectives	
1.5 Value of the Study	

## Chapter Two: Literature Review

2.1 Introduction	
2.2 Background to the Social Enterprise Sector	
2.3 Social Enterprise Sustainability	
2.4 Marketing Social Enterprise	
2.5 Applying Segmentation Strategy to Social Enterprise	
2.6 Brand Social Enterprise Core Brand Values	
2.7 Culture and Storytelling to Build a Social Enterprise Brand	
2.8 Communicating the Core Brand Values	
2.9 Measuring the Impact of Social Enterprise	
2.10 Literature Review Conclusion	

## Chapter Three: Methodology

3.1 Introduction	
3.1 Research Design	

- 3.3. Data Collection Methods
- 3.4 Measurement Techniques
- 3.5 Sampling
- 3.6 Analysis of Findings
- 3.7 Ethical Considerations
- 3.8 Limitations
- 3.9 Methodology Conclusion

## **Chapter Four: Qualitative Finds and Analysis**

- 4.1 Introduction
- 4.2 Findings from In-Depth Interviews with Managers of Social Enterprises ....
- 4.3 Identifying Potential Target Market
- 4.4 What Target Markets are Not Being Supported Currently, and Why?.....
- 4.5 Communicating Core Brand Values of the Social Enterprise
- 4.6 Tools and Techniques used to Communicate Core Brand Values
- 4.7 Planned Strategy to Communicate Core Brand Values
- 4.8 Feedback from Focus Groups with Frontline Staff of Social Enterprises .....
- 4.9 Identifying Potential Target Market
- 4.10 Communicating Core Brand Values of Social Enterprise
- 4.11 Tools and Techniques Used to Communicate Core Brand Values
- 4.12 Planned Strategy to Communicate Core Brand Values
- 4.13 Key Insights and Conclusion to Findings

## **Chapter Five: Recommendations**

- 5.1 Introduction
- 5.2 Identify and Segment the Potential Target Market
- 5.3 The Internal Customer – Training and Understanding of the Organisation
- 5.4 Training of Management and Support Agency Personnel
- 5.5 Devising a Marketing Strategy for the Social enterprise
- 5.6 Select Appropriate Communication Tools and Techniques
- 5.7 Position and Market the Social Enterprise Based on the Unique Culture, Mission and Core Brand Values
- 5.8 Network and Learn from Others
- 5.9 Maintain Consistency in the Brand Management Approach
- 5.10 Input to Government Policy and Social Enterprise National Framework Development
- 5.11 Research Limitations and Reflection

## **References**

## **Appendix**

- Appendix One: Interview Consent Form
- Appendix Two: Interview Introduction
- Appendix Three: Interview with Managers Theme Sheet
- Appendix Four: Focus Group Consent Sheet
- Appendix Five: Focus Group Introduction
- Appendix Six: Focus Group Theme Sheet
- Appendix Seven: Focus Group Slides

Appendix Eight

Introduction to Social Enterprise Development Course  
Advertisement



## List of Figures

# Chapter One

## 1.1 Introduction

Although there are similarities between commercial for-profit business models and social enterprises there is agreement that there are advantages with combining the legal and institutional approach with the values and principles that underpin the social sector (the normative and ethical approach). Common brand values of social enterprise in Ireland include dynamism, innovation, professionalism, commitment to the values of social justice, equality and diversity and the ability to always seek out and adhere to truth. Social Enterprises aim to work with a positive spirit of collaboration and mutual respect with the sole aim of strengthening the social economy in Ireland (Social Enterprise Ireland, 2017). Many social entrepreneurs struggle to identify, define, and integrate core values into their enterprise design and organisational cultures. In the midst of other competing issues, core values are unfortunately often assumed and therefore overlooked (Haskell, 2015).

## 1.2 Defining social enterprise

Boraga and Defourny (2001) define social enterprise sector as:

*“The social economy includes economic activities carried out by co-operatives and related enterprises, mutual societies and associations whose ethical stance is represented by the following principles:*

- *The aim of serving members of the community, rather than generating profit;*
- *An independent management;*
- *A democratic decision making process;*
- *The primacy of people and labour over capital in the distribution of income.”*

In Ireland, there are four main types of social enterprise, and often social enterprises may overlap in these goals:

- those with commercial opportunities that are established to create a social return; those creating employment opportunities for marginalised groups;
- economic and community development organisations;
- and, those that deliver services (Forfás, 2016)

The proposed definition for social enterprise

*“...as an enterprise that trades for a social/societal purpose, where at least part of its income is earned from its trading activity, is separate from government and where the surplus is primarily reinvested in the social objective”;*

(Forfás, 2016)

A contemporary definition from the Young Social Entrepreneurs (2014) provides this:

*“The practice of using creativity to develop solutions which improve the well-being of people and society”.* (Unreasonable Impact, 2017)

Scientists have been interested in economic initiatives of the ‘third type’ for a long time, there was much written about co-operative type businesses in the twentieth century but it is really only in the 1960’s that workers’ co-operatives entered the heart of economics and in the 1970’s the idea of a distinct third sector, made up of social enterprises and organisations that were not seeking profit, and were not part of the public sector emerged. The United States were a forerunner in the social enterprise concept with the Yale University ‘Programme for Non-Profit Organisations’ involving 150 researchers marked a decisive step in theory development in this area (Boraga and Defourny, 2001). In the 1990’s the US National Centre for Charitable Statistics (NCCS) and the United

States Internal Revenue Service (IRS) recognised a need to categorise non-profit and third sector organisations for the purpose of qualification and tax exemptions (Keller, Dato-On and Shaw 2010). The Goodwill Industries pioneered the notion in the US of *'a hand up, not a hand out'* in 1902, when they began to employ the poor to provide a service of repairing goods that could be resold to the public to support low income families. They currently provide training and employment for over two million people (Social Enterprise Alliance, 2017)

In Europe however, socio-political, cultural and economic circumstances have not allowed such rapid awareness of the social enterprise sector to develop. Public perception of social enterprise was largely based on the characteristics of how it was implemented in each country. When theoretical approaches to the social sector spread globally, it was France that forged the concept of the 'social economy' in Europe, bringing the idea of co-operatives, mutual societies and associations to light (Boraga and Defourny 2001). In the UK, social entrepreneurship originated in the 19<sup>th</sup> century when philanthropic business owners including Sir Titus Salt of Saltaire and Robert Owen demonstrated a concern for the welfare of employees by improving working, education and cultural lives. Since then, social entrepreneurship has been associated with community enterprise and development, education, churches, charities, the not-for-profit sector and voluntary organisations (Shaw, 2004).

Social entrepreneurship has grown rapidly in many countries to fill the gaps in social services in the past decade. It helps to increase employment opportunities and solve public problems, thus promoting work integration and the economic development of a community (Wang, Duan, Yu, 2016). A European example of social enterprise is Terre, a Belgian clothes recycling effort that started in 1942 with 60 volunteers. Training and job-training schemes led to the expansion of the enterprise with paid staff, 70 percent of which were from disadvantaged categories. Its economic impact is considerable; in 1992 Terre contributed 71 million to government revenue, taxes and social security contributions. It employs people who would otherwise receive welfare. This innovative environmental social enterprise has won a number of industry awards (Organisation for Economic Co-Operation and Development, 1999).

In China and Europe social enterprise has developed as a new organisational form serving social and environmental needs. This has changed the direction and opportunities that lie ahead for non profit organisations (Wang, Duan, Yu, 2016). The Irish Programme for Government 2011-2016 recognises the importance social enterprise can play in developing the struggling economy. There is no Irish policy framework or strategy for social enterprise to achieve its potential. This is a sector left without a formal structure, capacity building guidelines, business guidance, indicators to measure the impact of social enterprise or a recognisable identity (Forfás, 2013). Ireland is failing to address its social and environmental challenges fast enough and the concept of cooperatives and mutual economy, although growing somewhat, is lagging behind our European counterparts (Social Entrepreneurs, 2017).

### **1.3 Social Enterprise Target Group**

Social Enterprises can serve any type of customer, depending on how financial and social objectives are embedded into a business model (The Four Lenses Strategic Framework, 2017). For example, the target market of Microfinance Ireland are small start-up businesses, or sole traders employing less than ten people who are predominately from disadvantaged, unemployed backgrounds and making employment for themselves (Microfinance Ireland, 2017). The Community and Family Training Agency (CAFTA) was established by the Little Sisters of the Poor in 1987 to train people who were delivering home help service to people in their homes. Over the years new courses were developed and a number of local organisations grew out of CAFTA including the men's centre and STAR which supports young people coming out of drug addiction, parenting courses and supports for the homeless in Ballymun. Another example of a diverse social enterprise is Kilmovee Community Housing Limited, a company limited by guarantee with charitable status. It has been operating since 1993 providing a diverse range of services and supports to the rural community of Kilmovee in North East Mayo. Its buildings include eight social housing units, a community centre, a health centre, heritage centre, meeting rooms, a post office, a games room and a laundry. It provides a range of services and supports including day care for the elderly, meals on wheels, a mother and toddler group, heritage information, education and

training facilities, sporting and social activities and youth supports. It's target market is varied and diverse and could encapsulate the entire community of Kilmovee and surrounding areas (Clarke et al, 2009). Achill Tourism provides information and guidance on the heritage and leisure activities in the area of Achill, County Mayo to tourists. They also include local people in their festivals and activities. The local business owners are target market benefiting from the shared promotional and marketing resources provided and the ripple effect the increased tourism has on their income. The board of management consists of local business people, Garda, teacher, prison officer, hotel and guest house owner. They are funded by Pobal under the Community Services Programme and also raise funds through membership fees and traded income from tourism activities and festivals (Achill Tourism, 2017).

#### **1.4 Research Objectives**

There is limited research available on strategic marketing strategy of the social enterprise sector. The objective of this study is to critically assess the extent to which social enterprises within the west of Ireland target their service users and position their offerings and to make recommendations on how social enterprises in the North West of Ireland can effectively communicate their core brand values to their potential audience.

The research objectives are:

1. Investigate what techniques social enterprises in the West of Ireland use to identify their potential target market.
2. Explore the tools and techniques that social enterprises in the West of Ireland implement to communicate their core brand values to potential and current target markets.
3. Propose best practice guidelines for the communication of the core brand values to enhance brand perception of social enterprise sector.

#### **1.5 Value of the Study**

This research can be used by social enterprises to enhance the new government framework for social enterprise that is due for publication in 2018. The area of study is of interest to the researchers role of social enterprise adviser within Local Development Company in West of Ireland for the past ten years. This experience and knowledge provides access to social enterprises, their business plans and other documentation to add value to the research. The recommendations provided in this study will provide a framework for social enterprises that can be used to improve their customer engagement communication methods, branding and marketing strategy and identify appropriate customer segments quicker thereby saving resources.

In a bid to get Government strategy for the Social Enterprise Sector, The Irish Local Development Network (2016) commissioned research into the area of social enterprise in Ireland. The report written by Dr. Hynes (2016) of Limerick University found that there is significant support provided to social enterprise by the Local Development Companies, but this support has been hampered by the absence of dedicated government policy to accommodate the differentiating characteristics of social enterprise. Dr Hynes states that it is important to brand the social enterprise sector, for social enterprises to raise awareness of their activities locally and show not what is different about them, but the impact they make to social and economic environment (Hynes, 2016).

# **Chapter Two**

## **Literature Review**

### **2.1 Introduction**

Booth and Sutton (2016) maintain that a literature review is a systematic body of knowledge on a chosen subject that is free from bias. Using seminal and contemporary theory this literature review has been gathered through books, academic journals and online resources. The areas chosen for study include market segmentation and the tools and techniques used by social enterprises in the North West of Ireland to communicate their core brand values.

### **2.2 Background of the Social Enterprise Sector**

In order to research the market targeting and communication of the core brand values of the social enterprises in the West of Ireland it is necessary to examine the origins of the social economy. Collectively, social economy is also referred to as the third economic sector, social enterprise or is often considered part of the non-profit community sector. Some social enterprises in Ireland are partly funded through the Pobal Community Social Programme (Pobal, 2017). For example, the North Mayo Heritage Centre, a social enterprise that provides a genealogy service as well as maintaining Enniscoe Heritage Estate, museum and gardens (North Mayo Heritage Centre, 2017).

There are mixed opinions on the role of the third sector. Some believe that social enterprises are providing services that government should provide within society (Seelos and Mair, 2004). But, ultimately they are providing services that are recognised and delivered at the grassroots local level by the stakeholders. Social enterprises often bring new employment, community education, heritage, tourism and activity to areas that could otherwise be isolated and void of any industrial or community service (Social Enterprise and Entrepreneurship Taskforce, 2012).



### **2.3 Social Enterprise sustainability**

Although the core aim of a social enterprise is to do ‘social good’ there have been failures within the sector, mainly due to poor planning and strategy. ‘Cause’ a restaurant and bar set up in Washington, D.C with the aim of donating all their profit to non-profit organisations, did not succeed with their mission. It did attract some customers due to its social good but its confused marketing efforts and lack of commitment from the founders meant it closed after 14 months (Stanford Social Innovation Review, 2017). Social entrepreneurs are often considered as ‘heroes of the modern age’ who use creativity, courage and innovation to solve complex problems. But, they are often stigmatised when things do not go well. Drencheva (2013) argues that if social enterprises are based on the values they provide, the failure of the tools they use to run the social enterprise need to be addressed, not the failure of the social entrepreneur. Social enterprise is a sector that is constantly learning, adapting evolving and growing and the tools and methods used need to adapt and we need to learn from the gaps and failure of the sector.

Social enterprises by their very nature are balancing acts that must reconcile two often competing goals – the achievement of a social purpose and financial success in the marketplace (Young and Kim, 2015). Ambiguity about the purpose, perception and value of the social enterprise leads to an organisation without a guide that has a higher chance of failure (Seanor and Meaton, 2008). Similarly, Clarke et al (2009) and Teasdale (2012) state that lack of definition and a social enterprise framework can cause confusion for potential service users. Social enterprise stakeholders often consider social enterprise image, identity and promotion a challenge. The reason for this lack of understanding may be that founders or managers of social enterprises are often not from a business background with the planning, financial management, marketing, reporting and human resource skills required to successfully maintain a business. Employees often have to be skilled in a wide range of areas to keep the business afloat (Pobal, 2016). The initial structure of social enterprises began as a co-operative model that has taken on many forms and varying definitions and characteristics over time which adds to the confusion (Teasdale, 2012). Additionally, when the mission and vision of the social enterprise is deviated from due to lack of planning and strategy, reduced finances or lack of time to complete goals it is referred to as “mission drift”. This deviation leads

to confusion and lack of clarity on the purpose and objectives of the social enterprise (Kim and Young, 2015).

Punniyamoorthy and Murali (2008), provide additional suggestions of barriers to the sustainability of social enterprises that include resource barriers, where budgets are not linked to strategy, government grants or donations being reduced or cut, where time, energy and money are not allocated to tasks appropriately, where management and staff do not follow strategy or are purely 'community minded' and do not have the business and marketing skills or training to implement and measure marketing strategy effectively. The cost of keeping a social enterprise in existence can be substantial, with overheads, salaries, insurance, professional fees adding up. In many cases social enterprises run at a loss with little resources for paid marketing campaigns (Clarke et al, 2009).

Social enterprises are often reliant on governance and individuals from the community to form a board of management, who should all share the values, objectives and ideas of the organisation. Often, ego and working on an individual agenda can affect the successful social impact and alter the perception of the social enterprise (Peredo and McLean, 2015). Social enterprises are usually established to deliver a superior way of providing social value. Yet, it can be difficult for social enterprises to demonstrate their social value and benefits clearly and within a short time frame as outcomes can often take months or years to become apparent (Clarke et al. 2009).

## **2.4 Marketing Social Enterprise**

For over 60 years marketers have had a clear vision of the ideal role of marketing. Marketing was seen in a commercial view. The promotion and selling of products and services. Considered as one of the biggest contributions to marketing, Kotler and Levy's (1969) concept of the 'marketing mix' introduced the 4 P's of marketing. The model is based on Jerome McCarthy's (1964) marketing mix managerial paradigm in the classic 4 P's of marketing – product, price, place and promotion. It was considered that these 4 P's helped companies to devise a unique selling point (USP) from which to position their offering and base their brand values. However, with the emergence of e-

commerce and extensive use of digital marketing, some have questioned the relevance of the 4 P's concept. The marketing mix has been criticised for being production-oriented rather than consumer-oriented (Goi, 2009). Lauterborn (1990) agrees with this, claiming that each of the 4 P variables should be seen from a consumer's perspective. This transformation is accomplished by converting product into customer solution, price into cost to the customer, place into convenience, and promotion into communication, or the 4C's. (Möller, 2006). This contemporary view of the 4 P's of marketing is best suited to social enterprise marketing, where the focus is not just on commercial sales of a product or service, but on the social value provided within a community. A social enterprise provides a service and/or product that have societal benefit as well as a service or product for use by the general public to raise traded income for sustainability (Pobal, 2017). For this reason, the potential target market segments of a social enterprise are usually very diverse and targeting the end-user can be more complicated than traditional businesses (Kotler and Keller, 2006).

