

Functions of Marketing in WISES

Profiles and Training Package

INTELLECTUAL OUTPUT 3



EPP PROJECT

Strengthening Emergent Professional Profiles in the third sector – a way to foster innovative bridges to work and social inclusion of disadvantage groups

EPP project

EPP (Strengthen emerging professional profiles in the third sector) is an innovative project to promote routes into work and social inclusion for disadvantaged groups. It is a European project **funded by the Erasmus + Key Action 2**, between November 2014 and October 2016.

It is a strategic **partnership** coordinated by A3S Association (Portugal), in partnership with ARBEIT (Austria), ENSIE (Belgium) SCF (Italy) and SEE (UK). Partners have lengthy experience in training, consultancy, research, networking and lobbying in the fields of social enterprises, and especially WISE (Work Integration Social Enterprises). We are members of ENSIE, sharing a common mission for social and professional integration of disadvantaged groups.

With a **background** of the new European priorities on social innovation in the Europe 2020 Strategy, EPP focuses on the current challenges of WISE' professionals-- particularly coaching and marketing, and proposes training and advocacy instruments for work integration of disadvantage groups.

The **objectives** are:

- To identify the needs and challenges in training, qualification and certification of skills for professionals working in this sub-sector of social enterprises in the EU.
- Create instruments for intervention.
- Lay the foundation for a structured and strategic intervention of medium and long term partnership for advocacy and lobbying.

The ultimate **purposes** or the expected impacts of the project are to contribute to strengthening the training offer to enhance professional skills of WISE and to promote effectiveness and innovation in the inclusion of disadvantaged groups in work.

There are four **products** from this project:

- One study: The coaching and marketing functions in WISE - an exploratory study in five European countries
- Two training packages: coaching and marketing for WISE
- One document with Guidelines and recommendations on professional qualifications of WISE

EPP Partnership

Associação A3S (Portugal)

Coordinator of the EPP Project

Coordinator of the intellectual output 1 - The coaching and marketing functions in WISE:
Exploratory study in 5 European countries

arbeit plus (Austria)

Coordinator of the intellectual output 3 - Functions of marketing in WISE

ENSIE - European Network of Social Integration Enterprises – (Belgium)

Coordinator of the intellectual output 4 – Guidelines and recommendations for the
qualifications of WISE Human Resources

Scuola Centrale Formazione (Italy)

Coordinator of the intellectual output 2 - Functions of job coaching in WISE

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TABLE OF CONTENT

1. Introduction	5
2. Marketing in WISEs	5
2.1. Description	5
2.2. Marketing: Lessons learned from the case studies	6
3. Profile of Functions of (Social) Marketing in WISEs	8
3.1. Profile of a marketing professional	8
3.2. Profile of a social marketing professional	8
3.3. Core skills	9
3.4. Profile of technical functions	9
4. Training Package	12
4.1. Marketing workshop	13
4.2. Social marketing workshop: How to convince employers to give a job to persons leaving WISE	14
4.3. Social marketing workshop: promoting the idea of WISE	15
4.4. Methodology	17
4.5. Topics of training	18

1. INTRODUCTION

Work Integration Social Enterprises (WISEs) are enterprises with a special focus on providing jobs to people that are disadvantaged on the labour market and often at risk of poverty and social exclusion.

The case studies in the five participating countries (Austria, Belgium, Italy, Portugal and UK) show that WISEs have very different forms and models, but the overall goal of giving jobs to disadvantaged persons is the same for all of them.

Another common feature is that they are enterprises, they produce goods and/or render services and they have to sell these goods and services on the market. Therefore marketing is an important activity for WISEs to secure their economic survival. All case studies show that the enterprises receive to some extent public funding, but they all also rely on own revenue to guarantee their existence.

In Intellectual Output 3 (IO 3) the function of marketing is highlighted in several aspects, giving a brief introduction into classical marketing instruments and adapting them to the special needs of a WISE. Marketing in the WISEs explored in this project is handled in very different forms: from almost no marketing activities to well planned marketing strategies. Professional marketing knowledge is often missing therefore, a training package on the classical marketing instruments seems important for managers of WISEs.

Another focus is on social marketing in order to present the idea of WISE to a greater public to promote their visibility and their acceptance.

