

Parent Organization & Social Enterprise

Marketing Plan
date

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1.0 Overview

Originally a project of name of agency, the parent organization was developed in response to the economic and employment needs of women who had fled violence. It was soon recognized that many, many women throughout geographic area need the service in order to enable them to participate more fully in Canadian society.

In addition to employment assistance services, parent organization now operates a social enterprise comprised of three components:

- Social enterprise 1 (retail outlet)
- Social enterprise 2 (sewing workroom)
- Social enterprise 3 (training program)

Parent organization operates the social enterprises under its larger umbrella mandate to create a community which enables economic sufficiency through the discovery and development of knowledge, skills, internal resources and social supports.

The social enterprises currently employ two operational models. One typically generates small numbers of items for the retail outlet and custom orders. The second looks for high volume contracts in production activity for other businesses. Over time, each has supported the other through market fluctuations and internal challenges.

There has been considerable growth in the product(s) market in recent years, particularly in _____. Locally, there are no direct competitors for product(s). Customers come from geographic area. The closest competitors with similar specialty fashions are name of business in city, province and name of business in city, province. Social enterprise supplies clothing to name of business. A google web search for 'product(s)', however, yielded 718,000 responses.

In terms of production activity, low overseas labour costs mean that social enterprise must focus on high quality, niche markets and customers concerned with ethical consumerism. Recent contract negotiations with local unions indicate that this may be a somewhat untapped market locally with a wide potential reach.

Marketing, of both social enterprise(s), has long been identified as a need - one requiring focused time, expertise and energy. Recent developments indicate that Parent organization may soon be in the position to hire a Social Enterprise Manager who would dedicate a significant portion of time to marketing the enterprises. This plan is intended to provide a framework for that investment.

2.0 Goals & Objectives

The goals and objectives of the marketing plan are:

To increase awareness amongst potential customers of the products and services offered by social enterprise.

- Understand how the social enterprises are currently perceived by various stakeholder groups and by the public
- Develop a clear, consistent, memorable brand image that visually communicates
 - the quality and range of products available
 - the organizations' core values and mission (especially for ethical consumers)
- Develop and implement effective, consistent key messaging
- Maximize benefit from media coverage that is secured
- Develop opportunities to increase awareness of the organization by working with corporate and community partners

3.0 Target Audiences

The primary target markets are:

- Customer population
- Individuals and organizations concerned with ethical consumerism that require specific items (product 1, product 2, product 3)
 - Unions/Co-operatives
 - Not-for-profit, charitable and faith based organizations
- Community Partners
 - Partner CED organizations
 - Women's organizations
- Businesses that require moderate quantities of high quality items

3.1 Customer Population

While competition is increasing in this market, so too is the demographic. The relatively small numbers of potential customers as a proportion of the population, however, means that updating the website to enable interactive ordering and streamlining the shipping processes will be critical to growing this element of the market. The existing retail outlet can function as a show room to augment a primarily web-based business.

Social enterprise has defined its niche within this target market as _____.
The product(s) is description of product(s).

3.2 Ethical consumers

Wikipedia defines ethical buying as favoring ethical products, and businesses that operate on principles based primarily on benefit for the greater good rather than self-interest, allowing for business self-interest only for the perpetuation of doing general good outside of self.

There is a growing awareness of this type of decision-making and considerable room for market growth. Recent negotiations with local unions to production activity at a higher price than overseas competitors, but with the assurance of fair labour market practices, indicates that this is a viable market.

3.3 Community partners & Strategic Allies

CED and women's organizations are similar to ethical consumers, but will generally have a better initial understanding of the importance of the work done by the organization and the importance of supporting it through their purchasing decisions. The key will be to ensure that decision-makers in these organization have the information they need about social enterprise when they are making decisions about purchases for conferences, staff appreciation and promotional items.

Marketing to strategic allies will also be important - both as potential consumers and 'relayers of marketing information' (for example, unions that may not yet have purchased from social enterprise but support the principle of local, supportive employment and training may allow a link to its web site; women's organizations or other CED organizations that offer similar yet distinct products may do likewise to increase the traffic on their sites). Donors and funders should be included in this category.