Social enterprise does not belong in the traditional private for-profit sector, nor the public sector. They are established to react positively to the weakened welfare state. They are predominately established by social entrepreneurs or community groups and rely on donations, government funding and traded income to sustain their activity; for this reason they require a specific structure, and an appropriate and an affordable marketing strategy (Borzaga and Defourny, 2001).

## **2.5 Applying Segmentation Strategy to Social Enterprise**

The subject of market differentiation has been written in literature since the 1912 by Shaw (Dickson and Ginter, 1987). Smith (1957) states that there is a lack of variation offered in the market by individual manufacturers. He suggests that any differences to products produced comes about through the use of different production equipment, specialised resources, competition, variation in price sensitivity, colour, advertising and packaging. His definition of market differentiation was based on securing control over demand for a product by advertising the differences between a product and the competitor's product offering. An example of this could be a group of farmers in a farm co-op where the members agree to act together to promote their project. Smith introduced the idea of a more precise adjustment of product of services to suit the

consumer or service user requirements. He coined the term 'market segmentation' (Dickson and Ginter, 1987). Smith's theory (1956) of market segmentation brings about recognition of several demand schedules where only one was recognised before with market differentiation strategy in the mass production era. Segmentation produces a depth of market position and can secure more target markets than the traditional market differentiation strategy.

However, Smith (1956) does not provide guidance on how to implement market segmentation strategy and states that market segmentation was a short term phenomenon. Dickson and Ginter (1987) provide a critical view of Smith's segmentation theory. They attempt to clarify some of the misunderstandings surrounding the theory and definition of market differentiation and market segmentation. Some literature views market differentiation as an alternative to market segmentation, whereas others see them as a complementary means of implementing market segmentation (Kotler, 1984). A definition for market segmentation is provided by Dickson and Ginter (1987) as 'heterogeneity in demand functions exists such that market demand can be disaggregated into segments with distinct demand functions'. This definition is based on the variance of need among consumers. They define product differentiation as 'a product offering is perceived by the consumer to differ from its competitors on any physical or non-physical product characteristics including price'. This is similar to Smith's (1956) view on differentiation. They view product differentiation as an 'alteration of consumer perceptions so as to result in a start of product differentiation'. For example Proctor and Gamble advertising Charmin as softer toilet tissue than competing brands (Proctor and Gamble, 2017).

Similarly, Chamberlin (1965) recognised the importance of consumer perception and non-physical product characteristics in observing the basis for differentiation, such as packaging, the value placed on a trademark and the trade name. He wrote about the idea of a businesses creating imagery differences when no real differences exist through product names and advertising. This strategy was labelled 'pseudodifferentiation' in 1979 (Dickson and Ginter, 1987).

The introduction of the strategy 'Demand Function Modification' was introduced by Dickson and Ginter (1987) as an alteration of the functional relationship between the perceived product characteristics and demand. For example, Dove promoting the

importance of moisturising qualities of skin soap. When segmentation is seen as a management strategy, it combines segment development strategy and demand function modification into a framework to identify and analyse demand heterogeneity for market segmentation strategy rather than identifying opportunities of segmentation development.

Kotler (1960) realised that marketing was more than advertising, selling and promotion. In his early literature, he combined the notion of targeting, segmentation and positioning with tactical and strategic marketing to meet the demands of the marketing mix. He viewed the marketing planning process as consisting of these six steps. Firstly, situational analysis, followed by goal and objective setting, then the processes of segmentation, targeting and positioning, determining the 4 P's of marketing, followed by implementation and control.

Kotler and Keller (2001) provide a framework for marketing management that provides recommendation for market segmentation of consumer and business markets. Their STP segmentation framework of consumers is based on groups of variables: Geographic variables where the market is divided into different geographical units. For example, BBC news segments its newsfeed to suit viewers in mainland Britain, Northern Ireland, and the other geographic areas. Demographic segmentation, the most popular segmentation method where the market is divided based on variables such as age, life stage, gender, income. These variables are easier to measure and can highlight consumer wants, preferences and usage rates associated with demographic variables. The media tools used to communicate with each demographic target market can be chosen based on the characteristics of the demographic segments. For example, Mindspace Mayo is a social enterprise established to support the mental health needs of young people aged 15 to 25. To appeal to this age demographic they use a brightly coloured website, Facebook, Twitter, Instagram, YouTube video, flyers and their mission, fundraising and activities are partially lead by a 'youth panel' on the management board (Mindspace Mayo, 2017).

Psychographic segmentation (Kotler and Keller, 2001), divides different groups on the basis of psychological and personality traits, attitudes, lifestyle or values. Individuals who give to charity or support a social cause do so out of their regard for the welfare of others. Or, individuals who aim to purchase organic food and Fairtrade products. People

with the same demographic profile can exhibit very different psychological profiles (Stannard-Stockton, 2008).

Behavioural segmentation is where the market is split based on knowledge or attitude towards the use of a service or product. Consumer perception of a product or service can be analysed with this type of segmentation strategy.

Jenkins and McDonald (1997), state that despite segmentation theory, there is a lack of segmentation research and frameworks available for practical use by practitioners. Similarly, Dibb and Simkin (1997) state that academic literature focuses on segmentation variables and techniques but offers very little guidance on how to handle the segmentation process or deal with the outputs. Jenkins and McDonald (1997) called for the need for more complex analysis that would provide more effective segmentation. They identified a gap between segmentation theory and practice due to the typical analytical approach. Melnic (2016) provides a very straightforward model for market segmentation to build customer loyalty based on the brand values of the organisation.

Despite its apparent simplicity, Venter et al (2015) criticise the segmentation and targeting process for failing to acknowledge the restrictions imposed in a business context and their available resources. They claim that there is a poor fit between theoretical explanations of the STP segmentation process in empirical writing and the practical application by the practitioner and that segmentation is often applied internally by managers. They utilise a case study approach to apply the segmentation process in practice on an IT services business and highlight the areas where gaps emerged between theoretical writing and practice. Similarly, Jenkins and McDonald (1997) suggest that rather than businesses segmenting internally from a product point of view, they need to focus on consumer behaviour and look externally. The framework they provide gives an implicit view of segmentation for businesses to implement market segmentation strategy. They stress the importance for businesses to recognise 'market drift' and changes within the market place which requires ongoing review of segments. Their resulting framework is suggested in a matrix but is not concrete in its content. It provides a conceptual discussion on market segmentation yet requires more exploratory research on the subject of customer focuses segmentation.

Maricic and Dordevic (2014) agree that traditional market segmentation criteria can be used in planning marketing activities. In addition to Kotler and Kellers framework, they

propose a segmentation model based on behavioural criteria as an alternative to STP Framework that they believe is significantly more effective for long term strategic planning than traditional criteria for market segmentation. Their study within the tourism sector found that there was significant difference in certain segments obtained using behavioural criteria – this is criteria based on customer’s perceptions, expectations and preferences. They suggest traditional segmentation criteria could supplement the strategy based on behavioural market segmentation by introducing the Analytic Hierarchy Process (AHP) model. This type of segmentation starts from the brand values that customers expect and prefer as opposed to the functional characteristics of the product or service. They define value as the difference of benefits received by customers and sacrifices invested in it. The sacrifices being the psychological, functional, economic and social risk and availability of information. This leads back to the psychological benefits of individuals supporting social enterprises (Stannard-Stockton, 2008). Kotler and Keller (2001) provide details of how to segment the business market with similar variables. According to Kotler (2001), to be useful market segments must meet five key criteria: they must be measurable, each segment must be substantial enough to consider targeting, they must be assessable, differentiable and actionable.

In traditional businesses, the customer is relatively easy to identify, they are the paying customer who makes the decision to buy the product or use the service (Dees, Emmerson and Economy, 2001). Therefore, the idea of developing an “ideal customer profile” to target is typically easier and adds value to a traditional business. It helps to establish a shared vision between employees and stakeholders about what the company aims to achieve and what it is good at. Analysis of an ideal customer profile can lead to faster decision making and adaptation in a company. It can move focus away from transactional customers and place more value on relationship customers. It can focus resources and the communication strategy on the most valuable customer segment (Cespedes, Dougherty, Skinner 2013).

Alternatively, for social enterprise the person who buys the product or service is often not the ultimate consumer, or target customer, of the product or service (Des, Emmerson and Economy, 2001). For example, in a social enterprise that provides meals to older people living in rural areas, it is often the Community Health Nurse or a family member of the older person who initiates the provision of the service for the older person and

pays for the product (Crossmolina Development Council, 2017). Therefore, social enterprises must correctly identify all beneficiaries and customers and market the social impact of their service to achieve public recognition. Horn, (2007) states that correct segmentation of the potential and current customer base is essential to correctly market the social enterprise, and develop a value proposition to attract new customers, allocate correct resources and see a measurable return on investment (Des, Emmerson and Economy, 2001).

When evaluating different segments a business should look at the segments overall attractiveness and the business objectives and resources. Kotler and Keller (2001) agree that segments should be reviewed regularly. Market segmentation and product positioning are strongly interrelated and therefore determine the long-term orientation of any business (Myers et al, 1996). Market segmentation is the process of dividing a market into groups (segments) of individuals who share common characteristics by drilling down into the markets, bypassing layers that are deemed undesirable until desirable layers of associated markets have been identified, this is termed vertical segmentation. But, according to Kotler and Trias de Bes, cited in Fortenberry (2013) this method could result in many missed opportunities. Kotler and Trias de Bes formulated Lateral Market Strategy, introducing lateral segmentation as a segmentation tool to encourage a broader look at markets in an attempt to identify opportunities to service customer groups that had previously been overlooked. It benefits customers whose wants and needs might otherwise go unnoticed.

Attention to market segmentation has increased the willingness of consumers to pay a little bit more to get ‘just what they wanted’, hence it adds value to the brand. Products and services are viewed with higher economic value and position when consumer groups are segmented and targeted with appropriate marketing strategies (Smith, 1956). The distinction between market segments can often be blurred causing confusion for businesses new to the process. The accuracy of a business’s perception of market segmentation is often a critical determinant of competitive advantage (Dickson and Ginter, 1985).

Information systems have been developed to assist with the analysis of consumer perception of products and services. The VALS (Value and Lifestyles Survey) system for example is based on the implementation of demographic questionnaires (Kotler,



2014). The VALS system was considered a useful tool but, according to Bickert (1997), it had limited applications. He suggests linking VALS system with the PRIZM (potential rating index for zip markets) system to provide good geodemographic analysis of consumer segments and provided the data for entrepreneurs to write value statements for their products and services. In Bickert's (1997) overview of available segmentation systems, the Cohorts system was found to reflect reality, was empirical rather than theory-based, showed similarity and dissimilarity among households in an area and used as much individual demographic and lifestyle data as possible. He places a lot of emphasis on the importance of 'one to one' selling and 'versioning' the marketing techniques and communication tools to suit each segment. Bickert's (1997), study provides algorithms for targeting potential consumers in the form of case study examples that are relevant to this study.

What is more, Miller (2013), states that businesses with high control over their consumer segments that were linked to their marketing mix and that used data and analytics were most forward-looking. They had greater intentions to increase their use of social media, email marketing and predictive analytics. They have mastered traditional marketing and are embracing new forms of marketing. Malthouse et al., (2013) concur that marketing decisions are best implemented if they are based on solid understanding and hard data of the target customers and stakeholders (Manohar and Pandit, 2014).

Again, Day (1994) believes that businesses that have market driven strategies in place stay close to the customer. They also gather intelligence on their competitors, and they apply inter-functional resources to create superior consumer value (Webster, 1993). At a time when the social enterprise sector is growing, it is important to look at entrepreneurial marketing and to investigate the contribution that commercial marketing theory and entrepreneurial marketing could have to the economic and social wealth within the West of Ireland (Shaw, 2004).

Seelos and Mair (2004) state that meeting human need is an important driver for companies as to which products and services they produce. Yet many companies fail to find new markets and value propositions in the social sector due to the fact that people consider that these services should be free in industrial countries. There is a perception that the level of service is inefficient and of poor quality, and in non-industrialised

countries the needs remain unmet, because potential customers are willing to pay for the products and services, but are unable to pay. This is where the social enterprise sector, often funded by government agencies can use market segmentation to identify their potential customers and provide services free to the poor within society (Wymer, Knowles and Gomes, 2006). Choosing which segments to enter is high stakes activity. A social enterprise low on funding that selects the wrong segments to focus on could waste money and resources (Kotler and Keller, 2001). The practice of identifying future market segments pursuits is greatly facilitated through the use of Kotler's Segment-by-Segment Invasion plan (Fortenberry, 2013). Using this plan, a social enterprise executive constructs a matrix which lists the product varieties on the vertical axis and the customer groups on the horizontal axis, identify all the organisations that are currently pursuing that market segment and use arrows to identify the market segments that represent desirable future pursuits for the evaluating entity. This is very useful segmentation tools for social enterprises planning to expand beyond it current offering.

## **2.6 Branding Social Enterprise Core Brand Values**

Andreasen and Kotler (2014), state that branding is the process of transforming functional assets into relationship assets by providing the basis for a psychological connection between the brand and the customer. Harris and Chernatony (2001), on the other hand state that branding is much more than a function within a business, it should involve input from multiple stakeholders and requires consistent messages about the brand's identity and development of a positive reputation based on the organisations values and positioning. In a similar manner, Gilligan and Golden (2009) recommend that we put a more positive slant on the marketing terminology used for social enterprise sector to develop that positive reputation and adapt the term 'social profit'. They suggest we focus on the benefit to society that most of these social organisations aim to achieve and their aim to increase consumer engagement. The UK have used the brand of 'social enterprise' in policy and development for years, the concept fits in with number of political agendas, promising to combine social justice with economic dynamism, and public services, known as the "third sector". Yet, despite this using the brand is not yet what every small to medium sized social enterprise wants or knows how to do and the identity is lost (Defourny and Nyssens, 2008).

Haigh and Knowles (2004) state that brands have three major functions. They aid navigation, by helping customers to select from an array of alternative services and products available. They provide reassurance, where brands communicate the intrinsic quality of the product or service, reassuring the customer to the point of purchase. Brands engage with potential target market and communicate a distinctive imagery and associations to encourage customers to identify with the brand. Social Enterprise Scotland developed a recognisable brand '*The Voice of Social Enterprise*', uniting social enterprise and their supporters into one strong campaigning voice. The organisation promote and raise the profile of social enterprises throughout Scotland using a range of communication tools and techniques. The brand was developed based on the shared values, attitudes and social impact of the member organisations. The collaborate approach to marketing social enterprises results in increased sale of social enterprise products through consistent advertising, the network and training upskills social enterprise employees, there is shared information on tax cuts and funding opportunities, more support for social enterprise skills in schools and colleges, a change in public services provision and a stronger voice to bring about social enterprise policy change at government level (Social Enterprise Scotland, 2017).

The literature relating to the widespread use of segmentation strategy based on behavioural and psychological variables that focus on consumer values and attitudes indicates that theorists believe human values and attitudes influence consumer perception of brands, whether traditional or social brands. Ferreira et al (2010) suggests a business should consider which social actions are valued by their consumers before investing in their marketing strategy. Their research showed that consumers who perceived great social benefit and value in an offering were willing to pay 10 percent more for the product or service. In a similar manner Maricic and Dordevic (2015), and Ferrara et al (2010), defines the perceived values a consumer receives results from their comparison between the emotional bond or functional benefits they feel from obtaining a product/service in exchange for the time and cost they input to receive that product or service.

Millward Brown's Brand Dynamic Pyramid represents the stages a consumer goes through from becoming aware of a brand, to bonding and building a relationship with the brand (Millward Brown, 2001). An indication of an important brand is the value that a customer obtains from it. The advantage for businesses that have brands with

high equity includes the opportunity for successful expansion, resilience against competitors' promotional activities, and creation of barriers to competitive entry (Lassar, Mittal, Sharma, 1995). The source of brand equity is consumer's perception (Keller, 2001), so it is important for managers and marketers to measure brand equity from the consumer's viewpoint. Millward Browns Framework adopts a hierarchical approach, using indicators to determine the strength of relationships a customer has with a brand. The five levels of the consumer brand equity model, also known as BRANZ model, in ascending order of increasingly intense relationship are: presence, relevance, performance, advantage and bonding (a very strong connection and high brand value). Consumers are placed into one of the five levels depending on their brand responses (Leone et al 2006).