Social marketing is a special feature of marketing with a focus on promoting a specific social aspect. Its main aim is to make people reflect on their behaviour, their attitude, and their actions in order to change for the better. Regarding WISEs, social marketing should help to increase their acceptance and standing and better recognise their role as an employer for disadvantaged people. By offering jobs to this target group they fulfil an important role for the whole society: giving this target group jobs is a crucial contribution to a more balanced society, it makes taxpayers out of receivers of social benefits. Having a job also means less psychological problems, less drug addiction and more sense in life.

This type of social marketing cannot be handled by a single WISE – but in all participating countries there are networks grouping WISEs together and it is a main aim of the networks to promote the concepts of WISE and fight for an adequate framework and recognition of their work.

In the course of the project discussion, we found out that there are overlaps between job coaching and social marketing, in particular in WISEs where the main goal is the placement of disadvantaged people on the regular labour market by means of a temporary work contract in a WISE. In these social enterprises job coaches have a crucial role in addressing potential employers for their target group.

We agreed that job coaching deals with all issues within the enterprise and **social marketing addresses the “outside”**: the potential employers, the labour market, the stakeholders, the public.

Social marketing is also necessary with potential employers for those types of WISEs who act as a springboard into the regular labour market. The target group of disadvantaged persons is only

employed for a limited time in the WISE and during that time the person should be prepared for a job on the regular labour market. Especially in times of high unemployment and falling numbers of jobs for persons with low qualification the right approach to potential employers is very important.

2. MARKETING IN WISES

2.1. Description

Work Integration Social Enterprises (WISEs) pursue several goals; the most important is the professional and social integration of disadvantaged people into the labour market by offering them a job, either on a permanent or temporary basis. There are various forms of WISEs all over Europe and also in the participating countries in this Erasmus+ Project (Austria, Belgium, Italy, Portugal and UK) the organisation, legal structure and type of employment contracts differ considerably. One common feature is that they are enterprises producing goods and/or rendering services and the products and services have to be sold.

Marketing is an important part of successfully managing a WISE. Although most WISEs receive some kind of subsidy or tax reductions, they are enterprises that have to succeed in the market in order to be a financially viable enterprise.

Classical Marketing

The classical marketing instruments, the so called 4 P's are also applicable for WISEs:

- Product
- Price
- Place
- Promotion

Most WISEs are too small to have their own marketing department, so selling the products and services is mostly the task of the manager in cooperation with his/her team of professionals.

Social Marketing

Social marketing was developed in the early 1970's when Philip Kotler and Gerald Zaltman realized that "the same marketing principles that were used to sell products could be used to "sell" ideas, attitudes and behaviours".

The main aim of social marketing is to achieve a change in the behaviour of people. In several aspects social marketing approaches are an important means for WISEs:

- Selling their products and services by also promoting the idea of social enterprise of giving a job to disadvantaged people

- Creating awareness with employers to give disadvantaged people a chance for a job on the regular labour market
- Increasing the visibility of social enterprises in the general public by showing their effects on fighting poverty and social exclusion
- Promoting the impact of social integration enterprises on the target group by giving them new perspectives for their professional and social integration

Social marketing strategies can support the work of networks that want to improve the visibility and the performance of the WISE sector. A specific training package is addressed to organisations working for improving the general conditions of the WISE environment.

In this context it is very helpful that one of the project partners – ENSIE – is a European network that supports social marketing activities of its member networks.

2.2. Marketing in WISEs – Lessons learned from the case studies

AUSTRIA

Case study A is too small to have its own marketing department. The marketing activities are part of the duties of the managing director. Main parts of its marketing are events like washing and repairing bicycles in a central place, organising a special exchange for used bicycles, offering a mobile coffee shop on bicycle for rent for outdoor events.

Case study B is a large WISE and has its own marketing department. Their marketing activities have a strong social component as they are mainly geared toward companies as potential employers for their target group. They have developed their own marketing strategy and formulated core messages and aims of their marketing activities. They organise regularly the following activities:

- Organising internal events and participating in external events
- Production of image folders and information leaflets
- Production of advertising materials and little gifts
- Using on-line communication (Sharepoint, homepage, You tube, kununu, watchado)
- Collect regular feedback from stakeholders and target group
- Making press releases for print media
- Making contributions for publications of partner organisations
- Integrate success stories and testimonials in our public relations with a special focus on elder target group persons that found a permanent job.