Social enterprise will develop strategic alliances with specific organization, partner agencies identified through _____, Foundation, another specific organization, local unions, social service and faith based organizations to ensure awareness of our services for potential links and referrals.

It is anticipated that individuals associated with these organizations will act as key champions in the implementation of the marketing strategy.

_____ could prove to be particularly receptive intermediaries / strategic allies / target audiences since they are focusing nationally on community capacity building.

Other funders that focus on sustainability planning and developing multiple funding sources could be similarly interested in promoting the development of social purpose enterprises amongst their funded / transfer payment agencies. Foundation, for example, expects applicants to develop a sustainability plan for projects that will continue after the period of their grant and has recently focused a portion of its grants on social enterprise development.

3.4 Businesses that require moderate quantities of high quality items

The existing partnership with name of business demonstrates the viability of this market. Social enterprise has also had contracts with two sporting goods companies in the past. This model is particularly viable for social enterprise when the contract is structured such that the purchaser supplies raw material(s) and description of some labour.

4.0 Key Messages

4.1 Value Proposition

The primary value offered by social enterprise is enhanced learning and supportive employment opportunities for disadvantaged women.

The secondary value offered is quality products at reasonable prices.

Social enterprise offers significant social return on investment through enhanced organizational sustainability and community capacity, as well as increased individual self-sufficiency.

Quality Opportunities & Support Local Employment

Product(s) that works ... *Communities that work*

Beneficiaries

Parent organization and the women it serves will be the primary beneficiaries of this social enterprise since the service will provide skill development opportunities, a supportive working environment for individuals with significant barriers to employment, and revenue to enhance current services and address identified gaps.

Social Outcomes

The Social Enterprises contribute to the local economy and quality of life by contributing to individual self-sufficiency and the sustainability of parent organization - which enables women to become self-sufficient and contribute in meaningful ways to their community.

4.2 Competitive Edge

Social enterprise continues to service a rather small but growing niche market. The product(s) addresses the unique needs of customer group with product(s) that is description of product qualities, making it a good investment.

Not for profits, charitable, faith based organizations, labour and other 'values based' organizations would prefer to spend their dollars with fellow not for profits that can demonstrate a social return on investment than with businesses whose sole concern is the 'bottom line'.

Parent organization offers demonstrated credibility in the sector. Working within the sector assures potential clients a degree of value alignment they may not experience in the broader marketplace.

5.0 Marketing Strategy

Current venues for sales include the retail outlet, and informal wholesalers/distributors. Marketing activities are largely through the website, 'trunk sales' and word of mouth at this point. While these activities can be low cost in terms of cash outlay, they can be time intensive and should be used only to complement a strong web based presence when human resources exist to do so.

High end brochures for certain product lines may be helpful. Such brochures can be costly, however. Electronic marketing can be not only more cost effective but also more adaptable. The development of online interactive ordering could generate a significant number of new sales to customer population around the world. A stronger web presence focusing on ethical consumerism will also grow this market. Appropriate key words will be added and updated on a regular basis to aid search engine recognition. The web site will be linked to major CED / Social Enterprise partner sites.

Pages on the website can be readily adapted for regular email updates/bulletins to existing and potential customers and allies.

Social enterprise will develop new tool for production of products, available in a variety of raw materials, to showcase at such venues as the annual trade show or the Shopping Channel etc.

Last, but not least, the Business Manager will invest significant time during the first year of her tenure developing contacts and following up on existing leads on a one to one basis.

6.0 Materials & Activities & Communications Channels

6.1 Website

A significant web presence can be one of the most cost effective marketing strategies any organization can adopt.

Parent organization has recently updated its website. The new website has an outline of the social enterprises under the About Us tab. This page then has a link to social enterprise.

The parent organization CED page needs to be further developed to focus on the multiple benefits of the CED model - for both program participants and the local economy. A link, similar to that for social enterprise, needs to be inserted to the social enterprise 2 page of the website. This page can be further developed to enable instant viewing of past products and/or mock ups of potential products.

Social enterprise's website currently offers online viewing of most products. Including the capacity to order online and ship world wide would increase market potential exponentially, thus needs to be done when the organization has the capacity to respond to sudden increased demand. The description of social enterprise on the parent organization

website needs to be expanded to include online ordering when this option becomes available.