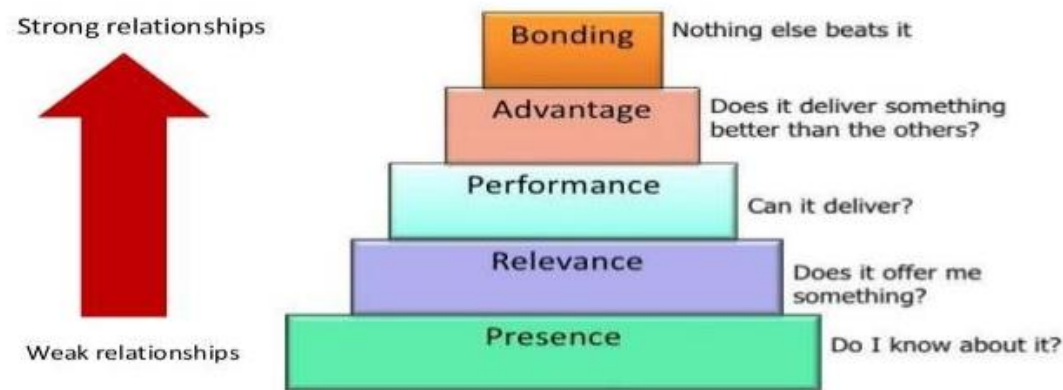


Figure 2.1 : Millward Brown, Brand Dynamics Framework, 2001

The measurement techniques used in the Millward Brown Framework can deliver insight to guide brand strategy and marketing actions, hence reducing inefficient use of resources (McDougall, Chantrey, 2004). Alternatively, Lassar, Mittal and Sharma (1995) proposed a different framework to measure consumer-brand equity value. They believe there are five important considerations when defining brand equity: the consumer perceptions, rather than objective indicators, the global value associated with the brand, the global value associated with the brand stems from the brand name and not only from physical aspects of the brand. They believe that brand equity is not absolute but relative to competition and the brand equity positively influences financial performance. The framework developed by Lassar, Mittal and Sharma (1995) places much value on 'social image' of a brand – the perception of esteem for the brand that

consumers feel their social group holds with the brand. They interpret consumer's commitment to a brand as the strong positive feelings a consumer has towards the brand. They conceptualise and measure the associations consumers have with a brand. Performance, social value, price/value, trustworthiness, identification and attachment of the brand are all measures used to assess brand equity in this framework. They state that measurement of brand equity may aid in the evaluation of the marketing mix elements of a brand. Promotion is critical in building brand equity. Their framework is similar in nature to the 'Spiral of Change diffusion Innovation Model' proposed and implemented in detail by Lee and Kotler (2011). Innovation diffusion research suggests that different types of target-adopters accept an innovation at different times. Social Marketers can plan and manage the spread and influence of target segments by drawing people in to the social product's intrinsic value in stages. These target-adopters draw others in on the social campaign with them, for example on a campaign to influence citizens to consider renewable energy resources such as solar power, wind power and so on. Neighbours might influence the purchase of others through social media or word of mouth marketing.

Moreover, Ferraria et al (2010) denoted that there is a higher perception of value when social actions by a company are linked to solve a country's basic problems such as education and health, but there are no studies that measure these benefits and that empirically relate social good actions to the perception of them by consumers. They found that when marketing strategy is moved from national to a local focus with social actions having a direct impact on targeted consumer's lives, it has a more positive effect. For example, software engineering company "BRICK" hired Kenya's best local talent to join them in bringing portable, self-powered wifi hotspots to Nairobi, Kenya. They are a company with a low budget that brand their product on the culture and values of the company and the high quality rugged product that can endure the mud and dust of the expeditions. Their creative brand thrives on their story telling as a marketing tool. The company is expanding their brand portfolio to bring educational tools to urban and rural schools in underserved schools (Miltenburg, 2017). Ferreira et al (2010) suggest consumers need to be educated on the social issues and benefits a company provide so that they could differentiate between a company that was committed to delivering social good, and others that provide once off social projects under the heading of corporate social responsibility (CSR) to appear considerate of social needs. Their research results

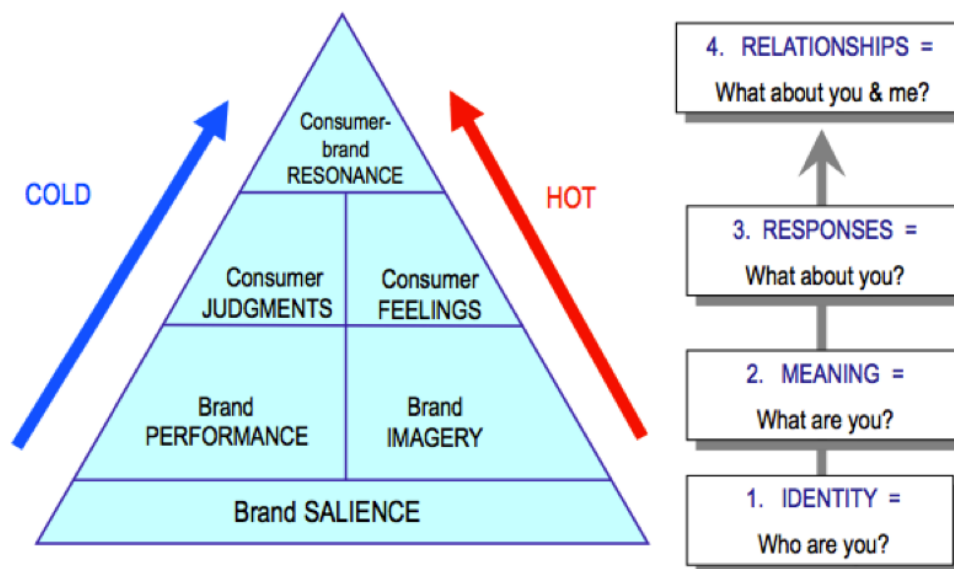
opens up areas of further study in measuring the impact of social good, evaluation of price sensitivity in the social context and the influence of product or service quality in social enterprises (Ferreira et al. 2010).

Similarly, Pantano (2011), in her study of cultural factors influencing consumer perception found that consumers will pay a higher price for products produced locally that are marketed on cultural benefits. A consumer perception model was developed in her research that shows consumers are influenced by shopping features (adequate signage to social enterprise), point of sale experience, packaging (partially clear to show product), and cultural related factors. Territorial marketing strategy is used in the study to influence consumers' perception of value-based benefits of locally produced goods and cultural value. This study is limited to research on price and the area of Magna Graecia. A similar example is Soko, an online social marketplace founded in Nairobi that offers marginalised, fair trade artisans a platform to sell and market their own unique designs. Soko place their success on the perceived value of the ethnic products and the cultural stories behind the local producers in the developing world. They found that designers were trapped, not earning enough to feed their families. They were selling to a small local market due to lack of access to the global market, funding and education on fashion trends. Soko increased the income of the designers by five through international supply chain innovation, technology, and marketing the social impact and culture of the designers internationally (Soko, 2017).

Building a strong brand with perceived quality provides a host of benefits to an organisation such as increased income, customer loyalty, it reduces vulnerability to competitors, and increases marketing communication effectiveness, (Rosenbaun-Elliott, 2011). Keller's (2001), Consumer-Based Brand Equity (CBBE) Model maps out what brand equity is, and how a strong brand is best built, measured and managed. The principle of this model is that the power of the brand lies in what customers have learned, felt, seen and heard about the brand over time and placing the brand at the forefront of the customers minds. When building a strong bond with a brand, consumers consider much more than just the price of the product or service. The experience they have with the service, the trust they have in the provider/retailer, the assortment of services or products provided, a reasonable and easy to follow service and a loyalty and rewards system also play a big part when consumers are deciding whether to purchase a product or use a service (Heibling, Liebowitz, Rettaliata, 2011).

The CBBE model consists of a series of four steps, each is dependent on the previous step being achieved. The first step is to ensure the customer identifies the brand and to place an association of the brand in their minds. The second step is to establish a brand meaning in the minds of the customers, by linking brand associations. The third step is to gather customer's responses to the brand identity and meaning and the final step is to convert brand responses to create intense, active loyalty and a relationship between the customers and the brand. The final step is where Keller aims to achieve brand resonance. Building the right brand identity requires creating brand resonance with customers. This is the point where the brand is easily recalled, feelings of loyalty toward the brand are strong, the customer is attached to the brand (Rosensbaum-Elliott et al, 2007), brand communities are formed and awareness of the brand essence and values are strong. It is at this stage the core brand values are defined and recognised (Keller, 2001).

### Customer-Based Brand Equity (CBBE) Pyramid



Source: Keller, K. L. (2001). "Building Customer-Based Brand Equity: A Blueprint for Creating Strong Brands," *Marketing Management*, 10, 15-19

The CBBE model however, focuses on the external customer viewpoint and neglects the opinions and values of internal customers and managers. According to Manohar and Pandit, (2013) core brand values act as a guide internally for an organisation, they

give clarity and direction to the culture within an organisation. They provide examples of core brand values such as: 'the provision of exceptional customer care', 'develop innovate ways to delight customers', through employees assessing products and services through the eyes of their customers they believe innovate organisations 'consistently deliver high quality goods and services'. Their research studied the core beliefs and values of the organisation based on the opinions of internal customers (the employees), and managers within a number of organisations. The study found that defining the core values, and nourishing and sharing the beliefs and values of all employees within an organisation has a significant and positive impact on an organisations ability to come up with new ideas and respond to customer needs. They found that practicing core beliefs and values allowed the organisation as a whole to gain clarity about who they were and what they stood for as a business, had a significant impact on the culture, they responded to risks and threats quicker, their employees enjoyed coming to work, performance was higher and employees were more committed. If the employees were nurtured, listened to and satisfied, the organisation and the external customers benefitted as a result. In a similar manner, Soltani and Maupetit (2013) carried out a study on the core values of ethics, integrity and accountability within European organisations in light of recent financial and compliance failure. An example of this failure in Ireland is the misallocation of funds within the charity Console over a number of years (Irish Independent, 2016). Soltani and Maupetit (2013), strongly advise that an ethical code be developed for managers and employees providing guidance on the core values of integrity, honesty, objectivity, mutual respect, fairness, professional competence, due care and confidentiality to avoid future failures in governance.

Furthermore, when Liu et al (2013) applied the CBBE model to a study on brand management and perceived brand value within the museum industry they found the model difficult to apply. They discovered that many of the adapted CBBE models, mainly for the tourism industry, failed to clarify the relationship among brand awareness, perceived quality, brand image, brand value and brand loyalty. Their study found when a consumer recognises a brand it raises the brand awareness, this has a significant positive impact on their perceived quality and brand image. High exposure products and brand name create a good brand image. They found that a customer with



high brand awareness do not necessarily have high brand loyalty. Customers with high brand loyalty have high perception of the brand value and an emotional connection with the museums, often created through the 'experience' of enthusiastic customer service, good presentation and display within an organisation emphasising the senses of touch, sound, smell, use of storytelling, social interaction, mood stimulation, learning and providing an element of surprise. According to Ghodeswar (2008) the brand 'promise' is the essence of the benefits that a customer can expect to receive from a brand, an organisation that can communicate and live up to its promise retains brand loyalty. They need to resonate with customers and differentiate their brand from competitors. There are tools to assess the brand position in the minds of consumers. Social enterprise executives frequently refer to the Ries and Trout Product Ladder Tool (Fortenberry, 2013). When implementing this tool consumers are forced to rank products in their minds. The extensive range of innovative goods and services can be overwhelming for consumers. To be successful, the social enterprise must successfully communicate their new offering to potential customers to build awareness. Global Social enterprise managers often turn to DAGMAR (Defining Advertising Goals for Measured Advertising Results) Marketing Communications Spectrum. In the DAGMAR Marketing Communications Spectrum, marketing forces within the promotions mix such as product design, pricing, advertising, personal selling, publicity move consumers toward action (Kotler, 2014).

## **2.7 Culture and Storytelling to build a social enterprise brand**

Holt (2004) introduced the idea of brands becoming cultural brand 'icons'. However, these icons cannot be built through conventional branding strategies, which focus on benefits, brand personalities, and emotional relationships. Instead, he calls for a deeper cultural perspective on traditional marketing themes like targeting, positioning, brand equity, and brand loyalty and outlines a distinctive set of "cultural branding" principles that will radically alter how companies approach everything from marketing strategy to market research to recruitment and training of staff. A potential customer will be more willing to advocate and support a social enterprise brand if the social good efforts are aligned with the customers values (Holt, 2004).

Cayla and Arnold (2008), report that despite the importance of brands, research still lacks theoretical and methodological study on the cultural role of brands. They introduce the notion of developing cultural brands focused on storytelling – to engage with potential customers through song, folktales, plays and heritage. Arigna Mining Experience is a social enterprise in County Roscommon that tells the story of coal mining in the area since the 1700's through guided underground tours of the mines and audio-visual exhibition area. It is supported by schools for educational purposes and diaspora with a bond to the heritage and culture of life in rural Ireland throughout the years (Arigna Mining Experience, 2017). This blueprint for branding social value examines the historical, geographical and social content of an organisation and brand. The recommended storytelling approach is pertinent to social enterprise as it not only looks at branding in a managerial manner, but embracing the social anxieties and cultural dimension of branding. Dublin based social enterprise Pavee Point Traveller and Roma Centre was established in 1985 to support and sustain the Traveller and Roma culture in Ireland. They offer advice and raise awareness of Traveller and Roma social issues. On a low budget, they use cultural and storytelling marketing strategy to communicate their brand values (Pavee Point, 2017).

## **2.8 Communicating the Core Brand Values**

This research is focused on the perceptions and marketing of social enterprises, yet a lot can be taken from social marketing principles to guide the direction of enterprises with a social mission. Social marketing refers to the efforts focused on influencing behaviours that will improve health, protect environment, contribute to communities and most recently, enhance financial well-being. It is about influencing behaviours, utilising a systematic planning process that applies marketing principles and techniques, focusing on priority target audience segments and delivering a positive benefit for society. Commercial marketing concepts and tools to promote the social benefits can be used to influence voluntary behaviour of target audiences to improve their lives and society within local communities or globally, the main difference is that target audiences and their behaviours are selected and analysed before objectives and goals are established (Lee and Kotler, 2011). Marketing communication is no longer one way but multidimensional. Schivinski and Dabrowski (2014) implement the CBBE model

to analyse the impact that business-created and user-generated social media communication influences brand awareness and associations and whether social media, namely Facebook had a positive impact on brand loyalty and perceived brand quality. Techniques such as word of mouth (WOM) and electronic word of mouth (eWOM) are perceived as a fusion between traditional advertising and consumer WOM initiated by the organisation. Their study found that when a business created social media communication it led to increase brand awareness and developed loyalty and the low cost social media communication created by users improved perceptions of brand quality and a sense of superiority to alternatives. Consumers rely heavily on the opinions of family, friends and other users regarding the quality and credibility of services. They recommend the use of creative and visually appealing social media advertising such as pictures and video for increased 'liking' and 'sharing' as this subsequently influences brand loyalty. Social media can boost brand awareness and sales, especially when a campaign goes viral and through social media a business can gain rich customer insights faster than before. Brands should use social media and YouTube to communicate a clear customer promise, build trust, and continually improve on the promise and innovating their service. An organisations brand is not just the colours, logo and visuals they use, it represents the identity the service users have with the organisation, the mission and activities and the stories the organisation has to tell (Waters and Jones, 2011). Social media is useful for gathering quantitative analysis of communication flows between consumers. Customers become deeply embedded in a company's brand values through social media (Barwise, Meehan 2010).

Storytelling should be at the heart of social enterprise. It is not enough to display number and money figures. To engage local customers and turn them into brand champions (Woodside, 2010) they need to see images and testimonials that demonstrate the social enterprise is following through on their mission (Garton, 2015).

According to Ghodeswar (2008), building a brand through image and by communicating the core values takes planning. The process must be nurtured over time, supported and guarded. Every stakeholder must know and understand what the brand stands for to effectively express it's identity. He states that a brand is a distinctive identity that differentiates a relevant, enduring and creditable promise of value associated with a product or service and indicates the source of that promise. Core identity is central essence of the brand. A brand needs to create a vision of how that

brand should be perceived by its target audience. The brand positioning helps to prioritize the focus of the brand identity and the communication tools and techniques used for each target market. Ghodeswar (2008) presents the Positioning, communicating, delivering and leveraging (PCDL) Model as a guide for building brands through effective communication strategy of brand values.

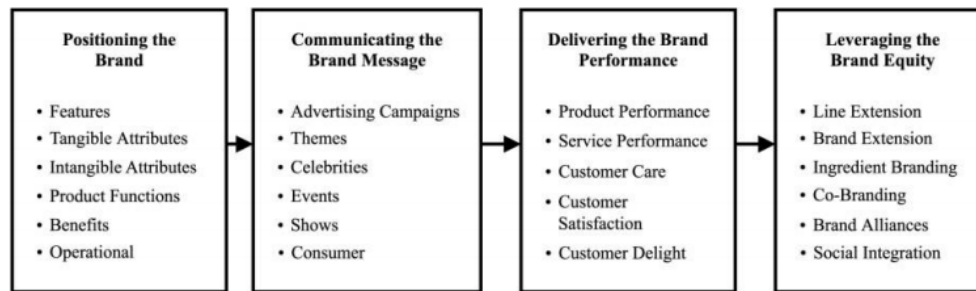


Fig : Ghodeswar (2008) 'PCDL Model', Source: Building Brand Identity in Competitive Markets, Journal of Product & Brand Management, pg. 6

The PCDL model can serve as a guideline to managers in building identity of their brands in their target markets. Positioning their brands on attributes that align with customer priorities help to build superiority of their brands in the minds of their customers. To successfully implement their communication strategy, organisations need to create innovative ways to attract the attention of their target audience. Careful segmentation of target audiences is essential for maximum efficiency and effectiveness (Andreasen, 2003). Traditional tools such as newspapers, magazines, television, hoardings, public relations should be mixed with new tools such as sponsorship of events, outdoor communications, digital media, promotional workwear, celebrity endorsement or trade shows, (Ghodeswar, 2008). Andreasen (2003), dispelled some of the myths of marketing. In relation to the marketing of social good he states that rather than the old style of marketing where the customer is seen as the enemy that must be 'sold to' and coerced, the technique used should show commitment to following the needs of the target market. Marketing social good does not always require expensive advertising; in many cases better strategies might involve face-to-face interventions, the use of internet and an increase in behavioural opportunities. Social enterprises should keep themselves familiar with new skills and approaches for marketing their brand through networking and upskilling stakeholders (Andreasen, 2003). The idea and understanding of social enterprises is so new in Europe that the government and the

organisations themselves rarely use the term 'social enterprise' but there have been some progress with the concept of social enterprise conferences in France (Defourney and Nyssens, 2009) and the development of social enterprise training and statutory supports in Ireland (O'Hara, 2011).