BELGIUM

Case study D is aware that social marketing should be intensified and they have organised a working group to work on strategies and activities. They have a person responsible for marketing, a communication officer and a fundraiser. They have long-term established partnerships with companies and costumers and the fact that they are a WISE is not important in the business relations.

In case study C marketing is part of the duties of the managing director and some enterprises have



also a marketing responsible. They mainly stick to classical marketing and they have a stable and solid market and no special need to expand. As a WISE they mainly address the target group as a future public in their enterprise.

ITALY

In Italy the managing directors of case study E are also responsible for marketing activities and their responsibilities are mixed between classical marketing of products and public relations and lobbying with stakeholders as a part of social marketing.

PORTUGAL

Case study G does not need marketing activities, because they produce only for their own institution. Case study H spreads its activities with leaflets and the manager stays in close contact with costumers to strengthen their relationship. But there is no specific marketing strategy. If there is need they rely on external support by consultants.

UNITES KINGDOM

In Case study J marketing activities have several aspects, the social marketing aspect is mainly through a website and they receive interest from other people interested in their model of supporting self-employment for persons with learning disabilities, and others.

Another important marketing activity for case study J comes from how it operates as a marketing co-operative. It actively markets it's member's products (but not their disability). It supports its members to develop 'market ready' products.

Case study I does very little marketing. They have a waiting list so they feel there is no need for marketing their idea. Their main aim is to train people with learning disabilities to get access to the labour market.

3. PROFILE OF FUNCTIONS OF (SOCIAL) MARKETING IN WISES

3.1. PROFILE OF A MARKETING PROFESSIONAL

Function: a classical marketing officer is responsible for the promotion and sale of the products and services produced and rendered by a company. WISEs also need this function, although in small enterprises the managing director performs this duty.

Social marketing has a much wider perspective and has a less important place in the single WISE (in particular in small enterprises), but should play an important role in local, regional or national networks. The main function is the promotion of the idea of social integration of disadvantaged persons into the labour market. It should show the benefit for society if these persons have their own income and do not rely entirely on social benefits.

Skills: effective marketing assumes some essential skills:

- Communication and creative thinking skills



- Verbal and written communication skills
- Ability to take the initiative
- Imagination
- Relationship-building skills
- Knowledge of the local/regional company landscape
- Knowledge of needs and aspirations of buyers
- Knowledge of using social media

3.2. PROFILE OF A SOCIAL MARKETING PROFESSIONAL

Social marketing needs some more capabilities in order to disseminate the overall idea of WISEs in general and combine it with the successful performance of the enterprise.

- Ability to articulate the WISE philosophy in a society-focused message
- Meaningful relationship-building in depth
- Belief in the potential of the target group
- Strong commitment to the mission of a WISE
- Ability to analyse statistics and reports to explain the social benefit of work integration of disadvantage groups

3.3. Core skills

Skills: effective marketing assumes some essential skills:

- Communication and creative thinking skills
- Verbal and written communication skills
- Ability to take the initiative
- Imagination
- Relationship-building skills
- Knowledge of the local/regional company landscape
- Knowledge of needs and aspirations of buyers
- Knowledge of using social media

Additional skills for social marketing: Ability to articulate the WISE philosophy in a society-focused message

- Meaningful relationship-building in depth
- Belief in the potential of the target group
- Strong commitment to the mission of a WISE
- Ability to analyse statistics and reports to explain the social benefit of work integration of disadvantage groups