6.2 Web Links

Links for both pages with key websites will be critical. Links could be developed with past and current partners as well as community partners, funders and strategic allies.

6.3 E-newsletters or bulletins

E-newsletters or bulletins can be used to increase brand recognition and enhance the customer base. Two separate newsletter lists need to be developed: one for social enterprise 1 and the other for social enterprise 2. The e-newsletters should mimic the website in both style and content, be distributed regularly but not excessively (quarterly), highlight new, popular or seasonal items, and direct the reader to the website with an easy to use link.

6.4 Brochures

Brochures can and should be developed to complement the web presence. They can be used at conferences, marketing calls and to develop a local customer base. They should be based on the style and content of the website, and direct the reader to the website for further information.

6.5 Tag Lines on other Parent Organization materials

One cost effective way of promoting the social enterprises is ensuring that a tag line about the social enterprise's website is noted on all materials - including parent organization program brochures, business cards, newsletters, e-bulletins and staff email signatures. A simple reference to the web site or "Did you know that parent organization produces *insert product?*" or "Did you know that parent organization provides local employment to xx women through its social enterprise?" combined with a reference to the website may direct clients, partners and strategic allies to the site.

6.6 Conferences & Meetings

Conferences provide a two fold marketing mechanism. Conferences where parent organization can present about its programs offer the opportunity to generate interest and potential web links with strategic allies. They also offer the opportunity to 'market' products, such as type of product. Social enterprise should develop signs to be posted at conferences where their products are used and negotiate signage/brochure distribution to conference participants as part of the contract.

Parent organization staff should also use social enterprise products such as type of product when attending meetings with community colleagues or strategic allies - and always have a ready supply of brochures and business cards available if asked about the products. Staff need to include updates about social enterprise(s) in any round table updates they present at community meetings.

6.7 Information Kits

Information kits including brochures, press clippings and other relevant materials need to be assembled and ready to use.

6.8 Site Visits

Site visits with funders and/or potential clients can be used to increase understanding of the multiple benefits of the social enterprise - and therefore potential support.

6.9 New Stories

Parent organization can generate news stories as appropriate around client successes, new product lines and/or new funding. Each opportunity to issue a press release is also an opportunity to increase local awareness of, and commitment to, the organization.

A press kit needs to be developed to quickly respond to opportunities in the media. A ready stock of up-to-date photos and/or readiness to participate in photo-ops will increase the likelihood of articles being published and read in local papers.

6.10 Editorials & Letters to the Editor

Editorials and Letters to the Editor are the most read section of the newspaper after front page headlines (and cartoons). Being aware of, and prepared to respond to, local issues and opportunities ensures that the organization is able to take advantage of this low cost advertising mechanism.

6.11 Window Displays

Since parent organization is fortunate enough to have store front footage, this opportunity needs to be maximized with attractive, frequently changed window displays. High resolution pictures of all displays should be taken for use on the website and in brochures as required.

6.12 Direct Mail

Direct mail is costly and, in general, should only be used in targeted marketing strategies. For example, direct mail with an existing customer base for which email addresses are not available, may offer a reasonable return on investment.

That said, inclusion of social enterprise brochures in existing mail outs could increase awareness.

6.13 Exhibitions & Trade Shows

Presence at exhibitions and select trade shows could yield a significant return on investment. They do, however, require a significant up front investment of staff/volunteer time and organizational readiness to respond to sudden increases in orders.

6.14 PSAs & Advertising Sponsorship

Because the Social Enterprises are programs of an existing not-for-profit, charitable organization, there may be opportunity to develop and use public service announcements or sponsored advertising campaigns. All materials developed by parent organization to this end should include reference to and information about social enterprise.

6.15 Paid Advertising

Like direct mail, paid advertising can be costly but effective if used judiciously for particular demographics, products or services. All paid advertising for parent organization should include reference to and information about social enterprise.

6.15.1 Print

Local newspapers occasionally offer promotions and/or sponsored advertising for local not-for-profit and charitable organizations.

6.15.2 Radio

Radio stations will often include talk show interviews with paid advertising packages.