## **2.12 Measuring the impact of a social enterprise**

There is no standardized method of impact measurement within the social enterprise sector due to common challenges and barriers. It is, therefore, important for social enterprises to work toward developing their own comprehensive impact measurement methodology that is ingrained in strategy, applied on a regular basis and used to measure collective impact to increase sense of ownership and acceptability for employees and partners (Haski-Leventhal, Mehra, 2016). Key Performance Indicators (KPI's) are a tool that can monitor effectiveness of an organisation and identify gaps between actual and targeted performance and operational efficiency. They are performance measures that progress activity towards a desired outcome (Kaplan and Norton, 1992). Customer Relationship Management Tools can be used by social enterprise to measure relationships with consumers and maximise lifetime value to both the consumer and business, CRM systems can enhance marketing tool usage through messages, monitoring competitors prices and distributing positive brand messages. Yet there are many challenges to CRM systems particularly with the ability of social marketing tools to block the systems messages to consumers (Malthouse et al., 2013).

The Kaplan and Norton's (1996) strategic planning and management system of the Balanced Score Card revolutionised thinking about performance metrics in the business, industry, government and non-profit sector. The aim of the concept was to align business activities to the vision and strategy of the organization, improve internal and external communications, and monitor organisation performance against strategic goals. This can be useful for managers with a business background, but as Barr (2016) points out, a non-profit organisation could use a logic or outcome model based on KPI analysis and still not get reliable outcomes. Brown and McDonnell (1995) criticised the Balance Score Card as a tool for analysing the critical success factors for organisations, stating that a number of managers are required to feed into the

development of the scorecard. They are uncertain whether the Balanced Score Card is useful as a short-term or long term tool, as it appears to be most suited to controlling 'change' rather than as an impact assessment tool. However, Punniyamoorthy and Murali (2008), state that measurement tools such as the Balanced Score Card are necessary, but the barriers to strategy are not in the tools implemented but in the lack of overall vision, lack of resources, and lack of time and importance placed on strategy and measurement by managers. They pertain the Balanced Score Card is a simple tool on one page, that can highlight opportunities for value creation in service provided, innovation and resources as well as financial areas of the business.

The Program Logic Models devised by Barr and other KPI certification programmes were created to help organisations design their performance measurement process (Balanced Score Card Institute, 2017). Program logic models provide a framework for assessing the impact achieved by the organisation's application of resources to its activities. These models are intended for organisations whose impact is social change, such as reducing health problems from smoking, reducing water consumption in times of drought, increasing economic growth through tourism, or reducing homelessness. Despite all the theory on measuring impact Barr (2016) states that the literature on these models focus on how to build the logic model, and provides little support for implementing the system to demonstrate social impact.

The Social Return on Investment Network (2016) has argued for a consistent approach to 'accounting for value' in the social enterprise sector. But, social enterprises are experiencing challenges associated to measuring social return on investment. Some consider measuring impact as expensive, time-consuming and complex. Newer social impact branding models such as Miltenburgs (2017) 'Brand Thinking Canvas' toolkit for social enterprises consist of a set of brand canvases developed around best practice for social entrepreneurs to define their vision, mission and core brand values and communicate those with their target market. Similarly, Miltenburg (2017), realised that social entrepreneurs were often delivering a social impact before realising it, she worked with them to define their values and stressed the importance of communicating you brand image to everyone. Contrary to Kotler, she recommends targeting 'audiences' rather than demographics. The toolkit is clear and provides practical canvasses for a social enterprise to work through for brand development.

## **Conclusion**

Once a business has identified market-segment opportunities it has to decide how many and which to target. Combining several variables in an effort to identify smaller, better-defined groups. Berry (2000) states that service companies with strong brand equity provide a service that customers truly value by performing it better than competitors, they effectively tell their story through communications to increase awareness and reinforce customers experience. These companies over time excel not only by their own controlled messages, but by customers' experiences and word-of-mouth communications.

# CHAPTER 3

## Methodology

### 3.1 Introduction

The purpose of this chapter is to describe and justify the research methods adopted to collect information regarding the market targeting techniques used by social enterprises in the West of Ireland.

### 3.2 Research Design

According to Proctor (1997), marketing research is a disciplined collection and evaluation of specific data in order to help businesses to understand their customers better. Each stage is well documented, tested and scientific methods are used to analyse and test data. It can be costly to carry out market research, but should be undertaken when the value of information it will generate exceeds the cost of conducting the research (Malhotra, 2015). Marketing research can be used to reduce risk and excess expenditure, solve problems for a business, analyse customers in segmentation and target marketing process and assist with developing marketing strategies (Nykiels (2007).

Malhotra's (2015) suggested seven step research process (Fig. 3.1) was applied to carry out this research project. The seven step process provided the researcher with structure and a clear direction for executing the research.



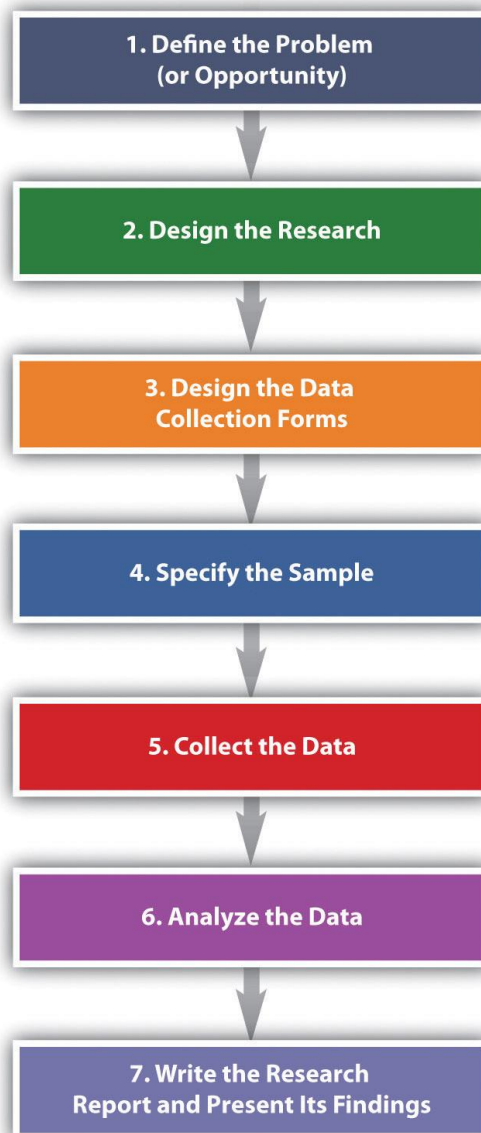


Figure 3.1: Marketing Research Process, Malhorta (2015, Pg. 53)

Problem definition in a marketing research project is the most important step (Malhorta, 2015). After a review of empirical literature, it became evident that the awareness of the core brand values of social enterprises is lacking and there is little written evidence to show that social enterprises in the West of Ireland are utilising marketing techniques to define their target market and communicate their core brand values (Hynes, 2016).

This exploratory research was based on objective evidence that was unbiased, and supported by theory from secondary sources. An analytical framework was developed to conceptualise the research problem. The research being exploratory in nature, gathered secondary data to investigate how social enterprises in the west of Ireland communicate their core brand values to their target market and then primary data through interviews and focus groups to expand on the theory. Exploratory research provides insight into and an understanding of the problem being researched. It is used in cases when the researcher must define the problem precisely, identify relevant courses of action or gain additional insights before an approach can be developed. The sample for exploratory research is usually small and data analysis is qualitative (Malhorta, 2015).

The researcher defined the following research question which led to a set of objectives: How do Social Enterprises in the west of Ireland identify their potential target market and communicate their core brand values? The research objectives were to investigate what techniques social enterprises in the west of Ireland use to identify their potential target market and explore the tools and techniques, if any, that social enterprises in the west of Ireland use to communicate their core brand values to potential and current target markets. This led to recommendations on best practice for social enterprise market targeting strategy and methods for communicating core brand values to enhance brand awareness.

Data gathered through research can be categorised into mainly quantitative or qualitative. Quantitative research gathers numeric data through counting or scaling. Researchers bring structure to the numbers to measure events or people according to set rules. The criticism of this is the structure imposed is 'man made' and considered methodologically unidimensional (Punch, 1998). Silverman (2003) also criticises quantitative research for neglecting the social, attitudinal and cultural construction of variables in research that involves little or no contact with people. Qualitative research on the other hand is the analysis of words and images rather than numbers. Qualitative research is often used for testing hypothesis and can be difficult to analyse (Punch, 1998). This exploratory study used qualitative data gathering techniques.

According to Nykiel (2007), the advantage of qualitative research is the interaction with the respondents, where the researcher can probe for clarity and more detail on issues, yielding greater level of detail. Qualitative research techniques such as in-depth interviewing and focus groups stimulate discussion hence, uncovering issues that may have been unanticipated during quantitative research. Qualitative research can be very appropriate when used to generate ideas, concepts and to uncover perceptions and attitudes. The qualitative research method of depth interviews is extremely valuable and their findings are used to make key strategic decisions mainly in the service sector relating to the communication of brand awareness, conveying perceived quality, keeping customers loyal and positioning a brand (Bryman, 2006). Qualitative research methods were deemed appropriate for this study following secondary research that found the area of social enterprise is relatively new in Ireland (Brozaga and Defourny, 2001). Therefore, the sample used in the study was relatively small and focused on the west of Ireland. Managers of social enterprises were interviewed for their level of expertise and awareness of social enterprise and the frontline staff of social enterprises participated in focus groups to gather the views of the ‘internal customers’ of social enterprises.

A challenge with qualitative research is that some consider it an unreliable predictor of the population (Molhorta, 2015). It is time consuming to prepare, carry out and analyse the data from interviews and focus groups so the sample is usually smaller than that of a quantitative research survey. When research is carried out through in-depth interviews or focus groups the views are from a smaller sample of the population due to the amount of time required (Nykiel, 2007). Social Enterprise is a relatively new structure in Ireland with variation of business models and a lack of policy and national strategy (Forfás, 2012). For these reasons exploratory research gathering qualitative data from the managers and frontline staff of social enterprises were considered most appropriate. It allowed focus be placed on one specific sector and clarification was sought through probing questions.

### **3.3 Data Collection Methods**

Empirical research for this study consisted of desk research from peer reviewed theorists in the area of social enterprise, market segmentation, targeting and positioning strategy, core brand value and brand perception resulting in a literature review. In addition to the information gathered from desk research, primary research from interviews and focus groups helped to gain broader insights on the area of research within the geographical area of interest. Unstructured depth interviews were conducted with managers of social enterprises in the west of Ireland on a one to one basis for exploratory qualitative research. Positivists argue that interviews based on pre-tested, standardised questions are a way of increasing the reliability of research (Silverman, 2003). The research considered that managers have the highest level of knowledge about the social enterprise due to their daily task of operating the social enterprise and their knowledge was considered reliable. Members of the board of directors usually change every three years, hence knowledge may be lost due to rotation (Pobal, 2016). The interview theme sheet (Appendix A) consisted of a number of questions to gather qualitative data. Two focus groups were conducted with a number of front line social enterprise employees.

Managers of social enterprises were contacted by the researcher through email or telephone to request participation in the study and a schedule of interviews was drawn up. An explanation of the research and interview duration was provided. Details of the study were sent to each participating manager in advance of the interview. A pilot study of the interview theme sheet was carried out on June 15<sup>th</sup> 2017 to identify and eliminate any problems before the full set of in-depth interviews were undertaken with managers of social enterprises. A reminder phone call to all managers two days in advance of their interview confirmed their availability. The in-depth interviews were carried out between June 26<sup>th</sup> to July 14<sup>th</sup> in the offices of the social enterprise managers. Any social enterprise managers that were not available for a face to face interview were provided the option of a interview over the telephone, although face to face was preferred to build trust. A request was made to record all interviews on a Dictaphone. This allowed for transcribing by the researcher verifying written notes taken during the discussion. Written consent to record and report on the interview was signed by all

mangers. Depth interviews were chosen as the respondents are geographically spread so it would be difficult to convene a group of managers with full schedules in one place. Depth interviews allow time for each respondent's story to be heard and sensitive issues such as finances and challenges can be discussed in confidence. Face to face and telephone interview methodology were used rather than postal or online surveys to increase the speed of response and ensure the questions were interpreted correctly.

Two focus groups with frontline staff from social enterprises were held. The first at Ballina on Tuesday 4<sup>th</sup> of July and the second at Crossmolina on Friday 6<sup>th</sup> July. Focus groups are where a number of people are asked to come together in a group led by a moderator to discuss a certain issue (Dawson, 2009). In this instance the moderator was the researcher who introduced the topic, asked specific questions, and controlled the discussion. An explanation of the research was sent online to managers of social enterprises inviting their employees to take part in the focus groups. The ideal number of participants in a focus group is between nine and eleven individuals and each focus group lasted approximately one and a half hours in duration. The researcher over recruited to ensure there were at least eight participants in each focus group. The focus groups were recorded using a Dictaphone and backup video recorder (Dawson, 2009). Participants were asked for permission to record the focus group. An explanation of the research was provided to the group and written consent was obtained to use the information gathered and record the discussion. Participants were permitted to leave the discussion at any time. The method of using focus groups was chosen for this research as they are a useful means for receiving a wide range of responses during one meeting. Participants can ask questions of each other and through discussion remember issues they might otherwise have forgotten. They help participants overcome inhibitions, the group effect is a useful resource for data analysis and interaction can be useful to analyse. For example, focus groups with current and potential motorcycle customers were used extensively by Harley Davidson in 2000 to refocus their brand, develop their market segments and target their product accurately based on customer loyalty resulting in reduction of excessive spend and risk of brand failure (Malhorta, 2015). On a negative side, the researcher using focus groups to gather qualitative data may find hiring a venue or recording equipment expensive, they might feel intimidated moderating a group if they are inexperienced. Not everyone in the group might

contribute, some might contaminate others opinions. It can be difficult to extract individual views during the analysis (Nykiel, 2007). Social enterprises often target individuals with low level education who were early school leavers, have disability or long term unemployed to fill employment posts (Pobal, 2017). To enhance the understanding and experience for the group, the researcher used a Powerpoint Presentation to add clarity to the research topic. It was made clear that this was not a lesson, but a focus group to extract their opinions and views. Confidentiality was taken into consideration and everyone was allowed time to speak. Participants personal views were encouraged at all times. When discussing core brand values, the researcher gathered the participants views, then showed examples of some organisation core brand values, visions and mission statements and this led to further opinions from the group. Questions such as ‘what message do you think Clann Credo are trying to express through their core brand values?’. If respondents had difficulty recalling the communication techniques used by their social enterprises an electronic prompt list, similar to flash cards was used to ask ‘are any of these techniques used in the social enterprise you work for?’. ;which target market do you use that communication tool to express your core brand values to?’ This aided participants memory, particularly those with learning difficulty who found it difficult to recall the techniques they use to communicate with customers. Prompts were only used when suggestions and discussion level was low. The use of examples led to deeper discussion. Daisyhouse website was shown, a social enterprise in Dublin that provides short term accommodation to homeless women (Daisyhouse, 2017). The organisation have a large ‘donate here, you can help put a stop to homelessness’ sign at the top of their website. Their home page clearly lists their vision, mission and values on their website. Participants were asked ‘what target market do you think Daisyhouse is aiming at by placing their core brand values on their website for homeless women?’. Other areas of discussion asked how the various touchpoints each social enterprise use communicate their core brand values to their potential customers and what other organisation communicate their core brand values well and could be used to generate best practice for their own organisation.

The observation method was deemed inappropriate for this research as it would be time consuming to observe social enterprise employees carry out their marketing activities

over a period of time in various locations to get adequate results and participants can alter their activities if they know they are being watched (Pocter 1997). Participant observation is a useful descriptive research method to record events and procedures as they occur and is a valuable qualitative method for setting up experiments to assess conditions and patterns. The observer does not question or communicate with the people being observed. For example, observing workers carry out tasks to assess and recommend changes required in work methods (Malhorta, 2015). Attitudes, motivations and values are all lost in the observational method as the data only provides insight into what behaviour is occurring, not why it is occurring (Mahorta, 2015). The observation method was not adequate to gather attitudes and insight into social enterprise core brand values. Action research (Nykiel, 2007), where the researcher analyses a situation from within an organisation was not used in this research as it is more suited when the researcher is employed within the organisation. Venters (2015) observation study, mentioned later in this chapter, was undertaken from within an organisation they were employed. Case studies were considered but they focus on one particular case (Creswell, 2006) and the exploratory nature of this study required more variation of views to compare and gather more depth of information from a number of social enterprises. A case study method was used to research the marketing target strategy of computer industry by Venter et al (2015), giving in depth analysis of one organisation, but the study lacked comparison with similar businesses. Interviews with a number of social enterprise managers and focus groups with a number of social enterprise frontline staff will increase the reliability and credibility of the data (Trochim, 2006).