3.4. Profile of technical functions

	Unit of competence	Capabilities (To be able to...)	Knowledge (To know)
<i>Classical Marketing</i>	Communication	Know the sector and the enterprise Be familiar with products and services Relate with customers and clients Strong verbal and written communication skills Use of all communication tools including social media Meaningful relationship-building in depth	To articulate the business aims in a focused message To know all relevant features of products and services To understand the needs and requirements of customers and clients To use a language that can be understood by customers and clients To be creative by experimenting and exploring using imagination and synthesizing information.
	Creativity	Having a high degree of imagination Being able to perceive the enterprise in new ways Being innovative in thinking and doing Putting ideas into practice	To develop the right approach, and a supportive environment in which to flourish. To draw connections between questions, problems, or ideas from unrelated fields
	Marketing and Sales skills	To understand the basics of marketing To plan a marketing strategy, a	To know how to use the marketing mix and how to adapt it to the needs of a WISE

		marketing concept To be familiar with marketing analysis and market research	How to create a webpage How to use social media in an effective way Use common platforms to market "socially produced" goods Make use of branding the products of WISEs in cooperation with other enterprises
<i>Social Marketing</i>	Communication (see above)	To be convinced of the concept of WISE To convince others of the benefits of integrating disadvantaged people into the labour market To illustrate the profit for society if people do not rely on social benefits but earn their own income	Describe the values and benefits of WISEs Collect and analyse data on the social and financial benefits of social integration of disadvantaged persons
	Creativity (see above)		
	Mission		
	Committment		
<i>Social Marketing towards Employers</i>	Communication with employers	To know the language of potential employers To know the demands for certain jobs To know the business environment of the region	
	Presentation of target group	To know the target group well with all their strengths and weaknesses To cooperate with the job coaches to identify the right persons for the right jobs	

4. TRAINING PACKAGE

The proposed training packages give examples of important features for marketing activities in a WISE with a special focus also on social marketing.

Definition

In the course of the project discussion, we found out that there are overlaps between job coaching and social marketing, in particular in WISEs where the main goal is the placement of disadvantaged people on the regular labour market by means of a temporary work contract in a WISE.

We agreed that job coaching deals with all issues within the enterprise and **social marketing addresses the “outside”**: the potential employers, the labour market, the stakeholders, the public.

It is also important to be aware of the differences between a WISE and a conventional enterprise. A WISE is working with a specific target group that usually needs support to be successfully integrated into a regular working life. Therefore, job coaching as described in detail in IO2 has an important role in a WISE. The concentration on the people working there and trying to improve their performance puts marketing sometimes in a less important position. In an introductory workshop the work in a WISE should therefore be highlighted with a focus on the marketing perspective.

The development of a quality label for social enterprises in Austria has also an impact on marketing activities (for details see annexe 2). A WISE that has been assessed and granted the label can prove that its performance follows high standards of quality and the enterprise is dedicated to continuous improvement.

A commercial marketing workshop teaching the classical elements of the marketing mix is the basis for all marketing activities. In this workshop the four main elements of marketing – the marketing mix - should be taught with special consideration of the conditions and the environment of a social integration enterprise.

Product: product is defined as either a tangible good or an intangible service that meets the need of a potential customer. The producer has to have a clear conception of his product and also for WISEs it is absolutely necessary that the products and services can compete with other products and services on the market. The important question for an WISE is what kind of product or service to choose that can be produced or rendered in the WISE.



Price: the fixing of a price has impact on the supply, the demand and the selling potential. Defining the “right” price is crucial for a WISEs. The price has to be oriented at the market price but also guarantee that the economic survival of the WISE.

Place: this means for tangible goods the way of distributing them so that they can reach the final consumer; for services it means to decide where and through what channels to offer them. WISEs are mostly small enterprises and act mainly on a local or regional market. In the future new marketplaces like online platforms etc. will gain more importance and will also become attractive for WISEs.

Promotion: promotion focuses on creating and sustaining the demand for the products and services. It includes research and analysis of possible markets and consumers, planning of advertising, public relations and selling strategies. It means to find the best and most effective way to reach the final consumer and to hopefully increase demand. WISEs usually have limited financial means so the promotion of their goods and services has to be well planned.

4.1. MARKETING WORKSHOP

Design of the marketing workshop

1. Theoretical input on the marketing mix
2. Time for the participants to apply the marketing mix to their enterprise
3. Formulating max. three points to improve the marketing of the WISE
4. Presenting the results to the group
5. Discussion and common reflection on the results

Target group of the marketing workshop: WISE managers, persons responsible for marketing





4.2. SOCIAL MARKETING WORKSHOP:

How to convince Employers to give a Job to Persons leaving a WISE

Social Integration Enterprises that offer only temporary work contracts to their target group of disadvantaged people, should assist them in finding a job on the regular labour market after leaving the WISE. Especially in times of high unemployment companies are reluctant to employ this target group. WISEs have to make special efforts to place their clientele on the regular labour market. To improve the rate of placements a social marketing strategy might be useful.