6.15.3 Television

Television can be an expensive option, however utilization of programs such as the home shopping network may provide a significant return on investment for select products and demographics. Reduced rates and/or sponsorship should be negotiated if possible.

6.15.4 Web Links

Where possible, mutual web links should be negotiated without cost, however there may be cases where a sponsored or paid link merits examination.

7.0 Responsibility

In order to ensure the implementation of the marketing plan, it is important to assign responsibilities to specific individuals. Each phase of the project needs to be accounted for.

Marketing will primarily be the responsibility of the SE Manager, with direction from the Executive Director and input from the SE Trainer.

8.0 Timetable

The timetable for implementation will depend on the availability of both human and financial resources.

9.0 Budget

The budget needs to include estimated costs for staff time, materials development, dissemination, etc.

Item	Estimated Cost
Program Coordinator Salary	
Research & Evaluation	
Program Planning	
Materials Development	
Media Outreach	
Partnership Building	
Temporary Help	
Phone	
Postage/Distribution	
Printing/Copying	
Travel	

The budget currently under review by the Foundation allots the following funding that could be utilized for marketing:

	<i>Current</i>	Required			
		2008-09	2009-10	2010-11	2011-12
Expenses					
Salaries & Benefits		\$ _____	\$ _____	\$ _____	\$ _____
▪ SE Manager (0.3-0.5FTE)		_____ to _____	_____ to _____	_____ to _____	_____ to _____
Travel		\$ _____	\$ _____	\$ _____	\$ _____
▪ Business Development		\$3,600	\$4,000	\$4,600	\$5,400
Travel					
▪ Trade Show(s)		\$2,000	\$2,000	\$2,400	\$2,400
Promotion					
▪ Website Dev't		\$4,800	\$1,200	\$1,200	\$1,200
▪ Business Cards		\$100			
▪ Brochures		\$1,200		\$600	
Materials, Supplies, Postage, Courier	\$250	\$360	\$360	\$360	\$360
Total Expenses	\$250	\$ _____ to _____	\$ _____ to _____	\$ _____ to _____	\$ _____ to _____

10.0 Evaluation

All marketing activities need to be regularly evaluated regarding return on investment. This can be accomplished by monitoring web traffic related to new initiatives and asking new customers how they found out about the Social Enterprise and what motivated them to investigate further. This information can then be cross-referenced to marketing activities and costs.

THE PLAN - at a glance

Objectives	Strategies	Activity	Vehicle	Timeline	Target Audience
Understand how the social enterprises are currently perceived by various stakeholder groups and by the public	Engage marketing committee and additional volunteers to research and plan positioning strategy in consultation with Board members	Do research to determine aided and unaided name recognition Interview current individual and corporate customers regarding their perception of the organization and their reasons for utilizing the SE			Current Customer Base <ul style="list-style-type: none"> · Social enterprise 1 · Social enterprise 2 General Public <ul style="list-style-type: none"> · Customer population · Ethical consumers Community Partners & Strategic Allies
Develop a clear, consistent, memorable brand image that visually communicates <ul style="list-style-type: none"> · the quality and range of products available · the organizations' core values and mission (especially for ethical consumers) 	Engage marketing committee and additional volunteers to research and plan positioning strategy in consultation with Board members Encourage Strong Visual Identification	Brainstorming & Planning Sessions Use logo on all communications	Logo Website E-bulletins Letterhead Brochure Info Kits Business Cards Tag Lines Annual Report Press Releases Editorials Letters to the Editor PSAs & Advertising Direct Mail		
Develop and implement effective, consistent key messaging	Work with marketing committee, Board members, and key stakeholders to develop and test key messaging Develop and test new imagery Increase web presence	Brainstorming & Planning Sessions Develop identity standards package and templates to ensure a consistent image			

Objectives	Strategies	Activity	Vehicle	Timeline	Target Audience
	Increase awareness among potential customers and strategic allies	across all documents and publications			
Maximize benefit from media coverage that is secured					
Develop opportunities to increase awareness of the organization by working with corporate and community partners	Establish strategic linkages and communicate to corporate and cooperative sector decision makers	Distribute all relevant information to key decision-makers	Web Links Conferences Advertising at partner conferences & in partner communications		