Self-completion questionnaires were also considered to gather quantitative data from social enterprise managers and potential social enterprise service users. These are of benefit to a researcher with limited time and resources, but response rates are often low and without the researcher leading the questions, they are often open to misinterpretation and not answered with as much detail as depth interviews (Hague et al. 2006). After consultation with the research supervisor, it was agreed that social enterprises are a new model in Ireland, the general public may not be in a position to comment their views of the core brand values of social enterprises at such an early stage of development. It was considered useful to begin by analysing the views of the social

enterprise managers and employees for this research and analysis of the general public views of social enterprise may lead to further research opportunities.

Other theorists that have used interview and focus group techniques in their marketing research are listed in the following table:

Interviews	Focus Groups
Holt (2002), Woodside (2010), Kim et al (2003), Pantano (2011), Shams and Brown (2015), Venter et al (2015), Werrrawardena and Mort (2003)	Kapour and Kulshrestha (2009), Shannahan et al (2016), Harris and Chernatony (2001), Dibb and Simkin (1997), Ferreira et al (2010), Rodrigues and Martins (2016), Shams and Brown (2015)

Figure 3.2 Other theorists that have used interviews and focus groups in their marketing research

### 3.4 Measurement Techniques

Interviewing implies formality, structure and purpose, it is one of the most common methods of enquiry in qualitative market research (Hague et al., 2006). The interview theme sheet developed for use in this research consisted of open ended questions to allow for explanation and detail.

The interview was flexible and allowed the respondent time to answer in their own words without having responses boxed into pre-set classifications, this increases validity of the information collected as the respondent has not been prompted or driven by assumptions (Hague et al, 2006).



### 3.5 Sampling

When we want to uncover information about the attitudes, ideas, beliefs and habits of an entire population a census is undertaken. Sampling, on the other hand is defined as obtaining information from a percentage of the population being studied (Proctor, 1997). In sampling, if each member of the group has a known chance of being included, it is known as a probability sample. If the selection is subjective, it is a nonprobability sample. The benefit of probability sampling is it enables a sampling error to be estimated. A sampling error is the difference between the population's real value (which is unknown) and the value obtained from the sample (Nykiel, 2007). In non-probability sampling the change of a particular population element is known, and results cannot be projected to the entire population. A sample is developed by first defining the target population. This should be the population of interest to the study (sampling units). In this case, ten social enterprise managers and two focus groups of social enterprise front line staff. A sampling frame is a list that identifies the target population. It can be a list of names and telephone numbers. If no sample frame is available, filter questions in a survey or questionnaire can be used to determine those that qualify for the study (Proctor, 1997).

There are five forms of probability sampling: simple random sample where the population have known and equal change of being included, random walk where surveys are conducted by conducting random walks in small geographical areas with a guide as to when to turn left, which sequence of houses to call to. Stratified random sample is suited for sampling large populations, splitting the population into similar groups, cluster sampling the frame is classified into homogeneous segments and random samples are chosen from each segment. Systematic sampling method units are chosen from a sampling frame at a uniform interval. This is a true probability method, where every unit has an equal chance of coming into the sample. Forms on non-probability sampling include quota sampling which can be open to bias and cannot be objectively measured, where the researcher chosen who should be the respondent. Convenience sampling, where the researcher selects the nearest respondents to study.

Judgement sampling is where samples are believed to be typical or representative of the population and chosen by the researcher (Proctor, 1997). Judgement sampling was used in this study. The sampling frame was compiled by the researcher using information about social enterprises from local development companies, research carried out online and from snowballing (Proctor, 1997) where contact with one social enterprise or local development company made the researcher aware of another social enterprise suitable for the study within the west of Ireland.

Criteria for selecting the interview participants for the qualitative study included 1) being a manager of a social enterprise 2) Having managed a social enterprise that was more than two years in existence to ensure the information was from a reliable, informed source 3) the social enterprise was located in the west of Ireland (Mayo, Sligo or Galway). Selection of the social enterprises to include on the sample frame relied on the personal judgement (judgement sampling) of the researcher rather than chance. This non-probability sampling technique does not allow objective evaluation of the sampling errors. The use of judgement sampling allowed for greater control over the sampling process, non-probability sampling is a quicker and more cost effective method than probability sampling which suited the short turnaround time of this research (Malhotra, 2015). The participants for the focus groups consisted of front line staff of social enterprises.

### **3.6 Analysis of Findings**

Interviews and focus groups were recorded on Dictaphone and a backup made using a video recorder. The data was transcribed into a word processing package for analysis. It was important that the presentation of data was guided by the research questions as well as by the methodological discussions in the literature (Creswell, 2006). According to Punch (1998), the method for analysis of qualitative data need to be systematic, discipline and transparent for validity and reliability. The data was organised into common themes and topics on a data matrix. Qualitative analysis techniques were used to find commonality and create common data units which were then classified

(Alshenqueeti, 2014). The Mile and Huberman approach to qualitative data analysis as described by Punch (1998), was implemented in this study. This approach involved tracing relationships among social phenomena, based on regularities and sequences that link the phenomena. The approach is referred to as '*transcendental realism*' and has three main components: data reduction, data display and drawing/verifying conclusions that all interact throughout the analysis. This method seeks similarities between cases to develop concepts of ideas through coding and memoing operations that lead to conceptual frameworks and theories being developed that need to be verified.

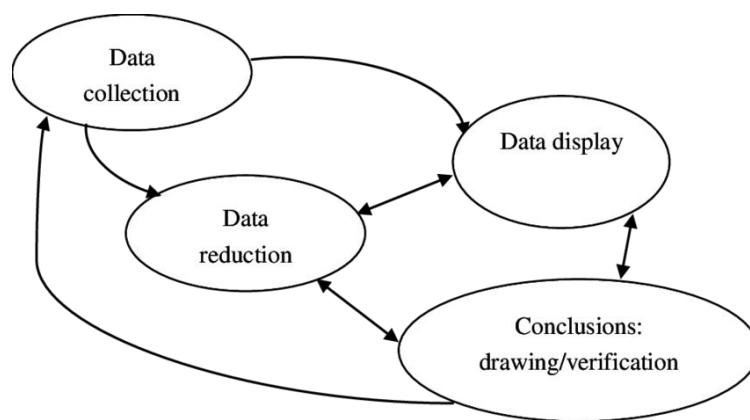


Figure 3.2: Miles and Huberman components of data analysis: interactive Model (Punch, 1998, pg. 203)

Microsoft Excel was used to analyse common variables and create graphical representation of themes within the data. The findings are presented in chapter four.

### **3.7 Ethical Considerations**

Ethical considerations were taken into account during this study. Data protection guidelines were followed. Managers of each social enterprise, their board members, employees or members of the public who participated in the study were not identified unless they agreed to be mentioned. Identification details were only available to the

researcher and the supervisor. ESOMAR and IT Sligo ethical research guidelines were adhered to. When nonprobability sampling is used effort was made to get a representative sample (Malhotra, 2015). To avoid bias a large sample frame representative of social enterprises in the west of Ireland was developed based on the judgement of the researcher and ten were chosen at random to interview.

### **3.8 Limitations**

Face to face depth interviews can be costly, demand high level of resources and analysing the responses can be time consuming (Creswell, 2006). Although face to face interviews builds relationships between researcher and respondent, there had to be 'buy in' from the start by the respondent. Twice during this study telephone interviews were required when the respondent was under time constraints. When using in-depth interviews there is the risk of the respondent not being available due to illness, absence or logistical problems (Hague et al, 2006). The researcher was under time and resource limitations to complete this study by the deadline.

### **3.9 Methodology Conclusion**

To validate the research the interview theme sheet was viewed by an expert in the field of marketing - a marketing professional who has supported and trained social enterprise for a number of years. In this case the expert was Dr. Briga Hynes, Programme Director for the MBS in International Entrepreneurship Management at University of Limerick. Briga has carried out extensive research of the social enterprise sector. She is a member of the Management Development Council of Ireland (Forfas) which was established to advise Government on the adequacy and relevance of management development provision in Ireland for the small to medium enterprise sector. Briga is also chairperson and board member of a number of social enterprises and project evaluator and mentor with Social Entrepreneurs Ireland (University of Limerick, 2017). This expert

validation ensured there were no gaps in the recommendations. The verification process involved triangulating the different sources of information, the information gathered from the case studied, the literature review and the data gathered from the in-depth interviews (Creswell, 2006). Researcher reflexivity (Creswell, 2000) was another validity procedure used in this study. The researcher disclosed their connection and employment within the area of social enterprise support to allow reader to understand their position and biases.

## **Chapter Four**

### **Qualitative Findings and Analysis**

#### **4.1 Introduction**

In-depth interviews and focus groups with frontline staff of social enterprises in the West of Ireland allowed the researcher to gather the opinions and first-hand knowledge of those at the forefront of delivering services and products to potential customers of social enterprises. The qualitative findings are presenting using the themes that were devised during the literature review to investigate what techniques social enterprises in the West of Ireland use to identify their target market, and explore the tools and techniques they use to communicate their core brand values to their potential and current target market.

#### **4.2 Findings from in-depth interviews with managers of social enterprise**

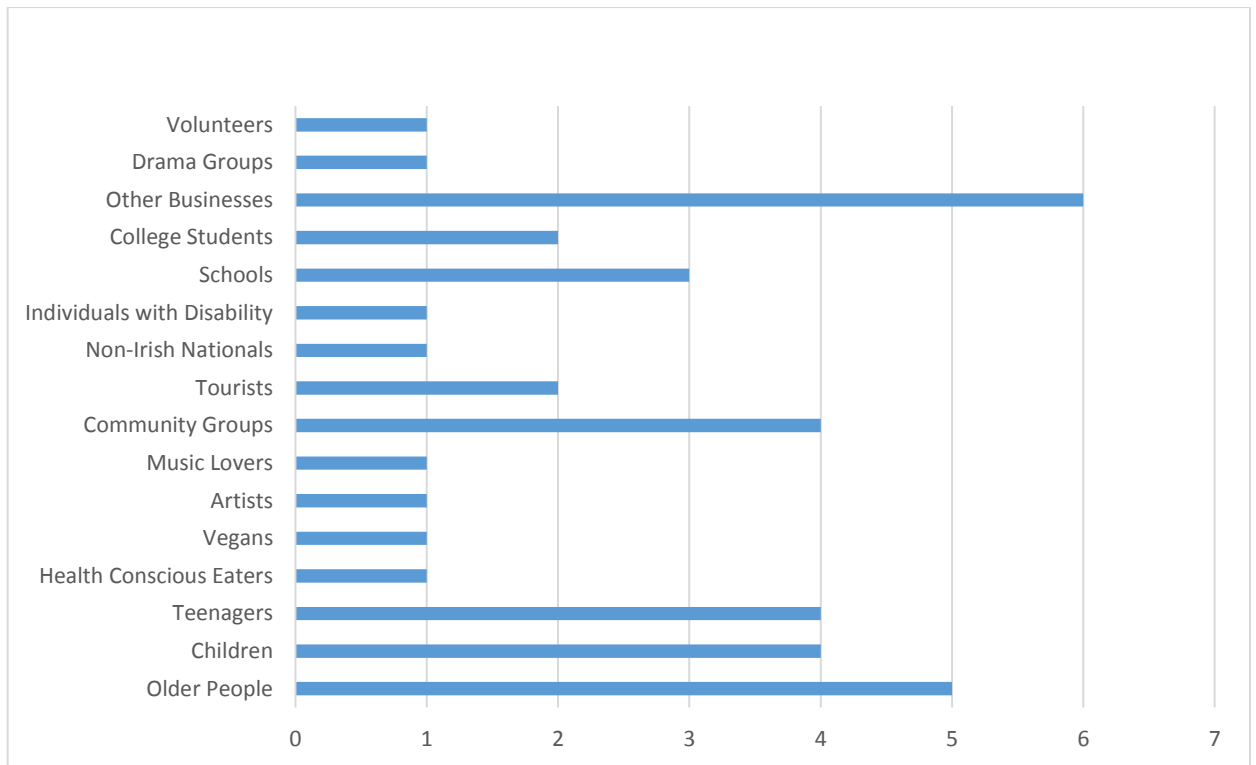
When assessing the suitability for participation in the research, all managers were in their role within social enterprises for more than one year. Eight had been managers of that organisation for more than five years with a strong understanding of the organisation. Out of the ten organisations interviewed 80% have a clear, written mission and vision statement. The 20% of the organisations that had no mission statements were unclear what a mission statement was, although from further research it was found that one who responded ‘no, we don’t make promises’ has a mission statement on their business plan they submit to Government, they were unsure of the business terminology and had not reviewed it recently. For those who had a mission statement, it was used for a number of purposes: in many cases it was framed and presented on the walls of the organisation to ensure best practice within the organisation, to communicate the organisations aim to their potential target market, to enable frontline staff and board of directors understand the purpose of the social enterprise. One interviewee said he used the ‘mission sentence’ every chance he gets to clearly demonstrate what the organisation is, and is not! Overall, there was a clear

understanding of the mission of each organisation and the vision it aimed to have, particularly among management and board. Management felt that staff awareness of the mission could be improved to guide their work and that time constraints meant it was not discussed as often as it should.

Each organisation was clear that as a social enterprise they are different to a traditional business model. Reasons for points of difference included the need to adhere to a social aim, the requirement to raise funding to subsidise the running of the organisation. In many cases profits were low and they relied on government assistance or employment schemes to contribute toward salaries. The majority of the social enterprises interviewed were governed by a board of local voluntary directors and the organisations were operate as Companies Limited by Guarantee with no share capital. One social enterprise was privately owned and consisted of two directors from the same family. Most were managed by individuals who had a vested interest in the mission of the organisation, for example the organisation that provides employment and training to adults with intellectual disabilities was managed by people with a background in psychiatric health or retired teachers.

### **4.3 Identifying Potential Target Market**

When discussing techniques the social enterprise use to identify potential target market it became evident that although managers are clear of which groups they aim to target, none of the organisations interviewed used a formal targeting or segmentation process to identify and categorise their target market or were aware of segmentation techniques. Segmenting the potential target markets was based on the manager's local awareness of who required support in most cases. The range of target market profiles is extensive among the social enterprises studied. The organisations interviewed identified their target market ranging from children to older people, college students, other businesses and local organisations, and many categorised their target market into segments such as 'music lovers', 'health conscious', 'vegans', 'hipsters' and 'volunteers'. The breakdown of the number of organisations that support the 'target market segments' and recurring market types are shown in Figure 4.1.



*Figure 4.1: Most common target markets supported by social enterprises in this study*

#### **4.4 What target markets are not being supported currently and why?**

Managers of social enterprises had a clear understanding of where the gaps were within their community. They provided a clear overview of the services they provided to the target markets they served. Every manager interviewed could identify gaps where they could support other target markets but were unable to at the moment. The groups identified as not being supported included, the café that appealed to younger clientele is not targeting older people or families, the art gallery who can only fund group projects up until the funding expires, the respite care centre that can only accommodate 5 rooms, but has demand for more, the museum that could put on more exhibitions and events to attract sporting groups and organisations, the tourism organisation that could attract more independent travellers but has limited resources, the genealogy service that could attract more overseas customers, the heritage costume company that could attract more online sales but lacks expertise in setting up their e-commerce website and the Volunteer Centre that could attract more volunteers of age range 30-50. The main reason given why these target markets are not being supported at the moment is lack of available funding and resources to put strategy and supports in place, and the lack of marketing expertise and a budget to market the services to these target groups.