Product: in this case the product is the person that should be placed in a company on the regular labour market.

Price: price means also what kind of efforts (costs) does a company take to employ the person and how can the WISE support that in order to make it attractive to the company. A helpful instrument could also be wage subsidies for the starting period.

Place: establishing good contacts to the relevant companies and find out what are the barriers and obstacles that prevent companies to employ persons from the target group of WISEs. What kind of support would companies need to increase their willingness of employing them?

Promotion: means the implementation of a strategy of how to approach companies. For this reason, a WISE should develop a social marketing strategy:

1. Defining and understanding: the aims of the WISE, the situation of companies and their attitude towards the employment of disadvantaged people, what are the main arguments for and against
2. Choosing the right strategy: based on the information about the company and the talents and competences of the target group the best way of approaching the company has to be found.
3. Trial phase: before implementing the strategy the chosen measures should be tested in a trial phase, if necessary the strategy needs some adaptation
4. Implementation: when the tested strategy proved successful it can be implemented on a larger scale
5. Evaluation: even a successful strategy needs continuous modification based on reflecting the results

Design of the workshop

- Theoretical inputs





- Exploring the conditions and the economic environment of relevant companies in the region
- Discussion with Human Resource Officers of companies to get to know their requirements
- Finding out arguments for and against employing target group persons from WISEs
- Planning the different steps of a social marketing strategy addresses at potential employers

Target group: persons responsible for placements on the regular labour market, social workers, job coaches

4.3. SOCIAL MARKETING WORKSHOP

Promoting the Idea of WISE

Social marketing can be used to promote the idea of Social Integration Enterprises as an effective answer in fighting poverty and social exclusion and in integrating disadvantaged groups into society and into the labour market.

The classical instruments of the marketing mix can be used there as well and – if necessary – can be completed with some more elements.

1. Product: in this case the product is the idea of a social integration enterprise and its aim to give a working opportunity to disadvantaged groups of society. Although there are various forms of WISEs in the different European countries, they all address the problem of unemployment. In a social marketing strategy, it is important to find out the attitude of the general public towards unemployment and social exclusion and to determine the importance of taking action against it.
2. Price: in social marketing the “price” refers to what the general public is prepared to do to get the social marketing product. All aspects of benefits and gained values for the society have to be considered. In the case of WISE it means what kind of support for WISEs are governments and public institutions prepared to spend in order to fight against unemployment and social exclusion of disadvantaged groups of society.
3. Place: in social marketing place means to think about how to reach the stakeholders that have influence on the conditions of WISEs. It needs to identify them and to decide on the best way to communicate with them. It also includes considerations about the barriers and obstacles that prevent them from supporting the idea of WISEs.





4. Promotion: in a social marketing action the final behaviour change, in the case of WISEs the stronger support for a growing social economy sector, has to be promoted. The messages addressed to the relevant stakeholders have to be carefully prepared, based on facts and showing the benefits and values gained. It is necessary to create awareness, visibility and interest in WISEs and it needs perseverance and continuity.

In addition to the classical four P's of the marketing mix, in social marketing also other elements play an important role, for example:

5. The target audience
6. A clear position and policy
7. Financial and personnel resources

Design of the workshop

- Theoretical input
- Identifying the main stakeholders
- Defining the aim of a social marketing campaign
- Formulating the message that should convince the stakeholders
- Establishing a plan how to get the necessary information and
- What resources are available
-

Target group: the managers of WISEs that are responsible for public relations and funding, network coordinators





4.4. Methodology

For some WISEs marketing in a broader sense is still an unfamiliar activity. It is important to understand that marketing for a WISE is not just in the old sense the selling products. Marketing is a way to understand, meet, and satisfy the needs of your customers and also your stakeholders.

Since many WISEs do not have special marketing departments, it is the task of the manager to think about what kind of marketing strategy can be introduced in the WISE.

The following steps should help to find out what is possible for a WISE.