## **4.5 Communicating Core Brand Values of the Social Enterprise**

All of the social enterprises interviewed had a business plan and every manager was clear on the image of the organisation they aimed to portray to the public through their marketing. However, eight managers interviewed stated that lack of marketing expertise and a marketing budget hindered their success in getting their message out to the public about their mission and core brand values. One manager in relation to marketing stated “marketing is a minefield, it’s a huge area to get a grip on... you can do something brilliant one day and then nothing the next, you cannot sit on your laurels, it has to be constant and consistent and we do not have the budget or resources for that”. While there is much written about the benefit of marketing an organisation based on its core brand values, the term core brand values was unfamiliar to 70% of the managers interviewed. The managers who understood the term had business or management training. With further probing and explanation the values most commonly focused on by social enterprises in the west of Ireland are related to their social mission, the community resource centre portrayed values of respect, listening, dignity to the older people they delivered meals on wheels to, ‘we don’t just drop off a meal, the conversation and friendliness is important too’. The social enterprise café that aimed to attract ‘hip, healthy young people’ demonstrated values of being ‘charitable’, they give their profits to local charities, also ‘grow local and support local’ was a high priority of theirs so they were supporting the local community in a number of ways. The local art gallery wanted to show they were embedded in the local community, they host art projects for young disadvantaged youths as well as targeting the higher earners for art exhibitions and shows. They aim to have a personal touch, their café area is used by many who are not there for the art, but for a friendly atmosphere and sense of community the venue provides. The gallery refer to them as ‘3<sup>rd</sup> spacers’. The respite holiday centre for people with disability want to show a high quality service and ‘safety’ in our values. They feel strongly “some people do not want their values to be overbearing, they don’t want to be ‘minded”, they want a break from their illness (MS) and to get away from their normal surrounding while still have the care of highly trained staff”. They are catering for independent adults that want a unique holiday experience. The history museum wants to portray their values on education, contribution towards historical, cultural and educational standards. The tourism organisation wants to

portray honesty, fairness (to the businesses they assist with marketing) and good communication. The heritage/genealogy centre wants to value our traditions and crafts, keeping them alive. Providing accuracy of information in the genealogy centre, professional and authentic service. The cleaning business that provides employment to individuals with disability wants to provide good quality and speedy delivery and a high quality service that is consistent and not affected by the employees ability. The volunteer centre want to provide accurate information and quality service and the heritage costume company wishes to show values of fun, high quality service and friendliness. These are the values that the organisations attempted to market themselves on. All businesses were aware of the need for high integrity, good governance and transparency, but felt these values were more for the attention of the management rather than for marketing to the public.

#### **4.6 Tools and Techniques Used to Communicate Core Brand Values**

Communication of the core brand values is the one that is most associated with marketing, because it is the most visible to the outside world. Marketing communications begins with branding to target audiences and assist in product/service identification. Then the organisation calls on the communication mix – advertising, personal selling, sales promotion, public relations, and direct marketing to engage target markets. Formulating this mix is based on determining the most appropriate and effective methods for reaching the target audience, which typically involves experimentation (Fortenberry, 2013). Most organisation have a trained communications expert, but none of the social enterprises interviewed had that luxury. The marketing techniques were implemented through trial and error. Marketing was referred to as ‘a mine field’. One manager in their interview stated: ‘Marketing is such an integral part of what we do but it is difficult for us to find a model to base ourselves on because there are not many other organisations that do what we do’. Another voiced their opinion: ‘We would love to put a cohesive marketing strategy in place and not be reactionary but we do not have the expertise, the resources or the budget’. ‘Can we get funding for marketing? No. And good marketing comes at a price’. In six cases the manager provided a marketing role within the organisation. One of these six had a background in graphic design that was of benefit and related to marketing. One social enterprise café had a degree in Business that had a marketing element. The others stated that they relied on short courses provided by their Local Development Company or Local

Enterprise Office to provide them with some training on marketing. This was often one day training at a beginner level. The other four had allocated staff from Community Employment or Community Services Programme that were provided that same basic marketing training to maintain some element of marketing for the social enterprise. CE staff were usually only funded for three years at a time so there could be high staff turnover and loss of skills.

Most social enterprises had limited budget for marketing. When they raised some cash through traded income, they produced brochures that were placed around their venue, or distributed locally to promote their service. The therapy centre used direct marketing to post these brochures and information to HSE, health and social care staff around the country. They had a defined monthly marketing plan, with welcome packs for all visitors, a webpage that was being re-developed, they linked in with local radio, got past visitors to participate in radio shows to use 'storytelling' as a marketing tool very effectively. They used Facebook every day, held fundraising events and had promotional t-shirts. The local and national papers at times ran features on their service. They had a clear communications policy. They would benefit from part time fundraising and marketing personnel. The community resource centre that provided meals to the elderly, a childcare facility and services for children relied on local word of mouth to spread the word about what they provide, they used Facebook intermittently, used the parish notes, local newspaper community notes and when they could afford it put community messages on local radio but found that too expensive. They ran local surveys periodically to find out what local people needed from them. They advertised new services in the building and the gym that is located in the resource centre. The trendy café in Galway relied on Facebook to get their message out there to the 20 to 40 year old target market. They ensure their staff have an understanding of social enterprise, so they are not just serving food, but understand the social element of the business. They use visual marketing, photographs of food, telling the story of their business on social media to show their point of difference. They are highly influenced by Mohammad Yunis' view of social enterprise. The heritage and genealogy centre has a target market of mainly older people. They use Facebook to some extent but mainly rely on building connections with Irish centres in other countries and The National Library of Ireland to encourage visitors to trace their ancestry. They use direct marketing, traditional marketing such as newspaper, brochures, advertisements in

heritage/culture magazines. Interviews on local radio have been successful for them to reach active retired groups. The community dry cleaner that employees people with disability relies on face to face appointments to reach their business customers and win new contracts. They use Facebook for the general public to become aware of their services, but the majority of their income is from hotels, bed and breakfasts, hospitals and nursing homes. They found newspaper and radio advertising was too expensive for them. They need a website and are in talks with their Local Development Company to get this developed. They ask customers how they heard about them, and usually it is word of mouth. The Volunteer Centre use a very professional website that was designed locally based on the layout of the national Volunteer Ireland lead organisation. They use Facebook and have trained two staff on scheduling of relevant posts each day. These posts include 'personal stories from volunteers'. They communicate with those wishing to volunteer and businesses requiring volunteers on the same platforms. They use newspaper, infographic printed materials, book marks, posters, pull-up stands, business cards, brochures and signage to promote the organisation. Their board consists of members of other organisations that spread information on the mission of the volunteer centre. They hold volunteer expos and events a number of times a year and link in with schools, colleges and other organisations.

When the idea of communicating the organisations 'core brand values' was discussed every organisation interviewed required clarification on the term and examples of common core brand values were required. The question was simplified into 'what terms and descriptions would you like used to describe the organisation'. It was found that social enterprises do not intentionally brand their core brand values, but through investigation, they are discretely branding themselves based on the core brand values of quality service, good governance, enjoyable experience, fun, nostalgia, clarity, integrity and confidentiality.

#### **4.7 Planned Strategy to Communicate Core Brand Values**

Lack of budget was the most common challenge for communicating the core brand values of social enterprises in the west of Ireland. When managers were asked what marketing techniques inspire them, or what they aim to do for their marketing strategy in the future five social enterprise managers planned use of more storytelling and use

of video. One manager had purchased his own personal drone and was using that to create tourist videos. Updating their website was top of the agency for many social enterprises. Five of the social enterprises said their website was developed on a shoestring budget and required upgrade. One wanted to add an e-commerce facility to their website to sell products online. Three organisations planned to advertise overseas in specific magazines relating to their organisation. Four planned to start using Instagram and Snapchat to provide more visual/video marketing and target a younger audience. One organisation was building the confidence of their staff to push and promote their area and had put a ‘mystery shopper’ in place to test their customer care within the organisation. They trained their staff to be friendlier to tourists, sales skills are seen as important, physical changes for frontline staff included removing the reception desk so staff stand up and move around the tourist office to provide a more approachable service to customers. The resource centre that delivers meals want to develop a ‘brand’ to show consistency of their service and meals provided. Three social enterprises want to develop their signage and visual identity. The heritage social enterprise was inspired by Comhaltas marketing and branding that is consistent throughout the country ([www.comhaltas.ie](http://www.comhaltas.ie)). Two of the organisations mentioned their consistent colour palette they use for brand management and marketing tools. Nine of the organisations interviewed stated that budget and time were restricting their marketing strategy. One organisation was in the fortunate position of having built up a budget for marketing this year through traded income.

#### **4.8 Feedback from Focus Groups with Frontline Staff of Social Enterprises**

Two focus groups with frontline staff from social enterprises were held. The first at Ballina on Tuesday 4<sup>th</sup> of July and the second at Crossmolina on Friday 6<sup>th</sup> July. There were twelve participants in the first focus group and nine in the second group. All participants were over 18 years of age and had worked within the social enterprise for more than one year. The results of the focus group will be combined in the following sections under the themes of the research.

To assess the general mission of the social enterprise, participants of the focus groups were asked were they aware if their organisation had a mission statement and how was

it used within the organisation? All participants were unable to state the mission statement verbatim. Three participants knew their organisation definitely had a mission statement. They were full-time staff that had been with the organisation more than five years. They were aware it was framed on the wall of the organisation, clearly visible and could state some of its contents. They were aware it was used in the annual planning process by management. There was an overall lack of awareness of what a mission or vision statement was. The facilitator provided some examples to the focus groups of the mission and vision statement of other organisations and this prompted two others to state that yes, they were aware of something similar in their organisation but it did not have much everyday use in their organisation. The mission statement was considered something management or the board needed to be aware of.

#### **4.9 Identifying Potential Target Markets**

Frontline staff were asked about their familiarity with their typical customer of the social enterprise they worked for? They were prompted with headings such as 'age', 'typical income level', 'their interests', 'would they use social media'? The focus groups were provided with a template and asked to describe the typical customer of their organisation. They were given a few minutes to fill up the template (Appendix) and a discussion followed. It is evident the target market for social enterprises is very varied and all frontline staff were familiar with their typical current customers. An example of some of the profiles provided include: 'We target just the elderly, for social activities, meals, most would not drive, they rely on community transport to bring them to the club, most would have a mobile phone but only for incoming calls, they would not use internet, their interests include bingo, card playing, knitting, crochet, day trips. About 30 out of the 100 members of the over 55's club would have a computer but only 10 of those would use email. They would mainly target them through local radio and the local notes in the paper or posters on the walls of the club.' Another profile from the heritage centre was 'our target market is usually an older person requiring information on their ancestors. Usually a person who has moved away from Ireland. Returning home on holidays. Not much time to spend on the research. Over 40 years of age. Usually retired. Ancestors from the West of Ireland. Heard about us through Irish club in Birmingham, Liverpool or Cleveland Ohio'.

The frontline staff were very aware of all of the services and products the social enterprise provides at the moment. The focus group moderator listed the services on the flip chart. They ranged from tourism information, genealogy information, information for unemployed people, social club for older people, museum, sale of heritage costumes and fancy dress costumes, dry cleaning, organising festival and events, tea rooms, garden, walkways.

Overall, frontline staff were very aware of current target markets and how the current service users were supported with the various services and products, but were not aware of any potential or new target markets and felt that was the expertise of the manager and board of management to identify them. Frontline staff of social enterprises were aware that budget constraints and lack of resources put strain on provision of additional supports for target markets within their organisations. The majority of participants had heard this feedback at staff meetings.

#### **4.10 Communicating Core Brand Values of the Social Enterprise**

The frontline staff of social enterprises were asked if they were aware of the core brand values of the social enterprise they worked for. Overall, frontline staff of social enterprises were not familiar with marketing terminology. Branding, core brand values and target market were all unfamiliar terms. The researcher used a Powerpoint presentation ([Appendix](#)) to demonstrate some core brand values used by other social enterprises and businesses and this prompted the frontline staff to recognise their own values within their organisation or what values they hoped their organisation portrayed to potential customers. The core brand values included confidentiality, the centre that supported unemployed always reassured clients that their details were safe and would not be disclosed. Other organisations stated trust and being likeable so that customers would return, they wanted to demonstrate a quality service, empathy for others, particularly those individuals with disability or vulnerable adults, and equality in the services and supports they provided. Other discussion led to values such as 'being seen as a relaxed, fun organisation where people would want to return', having 'welcoming, helpful staff', 'reliable, professional, efficient', 'competent', 'reliable, honest, having good standard of governance is very important and a high level of integrity'.

The researcher showed the core brand values of other organisations such as Apple, Clann Credo, Alzheimers Association and asked what the focus group participants views were on the way in which core brand values were presented. For example on the Daisy House (2017) website, a social enterprise that supports women who have experienced homelessness. The mission, values and core brand values are clearly stated on their website. One participant said the website of Daisy House was far too cluttered, another agreed, they felt there was too much information given on one page of the website. Four participants liked the video showing the story of women who received support from Daisy House. One participant, a female said she could relate to the service and felt that by showing their values and mission a lady who had experienced abuse or homelessness would be reassured of the quality service they would receive from Daisy House. It was agreed by the group through discussion that the core brand values of their organisation were known, but they never thought of the importance of marketing their organisation based on these values. One participant stated 'it is only when you see the values used in the marketing of other organisations you realise that they do have an impact on whether you use that organisation and re-use it, I had never thought of that before now'. Another participant stated 'these brand values are often given to us in the taglines of a business, but because I know nothing about marketing I didn't realise they were effecting my thoughts about that business, it's very cleverly done'.

#### **4.11 Tools and Techniques Used to Communicate Core Brand Values**

The focus group participants were asked 'now that you are aware of the core brand values of your organisation, how do you communicate those values to your service users?' Due to lack of awareness of marketing terminology the question was rephrased. To clarify, the group were asked 'what touchpoints do you use to let potential service users know what your organisation provides, what your social enterprise does? What methods do you use?'. Some examples were given on a slide. 'How many of you use face to face interaction with service users?'. Of the 21 focus group participants, 18 have face to face interaction with service users daily, the other four said they had more back-office role. Ten rely on traditional marketing communication tools such as putting up posters and distributing flyers to promote computer courses, events and activities they have coming up in the social enterprise. Five were responsible for maintaining the social media sites, mainly Facebook and were beginning to use Instagram and Twitter. Those same five said they were using video more to tell their story on social media and



were planning to use personal stories on video as part of their marketing plan. Two said they cannot afford newspaper or radio advertising as it is so expensive. All 21 said they relied on word of mouth and local support to spread the word about what they do. One organisation said they tried a new method to promote themselves of bringing in people from other organisations to an information event to get new members onto their board and it was very successful with eight new board members. The other participants were very interested in this technique but realised it was more of a matter for their manager to follow up on. The tourism frontline staff use journalists coming to the area for a visit to show them the sites as a marketing tool to get write-ups in global newspapers and magazines. They said their manager makes this technique a priority and drops everything to support these media visits. Four of the organisations were aware of having a signature on their emails as a promotional tool. All 21 had headed paper, ten had produced this headed paper in-house themselves and said it was not of high quality but all they could afford. Three organisations had a company van and this had signage for the business on it as a promotional tool. This related to the local transport bus for older people, the tourism social enterprise and the dry cleaners. The meals on wheels and the social service had 'home visiting' as one of their communication tools for older people. The frontline staff from the arts museum were aware of website, telephone use, promotional emails, social media, newspaper and radio ads, posters, brochures and had a wide range of communication tools.

#### **4.12 Planned Strategy to Communicate Core Brand Values**

The participants of the focus groups were asked 'what communication tools inspire you, what marketing in Ireland, or abroad catches your attention and could be adapted to suit your organisation?'. The focus groups found this one difficult to answer. The Ballina group had a discussion about the Mayo advertisement on television at the moment. How that captures their attention, the athlete running up the hills and up Croagh Patrick. That was described as 'amazing, it's lovely'. Mayo.ie developed those videos. Again, the technique of storytelling through use of video was discussed. Particularly by the tourism frontline staff who stated that there was 'very little assistance from Failte Ireland for the Wild Atlantic Way, most people are brought down towards Galway'. A discussion on social enterprise tourism marketing followed with statements such as: 'we're spending more on marketing this year to promote Mayo'. 'What does Westport have that Ballina doesn't and yet Westport is full every weekend?'. However, it was

discovered that frontline staff in general were not familiar with what additional marketing tools and techniques would suit their social enterprise. The general consensus was that management and board made those decisions.

#### **4.13 Key Insights**

With reference to Drencheva's (2013) view that if social enterprises success is based on the values they provide, the failure of the tools they use to run the social enterprise needs to be addressed, not the failure of the social enterprise managers. It is evident from this research that due to lack of resources the managers of social enterprises in the west of Ireland are acting in a number of roles within the organisation. Of the ten managers interviewed, eight of them stated that they act as 'operational manager, human resource manager, attempt to market the organisation, manage the finances and carry out many of the duties of the social enterprise such as delivering meals each morning or caring for the elderly, acting as frontline staff when others are on leave', one stated that she 'gave up her annual leave when one of the Community Employment staff had a personal issue and wasn't available for work, and she also puts the bins out, covers much of the administration role, seeks additional funding, and is the only available person on-call at night as additional support for staff, all while keeping up a high quality of service and promoting the organisation as best she can'. The findings correspond with Clarke et al (2009) and Teasdale's (2011) theory that social enterprises lack of definition and a framework of social enterprise can cause confusion for potential service users and was due to the background of the managers being so varied. In this study the background of managers ranged from sales, community development, the arts, first line management in a local factory, owner of a graphic design business, long term unemployed and hired as manager of a social enterprise through a Community Employment scheme. One of the ten managers interviewed had a degree in business. Although the managers were very skilled and empathetic towards the local community they serve, many were not adept with business planning, marketing and devising strategy to build the traded income which is vital for sustainability and employment of additional resources. Overall, this research found that there was a lack of marketing awareness and business skills among frontline social enterprise staff in particular. The majority are employed on short-term contracts through Community Service

Programme, Community Employment or the one year Tús Employment Scheme, leading to high staff turnover and constant re-training when staff change. One social enterprise said it is extremely difficult to get staff on the 3 year Community Employment Scheme recently as there is such high demand for staff in the voluntary and community sector.

Marketing practice within the social enterprises researched was at times ad-hoc and the findings reinforce Dr. Briga Hynes (2016) concept of social enterprise as not well understood by frontline staff of the organisations, there are a number of challenges that social enterprises face particularly in relation to legal and governance compliance issues and sourcing additional funding. Internally, issues are evident with validating the market opportunity and staffing of social enterprises. The supports available are mainly based on micro, small to medium enterprise policy without acknowledging the differentiating characteristics of social enterprise. There is a lack of branding of the social enterprise sector based on their unique values and mission, a lack of storytelling and demonstration of good practice to generate confidence in the sector, lack of government support and policy, training and evaluation metrics.

# Chapter Five

## Recommendations

### 5.1 Introduction

The findings of this research have contributed towards a number of key insights and implications for managers and frontline staff of social enterprises in the West of Ireland. Two phases of research conducted with managers and frontline staff of social enterprises have given the researcher an insight into the attitudes towards branding based on the core brand values of each social enterprise and the tools and techniques they use to promote the social enterprise. The outcome of these findings is presented in this chapter in the form of a set of guidelines for social enterprise managers and frontline staff which make a contribution to the literature and to practitioners by encouraging the more considered and strategic use of branding and marketing within social enterprise sector to communicate the purpose of the social enterprise to potential target markets and clarify the core brand values.

### 5.2 Identify and Segment the Potential Target Market

The findings from the interviews and focus groups with management and frontline staff of social enterprises in the West of Ireland highlighted the lack of strategy and use of targeting and segmentation techniques used by social enterprises to identify and segment their target markets. Market segmentation studies are only as good as the data they are based on. According to Dietrich et al, 2017, data-driven segmentation in social marketing based on survey data can be invalid and unrealisable because they can be biased and vary based on respondents culture and beliefs. Fortenberry (2013) suggests a number of suitable target marketing and brand management tools for non-profit organisations that could be adapted to suit the social enterprises in this region that operative on low marketing budgets. The market-product grid as described in the literature could be adapted to suit meal delivery charities and community theatre productions. Kotlers Segment by Segment Invasion Map could be adapted by social enterprises to identify new target markets for future pursuit. This research identified a

number of toolkits for social enterprises to identify their target market and brand their core brand values of their social enterprises. Bickerts (1997) Cohorts tools or VALS system could be used to segment customers. ‘Brand the Change: The branding Toolkit for Social Entrepreneurs, Disruptors, not-for-profits and corporate Troublemakers’, Miltenberg (2017) is a new innovate approach to branding social enterprise sector. The worksheets and guides are clear and easy to follow for managers and frontline staff of social enterprises, and with the newly devised training workshop devised by the researcher of this study the training could be rolled out to social enterprises in other regions. Melnic (2016) provides some recommendations on how to strengthen customer loyalty using customer segmentation by targeting specific groups of customers. A customer segmentation model allows for effective allocation of marketing resources and opportunities.

How to implement target market segmentation using Melnic’s Model (2016):

1. Identify key customer segments
2. Create target groups of similar segments
3. Prospect for look-alikes in target markets and own customer database
4. Deliver differentiated messages and experiences to retain customers. Position your service and customise strategies to reflect the backgrounds, lifestyles and preferences of each segment.
5. Keep the strategy simple and apply them to real market place
6. Get everyone in the organisation involved in the customer segmentation approach.
7. Measure the effectiveness and adjust the strategy, use ROI (Return on Investment) analytics to measure how service users respond to the social enterprise efforts.

### **5.3 The Internal Customer - Training and Understanding of the Organisation**

The importance of training for internal social enterprise staff and their understanding of the role and mission of social enterprise has been highlight in this research. Fortenberry’s (2013) Core Marketing Concerns Model refers to the foundations design of an organisation, the marketing infrastructure rests of its personnel. Staff must

understand the importance of marketing not only to outside parties (external marketing) but also to internal parties such as employees, board members and volunteers. It was evident from the focus groups in this research that the employees of social enterprises had difficulty understanding marketing terminology and the tools and techniques that could be used to communicate with customers. Holt (2004) introduced the ideas of creating ‘cultural brand icons’ to build brand equity based on the culture of the organisation. An appropriate marketing infrastructure requires the establishment and maintenance of a marketing culture that pervades the entire organisation. A marketing culture is one where all employees consciously view their given organisation and offering from the perspective of their customers. Fortenberry (2013) stresses that all employees of a social enterprise regardless of their job title or education level should understand the importance of thinking first of the customer. They become the customer service ambassadors and their leaders must understand the critical role that marketing plays in the organisation and encourage with rewards and positivity. There are a number of free or low cost marketing, customer service, technical and governance related training courses provided by Local Development Companies and Local Enterprise Offices and colleges in the West of Ireland. Employees, management and board should avail of this training when possible and keep their skills and knowledge updated. This study showed that employees of social enterprises did avail of training when time allowed, but board of management rarely attended, due to the volunteer nature of their role. This might cause lack of awareness of the critical role marketing plays in the success of the organisation.

#### **5.4 Training of Management and Support Agency Personnel**

This research highlighted the need for additional business and marketing support for the board and management of social enterprises. Hynes, (2009) also recommends training is provided for the support personnel in development agencies and funding institutions to create awareness of the ethos and needs of the social entrepreneur. The sector is different to traditional business model and requires expert analysis and planning. For this reason, the researcher has devised an ‘Introduction to Social Enterprise QQI 6’ training course (Appendix) for those considering social enterprises, those already involved in social enterprise who need to upskill and support agency staff who would benefit from focusing on the sector.

## 5.5 Devising a Marketing Strategy for the Social Enterprise

Following management and staff upskilling and adequate training. A marketing strategy should be devised to provide a clear plan for all of the brand values the organisation wishes to portray, the communication tools that should be used, frequency and ‘tone’ the organisation wishes to set. It is clear that lack of a framework for social enterprise leads to confusion about what the sector is trying to achieve. The marketing planning process for social enterprises can adapt the framework suggested by Lee and Kotler (2011). The ten step approach to marketing plan explains the stages necessary to implement segmentation and marketing.



Figure: 5.1 : The ten step approach to marketing framework, Lee and Kotler (2011).  
Pg.39

Social Enterprises can follow this ten step approach in sequence to select target audience, set goals and objectives that will be based on core brand values, identify barriers, position their offering, communicate based on the marketing mix, evaluate and monitor success and set budgets. This framework revolves around the needs of the

target audience, requires ongoing assessment and research to ensure opportunities are not missed. This should set a clear guide for social enterprise managers and if there are staff turnover, the process should be clearer for new staff entering the organisation to understand the agreed marketing framework. Through this framework the social enterprise should devise a clear communications policy and style guide that includes 'tone of voice and colour palette' for all marketing communications to achieve consistency in brand management.

## **5.6 Select Appropriate Communication Tools and Techniques**

When devising the marketing framework consider everyone a social enterprise customer and adapt the communication tools to suit their needs. Internally, it was found through this research that frontline staff of social enterprises had difficulty recalling the mission of the social enterprise. Management should ensure staff and board members are involved in devising mission statement, that they have the opportunity to read annual plans the input to the work of the organisation. Hold regular staff meetings and ensure appropriate level of information is provided to staff to ensure they are promoting the organisation accurately and positively to others. Social media and the use of YouTube video to tell the story of the social enterprise can boost brand awareness and sales (Barwise and Meehan, 2010). Provide customer service training to all staff to improve communication skills to the level the organisation wishes to deliver their information. Allow staff the time to attend the free or low cost training courses in marketing, social media and office procedures provided by local support agencies. Board members and volunteers should attend this training also if they are in a position to act as a back-up resource during times of staff shortages. Ensure staff and board members read updated information on social enterprise to improve their knowledge of the sector.

With regard to external communication, set a budget and plan the year ahead with regard to marketing the core brand values of the social enterprise. Carry out a review on the current communication tools in use and adapt these as necessary. Use a model such as Kellers (2001) Consumer-Based Brand Equity (CBBE) Model to assess the strength and perception of the social enterprise brand and position the social enterprise brand based on the findings.



## **5.7 Position and Market the Social Enterprise Based on the Unique Culture, Mission and Values**

Storytelling should be at the heart of social enterprise (Woodside, 2010). The public, stakeholders and funders need to see images, testimonials that demonstrate the core brand values of social enterprise to recognise the difference the sector makes and the impact of the services provided (Garton, 2015). Positioning an organisation based on unique culture, mission and values takes planning. Every stakeholder must be involved and support the process. The social enterprise brand is a distinctive identity that differentiates the credible promise of value associated with the central essence of the brand (Ghodeswar, 2008).

## **5.8 Network and Learn From Others**

The managers, board and frontline staff should be open to learning from others by attending seminars, conferences and events in other countries to learn about social enterprise strategy and development. The social enterprise sector in the UK is very strong and well supported. Irish social enterprises could learn from the methods used there.

## **5.9 Maintain Consistency in the Brand Management Approach**

In Scotland the 'Social Enterprise Scotland' logo is clearly identifiable and shows unity and communication among all social enterprises within the country. They hold awards, provided consistent training and networking between all organisations to boost the sector and build morale. According to Hynes, (2016), there is a need to brand the social enterprise sector in Ireland to develop a consistent approach to social enterprise branding and awareness. Funding from Irish Government is required for this. All social enterprises should use the 'ILDN Social Economy Network' to voice their opinions on the need for this. The sector should be branded based on the core brand values of the sector. The impact of the sector should be highlighted in media, through awards and publicity in a consistent approach.

## **5.10 Input to Government Policy and Social Enterprise National Framework Development**

Following on from the previous point, the board and management of social enterprises should make themselves aware of the supports available for the sector. Through the Local Development Companies in the West of Ireland who feed into the 'ILDN Social Economy Network' with direct communication with Government Ministers. It is envisaged during 2017 that the 'ILDN Social Economy Network' will have a strong voice in the writing of the Social Enterprise Framework. This research could input to the development process of the National Framework for Social Enterprise in Ireland.

Social Enterprises should also link with national support bodies for the sector such as 'Social Entrepreneurs'. This organisation, if strengthened with more resources could become the 'umbrella' body for all social enterprises, leading the way on building the social enterprise sector brand.

## **5.11 Research Limitations and Reflection**

The research methods used in this research consisted of interviews with managers and focus groups with frontline staff of social enterprises. To gather the perception of social enterprises from the general public point of view a survey could be carried out as part of further study. Time and resource limitations prevented this third piece of data gathering. Due to geographical spread and time limitations social enterprises from Sligo, Mayo and Galway were analysed. Further research could involve assessing whether there was any improved style of marketing by the managers and frontline staff having followed the guidelines developed in this study. Also, the researcher has an interest in developing the supports and training required by social enterprises in the west of Ireland. Further research into the characteristics of the social entrepreneur (age, education and background) will assist with the development of appropriate training and supports. Further research on measuring the social impact of social enterprises would benefit the branding of the sector and assist with raising awareness of the benefit to society brought about by social enterprises.

This research makes a valuable contribution to academic, business and marketing research. The process demanded a thorough review of social enterprise market targeting processes, communication styles, and its application, use and attitudes towards these techniques in order to develop an effective research approach. In-depth interviews and focus groups conducted and their findings were comprehensively analysed. Confidentiality was adhered to at all times. Garda vetting was considered, but not required as all participants in the study were over the age of 18. Written agreement to participate in the study was sought before the participants were interviewed or consulted. The process has been valuable to the researchers own knowledge of social enterprise, marketing and market research.

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## **Appendix One: Interview Consent Form**

Researcher:

Rita Hopkins  
Institute of Technology Sligo,  
Ash Lane  
Sligo F91 YW50

Research Title: An exploratory study on how social enterprises in the west of Ireland identify their potential target market and communicate their core brand values

To be completed by the interviewee:

1. The purpose and nature of the interview has been explained to me by the researcher and I agree to be interviewed as part of the above research.
2. I agree that the interview may be electronically recorded and notes taken.
3. Data protection:
  - I agree that my personal identity will be used for the purpose of research only and will not be published.
  - I agree that, although unlikely, the name of the organisation could be used and referred to within the research if required.
  - I agree that direct quotation from me can be used within the research but my identity will remain anonymous.
  - I agree that the researcher can follow up with me if there is a need for clarification

Name of Interviewee (Print):

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Name of Organisation: (Print):

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Signature of Interviewee:

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Date:

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# Appendix Two: Interview Introduction

## Introduction

Thank you for taking part in this study as part of my Masters in Marketing with IT Sligo. The objective of the study is to investigate how social enterprises identify their potential target market and how they communicate the core brand values of the social enterprise to the potential and current customers. The aim is to gather information from a number of social enterprises that will lead to recommendations and a set of best practice guidelines that will be useful for social enterprises when planning their marketing strategy.

The interview should take no longer than one hour.

The interview will be recorded to enable me to listen back through when transcribing it. Only my supervisor and I will have knowledge of the content of the interviews. The interview will be stored in a secure location and a laptop that is password protected and deleted upon completion of the Masters marketing duration.

The content of the interview will be confidential unless you give permission for the social enterprise and your views to be quoted if required.

Have you any questions?

# Appendix Three: Interview with Manager Theme Sheet

## Interview Theme Sheet

### Introduction

Purpose of this study: To investigate the techniques used by social enterprises to identify their target market and explore how social enterprises communicate their core brand values to potential and current target markets.

Confidentiality and Dictaphone recording

## Theme A: Introduction

1. How long have you worked as manager of SOCIAL ENTERPRISE?
2. What was your background? E.g. community development/business/marketing/social work/education
3. What is the mission / vision / promise statement of the SOCIAL ENTERPRISE (if there is one)?
4. (If Yes) How does this mission influence the everyday work of the SOCIAL ENTERPRISE?
5. How/or where is the mission statement/vision used by the social enterprise?
6. What is different about this organisation, compared to any other service/product provider?

## THEME B: Based on objective 1: Identifying potential target market (segmentation)

1. Describe the **typical service user(s)** of your organisation
  - Where do they live? (geographical)
  - Are they mostly employed/retired/ engaged in employment or training?
  - Typical income level?
  - Are they young or older person?
  - Current status? Single/married/widow/youth?
  - Race/gender?
  - What is the typical level of education and literacy?
  - Can you give examples about their lifestyle? E.g. Their pastimes, can they drive?
  - What are they interested in/ what are their values/attitudes?
  - Would they use social media? What type of social media? Radio? Read Newspapers? Use email?
2. What are the main pieces of work, or service that your organisation provides?
3. What type of customer typically benefits from each of these services/products?

Service/Product Type	Main Customer (e.g. older person or youth)

4. How did you identify those service users or customers for each of the products/services mentioned?
  - Were you told to target specific individuals/groups (if yes, by whom? Eg. Government body)
  - Were they identified through your organisation carrying out analysis of the area and based on the needs of the community or CSO stats?
  - Or, the social enterprise was established and then promoted to general public
  
5. Are there any '**groups**' of customers that you know could be supported by the organisation and are not being supported at the moment?
  
6. If yes . WHO and WHY are they not being supported?
  
7. Have you plans to target these?
  
8. How will that be done?
  
  
9. Can you estimate what percentage of service users regularly return for repeat visit to the organisation?
  
10. Why do you think they return?



## **Theme C: based on objective 2 : communicating core brand values**

1. How would you describe the VALUES of the organisation?
2. How would you like 'The Social Enterprise' to be described by someone who had used the service or by the employees of the organisation to others?
  - what terms would you like them to use to describe this organisation?
  - ***View the template Core Brand Values of other organisations***

***(Management questions: If there are employees, if No, move to questions 15)***

3. (If there are employees) How does the management ensure the employees understand the mission and values of the 'social enterprise'?
  - For example: do you provide induction/training/review policies and work plans at staff meetings? Events or presentations with employees present?
4. (If there are employees) When recruiting new staff, what skills and attitude do you seek in potential employees? ***(only for managers)***
5. (If there are employees) Do you feel that employees and the management of the social enterprise have an aligned and consistent view of the social enterprise mission and values?
6. If Yes - How is that demonstrated in everyday work ethic, attitudes and dealings with customers?
7. What marketing tools and techniques are used by the organisation to communicate with each of the categories of customers about what you offer?
8. Who delivers the 'touchpoints' at various stages?  
Prompt: for example is it the manager or employee that answers each customer phone call, a particular employee (receptionist) that meets the service users at reception, a cashier takes payment from service user, or manager providing tourist information...  
Me mainly.
9. Could the tools and techniques used to communicate with customers be improved in any way, or would other tools and techniques suit in some cases?
10. In your opinion, do the tools and techniques used clearly communicate to the potential customers what the values of the organisation are? IF yes, how?

11. Have you guidelines or a communications policy for the marketing techniques used within the business?
12. If yes – are they available for board/employees to refer to and kept up to date ?
13. Do you feel you are doing an adequate job at ensuring the board of management, the employees and customers understand the mission and values of the organisation?

**Theme D: Based on Objective 3: best practice guidelines/ suggestions for Marketing /Branding Social Enterprise**

1. Are you inspired by any effective marketing tools and techniques used by other organisations that you could use in this organisation?
2. Have you future plans for developing marketing materials? PROMPT: for example is there a website? A Facebook page, will you use Instagram/snapchat to attract young people for example, or use overseas magazine advertising for tourism (only if relevant)
3. Is training required in the area of marketing the organisation? If yes, what type of training is required and **WHO** within the organisation should attend?