1. Definition of the target market: for products, services, the temporary employees, the philosophy of WISE
2. Definition of the customers for the products and services
3. Definition of the main stakeholders: potential future employers, public employment authorities, social partners, Ministry of Labour, Social Affairs etc.
4. Determination of the desired outcome of the marketing efforts (increase sales, find jobs for the temporary employees, get more public funding, get more recognition, be more visible in society)
5. Awareness about the possible marketing materials that are affordable and can have a broad effect. (Internet presence and social media might be an adequate means to reach relevant stakeholders at a low cost and effective way).
6. Development and maintenance of a professional web site. The web site can be used for several purposes: useful information on the products and services, description of the WISE philosophy, newsletter etc.
7. If the necessary time and professional resources are available the establishment of a database is very helpful. A database has to be constantly maintained, so it should only be introduced, if the maintenance can be secured.
8. Show your results and success stories and make them known to a greater public (newspapers, magazines, TV ...)
9. Active search for alliances with other similar WISEs, engagement in networks supports the individual efforts.



4.5. Topics of training

WORKSHOPS		CONTENTS	TOOLS
Introduction	1.1. What means working in a WISE	1.1.1 Differences between a WISE and a conventional enterprise (the target group, a strong pedagogical aspect, nonprofit enterprises) 1.1.2. The different stakeholders of a WISE (support from public authorities, municipalities, social partners etc.)	Working groups, case studies, discussion with representatives of stakeholders
	1.2. Marketing for WISES	1.2.1. Definition of the different types of marketing 1.2.2. Presentation and validation of the marketing profile	Handouts, power point presentation, working groups
2. Marketing	2.1. Marketing mix	2.1.1. Introduction to the marketing mix – product, price, place, promotion 2.1.2. Adaptation to the needs of a WISE 2.1.3. Determination of the target groups	Handouts, power point presentation, group discussion, working groups, case studies
	2.2. Marketing strategy	2.2.1. Planning of a marketing strategy for products and services	Handouts, power point presentation, group discussion,

		<p>2.2.2. Determination of the desired outcome</p> <p>2.2.3. Determination of the necessary resources</p> <p>2.2.4. Determination what are the best instruments for a WISE</p> <p>2.2.4.1. How to create and use a web site</p> <p>2.2.4.2. How to use social media in an effective way</p>	<p>working groups, case studies, analysis of financial resources, use of labels</p>
<p>3. Social Marketing Workshop</p>	<p>3.1. Finding jobs on the regular labour market</p>	<p>3.1.1. How to find potential future employers</p> <p>3.1.2. How to communicate with potential future employers</p> <p>3.2.1. Presentation of the temporary employees to a company</p> <p>3.2.2. Follow up of temporary employees</p> <p>3.3.1. Cooperation with job coaches</p>	<p>Group discussions with HR specialists from private companies, working groups, case studies, best practice examples, testimonials from successful job placements</p>
<p>4. Social Marketing</p>	<p>4.1. Spreading the idea of WISE</p>	<p>4.1. Presentation of the concept of WISE</p> <p>4.2. Aims and target groups</p> <p>4.3. Social impact and benefits for the society</p>	<p>Case studies, research papers, impact measurements models, social labels</p>

5. Conclusions

Marketing is a basic entrepreneurial activity and social integration enterprises often neglect the importance of marketing and/or give their social aspirations more attention. Many WISEs find themselves trapped in a discrepancy: they want to be seen as proper enterprises by their customers and they should by their products or services, because they consider them of good quality and competitive on the market – so they do not want to be regarded as a social business where people buy for reasons of support, aid or out of pity.

On the other hand WISEs should not hide their social concerns: by giving jobs to a disadvantaged group of people they also have to act as their stakeholders. WISEs prove that these persons can do a good job when given an opportunity and the necessary framework. It remains a delicate balancing act for WISE managers to find the right balance of arguments in their public appearance and it needs a careful consideration how to approach the different stakeholders: customers, public authorities, funding institutions or the general public.

In this respect the cooperation between WISEs and the establishment of networks gains great importance. Such networks exist in all participating countries and the national or regional networks are the partners in this Erasmus+ Project. It is also one important duty of networks to offer their members training for their professional staff and develop marketing strategies where members can participate and profit from.