Type of Training Required	Board Members	Manager	Employees

Thank you for taking part in the interview. ....

Have you any promotional materials that I could take with me?

## Appendix Four: Focus Group Consent Form

Researcher:

Rita Hopkins  
Institute of Technology Sligo,  
Ash Lane  
Sligo F91 YW50

Research Title: An exploratory study on how social enterprises in the west of Ireland identify their potential target market and communicate their core brand values

To be completed by each focus group participant:

4. The purpose and nature of the interview has been explained to me by the researcher and I agree to participate in the focus group as part of the above research.
5. I agree that I am over 18 years of age and am an employee of an organisation with a 'social' remit.
6. I agree that the focus group may be electronically recorded for the purpose of research only.
7. Data protection:
  - I agree that my personal identity will be used for the purpose of research only and will not be published or broadcast in public.
  - I agree that, although unlikely, the name of the organisation of which I am employed could be used and referred to within the research if required.
  - I agree that direct quotation from me can be used within the research but my identity will remain anonymous.
  - I agree that the researcher can use the data obtained in other future studies without the need for additional consent.
  - I give consent to possible publication of results of this research study.

Name of Participant (Print):

---

Name of Organisation: (Print):

---

Signature of Participant:

---

Date:

---

## **Appendix Five: Focus Group Introduction**

- **Focus group agreement sheets**
- **Powerpoint Slide or flashcards for prompts**
- **Flipchart and markers**

### **Focus Group Introduction**

Welcome everybody and thank you for agreeing to take part in this focus group. My name is Rita Hopkins and I am doing some research into the way in which organisations that have a social impact identify their service users (or customers) and how they communicate with new and existing service users/customers about the services/products they provide.

This focus group will last about an hour. Everyone has an opportunity to speak and there are no right or wrong answers. You are not being tested! I want to gather your views and experiences of working for your organisation. I would like to hear everyone's opinions and comments. I will guide the discussion with questions and some prompts at times. Your identity will remain anonymous. I am recording this focus group so that I can review it as I have to type up everything that was said, but it will not be shown to anyone. The only people with access to this information will be me and Aine, my college supervisor. Your manager will not have access to the recording or notes. They have agreed you can participate and are aware that is the purpose is for my research only.

Do you have any questions?

Before I can record the focus group I need to get your agreement by signing a form.

Before we begin, am I correct that everyone here is over the age of 18?

- Hand out consent forms for all to sign

# Appendix Six: Focus Group Theme Sheet

## Focus Group Theme Sheet

### Introduction and Welcome

Purpose of this study: To investigate the techniques used by social enterprises to identify their target market and explore how social enterprises communicate their core brand values to potential and current target markets.

Confidentiality and Dictaphone recording

Agreements signed. All over 18?

### Theme A: Introduction

7. Using a show of hands, how many of you have worked for the organisation you are with now for over a year?
8. What is your understanding of the term 'social enterprise'?
9. What does an organisation that has a 'social' mission hope to achieve?
10. Without being word for word - what is the mission / vision or promise statement of the SOCIAL ENTERPRISE you work for?
11. If there is one: How does that mission statement influence the everyday work of the SOCIAL ENTERPRISE and the work you carry out each day?
12. How/or where is the mission statement/vision used by the social enterprise?
13. What is **different** about the organisations you work for, compared to any other local service/product provider?

### THEME B: Based on objective 1: Identifying potential target market (segmentation)

11. If we were to create a profile of the typical customer or service user of the organisation your work for – describe the **typical service user(s)** of your organisation
  - Where do they live? (geographical)
  - Are they mostly employed/retired/ engaged in employment or training?
  - Typical income level?
  - Are they young or older person?
  - Current status? Single/married/widow/youth?
  - Race/gender?
  - What is the typical level of education and literacy?
  - Can you give examples about their lifestyle? E.g. Their pastimes, can they drive?
  - What are they interested in/ what are their values/attitudes?
  - Would they use social media? What type of social media? Radio? Read Newspapers? Use email?

12. What are the main pieces of work, or service that your organisation provides?
13. What type of customer benefits from each of these services/products?
14. How did the organisation **identify** those service users or customers?
  - Do you think the organisation was told to target specific individuals/groups (if yes, by whom? Eg. Government body)
  - Were they identified through your organisation carrying out analysis of the area and based on the needs of the community or CSO stats?
15. Are there any '**groups**' of customers that you know could be supported by the organisation and are not being supported at the moment?
16. If yes, why are they not being supported?
17. Can you estimate what percentage of service users regularly return for repeat visit to the organisation you work for?
18. Why do you think they return?

**Theme C: based on objective 2 : communicating core brand values**

14. How would you describe the values of the organisation your work for?  
(**flashcards/prompts of values from other organisations??**)
15. How would you like 'The Social Enterprise' to be described by someone who had used the services or by members of the board of management?
  - If you overheard someone who had just left the organisation, what terms would you like them to use to describe this organisation?
  - ***View the template Core Brand Values of other organisations***
16. How does the management of the organisation you work for ensure you understand the mission and values of the 'social enterprise'?
  - For example: do they provide induction/training/review policies and work plans at staff meetings? Events or presentations with employees present?
17. Do you feel that you, as employees of the organisation have the same view of the social enterprise mission and values as the management has?

18. If Yes - How is that demonstrated in everyday work ethic, attitudes and dealings with each other and with customers?
19. What marketing tools and techniques does the organisation use to communicate with each of the *categories of customer* about what the organisation has to offer?
- What TOUCHPOINTS are used to communicate with customers?
  - e.g. a touchpoint could be face to face contact, an email, putting a signature on an email, using headed paper, social media messages.....
20. Who delivers the 'touchpoints' at various stages?  
Prompt: for example is it the manager or YOU, the employee that answers each customer phone call, a particular employee (receptionist) that meets the service users at reception, a cashier taking payment from service user, or manager providing tourist information....
21. Could those tools and techniques to communicate with customers be improved in any way, or would other tools and techniques suit in some cases?
22. Do the tools and techniques used clearly communicate to the potential customers what the values of the organisation are? If yes, how?
23. Have you guidelines or a communications policy for the marketing techniques used within the business?
24. If yes. Do you refer to that? How regularly?

**Theme D: Based on Objective 3: best practice guidelines/ suggestions for Marketing /Branding**

4. Are there any similar organisations to your own that do a good job of communicating with customers and making it clear what they offer? How do they achieve that?
5. If you are responsible for the marketing within the social enterprise have you any plans to add to the tools and techniques used?
6. Is training required in the area of marketing the organisation? If yes, what type of training is required and **WHO** within the organisation should attend?



Type of Training Required	Board Members	Manager	Employees
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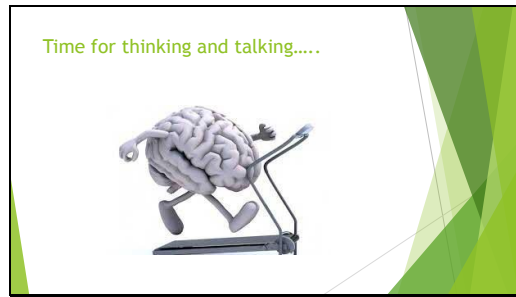
Thank you for taking part in the focus group ....

## **Appendix Seven: Focus Group Slides**

Slide 1      Welcome to Focus Group. Purpose.  
Consent forms signed. Consent for  
recording.

Slide 2      Background to the research

Slide 3



Background to your social enterprise, intro

Slide 4



Discussion – Vision and Missions

A organisation vision is the change you wish to see because of what you do.

The mission then is how and what you intend to do to achieve that vision

Does your business have a written mission statement or vision statement? Or do you just have an idea in your head of the vision/mission

If yes, Can you remember any of it? how does that statement influence the work ?

How is it used by the business?

Does your business create a 'social impact' as part of it's mission e.g. to reduce isolation, increase employment levels?

If you are from a larger organisation, how were you informed of the vision and mission of the organisation?

do you think you have the same view of the mission/values as your manager/board has?

Lets look at the vision and mission statements of some businesses.....

Slide 5

### Organisation visions

A one-sentence statement describing the clear and inspirational long-term desired change resulting from an organization or program's work.  
The best visions are statements that are **INSPIRATIONAL, CLEAR, MEMORABLE AND CONCISE**

- ▶ To be most highly valued by the customers we serve (Tesco)
- ▶ A world without Alzheimer's (Alzheimer Association)
- ▶ A just world without poverty (Oxfam)
- ▶ There will be a personal computer on every desk running Microsoft Software (Bill Gates, Microsoft)
- ▶ Toyota will lead the way in to the future of mobility, enriching lives around the world with the safest and most responsible ways of moving people (Toyota)


Slide 6

### Organisation Missions

- ▶ This decade we will create and extend computing technology to connect and enrich the lives of every person on earth (INTEL Computer Chips Manufacturer)
- ▶ Supplying the range of vehicles, parts, accessories and service to meet the requirements. Ensuring that products are of outstanding quality, value for money and instill pride of ownership. (Toyota)

Slide 7

### Apple values and Mission



**Apple Company**

- **Vision:**
  - ▶ We believe that we are on the face of the earth to make great products and that's not changing. We are constantly focusing on innovating.
  - ▶ We believe in deep collaboration and cross-pollination of our groups, which allow us to innovate in a way that others cannot.
- **Mission:**
  - ▶ Apple designs Macs, the best personal computers in the world, along with **iOS**, **iPad**, **iWatch**, and professional software.
  - ▶ Apple leads the digital music revolution with its **iTunes** and **iTunes** online store.
  - ▶ Apple reinvented the mobile phone with its revolutionary **iPhone** and **Apple Watch**, and has recently introduced its magical **iPod** which is defining the future of mobile media and computing devices.

Slide 8

### Voluntary Sector - Clann Credo

- ▶ Mission Statement
- ▶ Clann Credo Community Loan Finance designs and promotes innovative social finance products and services, contributing to inclusive prosperity and developing social capital in a way that benefits the whole community.

Discussion on the mission and visions of these organisations – your view on them.

Slide 9

DO YOU KNOW WHO YOUR CUSTOMERS ARE?



Think about the services or products you provide....now consider (next slide and HANDOUT)

Slide 10

### Identifying your target audience

- ▶ Typical Customer Profile
- ▶ Where do they live?
- ▶ Are they employed?
- ▶ Young/older person?
- ▶ What is their perceived income level?
- ▶ Single/married/widow?
- ▶ Race?
- ▶ Gender?
- ▶ Interests?
- ▶ Do they read the newspaper?
- ▶ Would they use social media?
- ▶ Would they listen to local radio?
- ▶ What level of education?
- ▶ Can they drive?



Handout .

Organisations often do not think enough about each of their customer segments. You should communicate with each type of customer differently for maximum effectiveness.

First, Take some time to consider one type of customer profile.....


Discussion on segments

Write on the board

Slide 11

What do you provide for each of the typical customer segments?

- ▶ Food/meals
- ▶ Information & Guidance
- ▶ Education
- ▶ Meeting space
- ▶ Service - photography, haircut, dog grooming
- ▶ Crafts
- ▶ Dry Cleaning
- ▶ Clothing
- ▶ Retreat and Relaxation
- ▶ What type of customer benefits from each service/product?




Discussion – what services do you provide in your social enterprise?

Slide 12

How did you identify those customers/service users?

- ▶ Through research
- ▶ Told to target them (by government / state body)
- ▶ Set up the business and then tested the product/service to see who would buy it
- ▶ Other.....



What % of customers do you estimate are return customers to your business? (Loyal)

Slide 13

Are there any potential customers you could support but are not supporting?

- ▶ If yes, why are they not being supported?



What groups are not being supported at the moment? Why? Maybe you need funding to support them OR, You only thought of them now!

Slide 14

Time to ponder.....Values

What are the Core Brand Values of your organisation or small business?

When communicating with each customer segment it helps to relate your core brand values to them so they know what you find important and what to expect from you  
What are your business values (pause to listen, write responses)

Slide 15

What are your business core brand values?

Accountable      Reliable      Responsible  
Honesty      Efficient      Fun      Professional  
Diversity      Helpful      Adventurous      Dependable  
Respectful      High Quality      Customer Oriented      INTEGRITY  
Providing opportunity and access      Risk Taking      Equality

Some core brand values you may not have thought of....What is your opinion on these Core Brand Values? Do they relate to your social enterprise? How?

Slide 16

The screenshot shows the Daisy House website with a prominent campaign banner. The banner features a woman's face and the text: 'YOU CAN HELP US END HOMELESSNESS' and 'Text Daisy to 50300 to donate €4'. The website header includes navigation links like 'Home', 'About Us', 'Real Stories', 'Help Us', 'News, Events & Media', and 'Contact Us'. Below the banner, there are sections for 'News, Events & Media', 'About Us', and 'Real people - Real stories'.

Introduce slide. Pause – Discussion

What is your opinion on the way Daisy House list their Vision, Mission and Core Brand Values - take time to read them

Slide 17



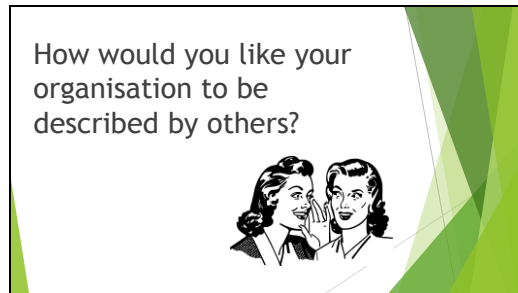
They list their vision, mission and values on their website. In what way do you think that has an impact on their service?

WHO is that information aimed at do you think?

Slide 18



Slide 19



What would you like people to say about your organisation? Does this correspond with what YOU are communicating OUT about the business?

What values do you want your customers to consider when they think about you?

E.g.: They are a reliable photographer, they showed up on time to the church...

They gave my dog a good quality grooming!

They are a social enterprise that provides nourishing meals to my elderly mother and great reassurance to me when I live so far away from her.

Slide 20



What Touch points do you use in your social enterprise to communicate with customers? How do you engage with your customers? Think then how you bring your VALUES in to that – fun – could be shown in your colours used, your humour on Facebook Professional delivery of service could be shown with more formal tone – the tone of your business is shown how???? e.g. the manner in which things are written, the pitch of voice on the phone, the way a product is carefully packed. Maybe ceramics in bubble wrap, a personal message on the customer inside. ...All demonstrate your values of CARE, ATTENTION TO DETAIL, RELIABILITY So, the touchpoints could include these shown on the next slide....Facebook, a compliment slip, a personal note, a smile.... We will go through much more on this with Pam.

Slide 21



Who delivers that communication? YOU or someone else? Could the tools and techniques used to communicate with customers be improved? Do the tools and techniques used clearly communicate the values of the organisation to potential customers? If yes, how? Do you follow guidelines for use of communication tools? Do you refer to them? How often? Alaska were voted Americas' friendliest airline for 2017 - based on lowest level of delays or refusals...(Delta Airlines Story)



Slide 22



Which company communication techniques inspire you? NEXT SLIDE

Slide 23



Thank you

Slide 24



Telling your story adds personality to your organisation .... E.g. Clann Credo provide low cost loans to community and voluntary groups. They tell the story of some of their projects through words and image/YouTube Video in an indirect way to show their values and mission. What do you think of using Storytelling as a marketing technique? Are there any businesses stories that resonate with you???

e.g. The Acre Project in Cellbridge, County Kildare, creates space for learning by providing eco-friendly internal and external spaces where local communities can gather.

Slide 25



This is a chance for you all to mix and promote your social enterprise!

If you provide tourism – get these people down to Achill this weekend!

If you provide meals on wheels, find out who has a granny that needs a dinner! ;)

Share business cards, market your social enterprise to each other!

## Appendix Eight: Introduction To Social Enterprise Development Training Course Advertisement

**SICAP**  
Social Inclusion & Community Action Programme

**Oirthuaisceart Mhaigh Eo**  
Mayo North East

# AN INTRODUCTION TO SOCIAL ENTERPRISE DEVELOPMENT

QQI Level 6 - 10 Credits - 10 Weeks  
Start date: 27th September 2017

### PROGRAMME OUTLINE

The introduction to Social Enterprise Development Programme is designed to support learners to develop skills and confidence in creating social enterprises. Learners will explore key theories and concepts, examine the role of social enterprise in the community and undertake a basic analysis of local community needs. Learners will gain a better understanding of business planning and funding, as well as key governance and management issues. Learners will also plan their future progression paths as social entrepreneurs.

### FORMAT

Induction day Wednesday 27th September (10-4pm) followed by 8 online sessions every Wednesday (10am-12pm) + 1 full day midway workshop on Wednesday 8th November (10-4pm). Final online session 6th December. Workshops are held in a Ballina training hub or from your own home or place of work.

FOR MORE INFORMATION AND TO BOOK A PLACE ON THIS COURSE IN NORTH MAYO CONTACT  
Rita Hopkins, Social Enterprise Co-Ordinator, Mayo North East on  
087 0507 049 or email [ritahopkins@mayortheast.com](mailto:ritahopkins@mayortheast.com) before August 30th

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