5.1. Dissemination

The findings of this Erasmus+ Project were already discussed in a multiplier event and the comments and recommendations were incorporated in the final version of IO3.

The final results will be presented to board of arbeit plus and then shared with all member enterprises. An executive summary will be translated into German and will be handed over to our stakeholders and discussed in meetings with them. arbeit plus has regular meetings with the managing directors of the Public Employment Service, the Ministry of Social Affairs, Social Partners and other networks.



ANNEX 1: Online Questionnaire on (Social) Marketing

The questionnaire was put online in June 2015 for two weeks on the webpage of arbeit plus and all 200 member WISEs were informed about the questionnaire. Only 4 enterprises filled in the questionnaire. This illustrates somehow that marketing is not the primary activity in Austrian WISEs.

Nevertheless the answers were used in some parts of the content of IO3 to give an example of the practical implementation of marketing tools.

Summary of the results of the online survey (4 enterprises)

1. What is your role/position in the WISE?
 - Managing director
 - Branch manager

2. Can you briefly describe how you came into that role/position?
 - Working since 27 years in the social sector
 - I started in the administration and I took over the management when the former manager left for further education
 - I founded the enterprise and run it since 26 years. It started when parts of psychiatric patients were disincorporated from hospitals
 - Experience in self-employment, in private companies and then further education as social worker

3. Are there any (social) marketing activities in your WISE?
 - Yes
 - We are constantly developing new approaches and offers for disadvantaged groups. This makes it necessary to promote these activities and we need to lobby for maintaining and improving the conditions of work.

4. What scale have your activities and what do you actually do?
 - Online marketing and in print media
 - We have a wide spectrum of marketing activities. We have one professional for marketing who is responsible for all advertising activities. Each year we organize two to three special conferences to present the “state of the art” of our 26 member enterprises and our way of working. We also work with other networks (regional, national, international) to maintain and improve the conditions of WISE’s.

- Homepage (min. twice a month information is updated)
 - Facebook: presentation of our products and discussion of social topics
 - Newspaper for customers (4-5 times per year) promoting also our events, but also deal with social topics

 - Various folders for different target groups (customers, companies, unemployed persons) in print and digital
 - Participation in various conferences (with a stand with information material) and inputs about our work
 - Guiding visitors through our enterprise (several times per month)
 - Permanent survey of customers
5. Do you make special efforts to gain new customers?
- Yes
 - we organize special events (f.ex. photo presentation during Christmas time)
 - Monthly advertisements in regional newspapers to attract new customers
 - We invent all the time interesting activities to fill people with enthusiasm for our work
6. Do you measure the satisfaction of your customers?
- Once a year we give a questionnaire to our customers
 - No
 - We use the instruments of the Public Employment Service and we make personal interviews with customers
 - We interview our customers regularly and analyze the results
7. What kind of marketing tools do you use to advertise your products and services?
- Mostly already explained under question 4
 - Local newspapers, facebook, online platforms
 - Homepage
 - We use different tools:
 - every service has its own folder
 - Public relations and advertising in regional media
 - Participation in events where we can meet disseminators and person of the disadvantaged target group
 - Organizing expert meeting and conferences
 - Participation in “social competitions” and awards
8. Do you also spread the values of social entrepreneurship?
- This is integrated into our marketing

- Yes we always also communicate them
 - Yes we make special efforts to give social entrepreneurship the suitable appreciation in Austria. Together with our networks we want to achieve that the social economy becomes part of the European and Austrian social partners.
 - Yes, we do
9. Who are the addressees of these activities?
- Customers and private companies
 - All customers in our surroundings
 - Different partners like customers, target group, private companies etc.
 - Our activities address the social economy to empower their actors and to disseminate their values. We also address research institutions and regional, national and EU political actors
10. Who in your WISE is responsible for these activities?
- Managing director
 - Branch manager
 - Management
 - Management, marketing department, press department
11. Is there a person assigned only with marketing activities?
- No
 - Our head office has a communication department
 - We have a marketing specialist
 - The head office has a marketing department, but they are not responsible for our WISE
 - a. If no, what kind of training would your enterprise need to improve the marketing efforts?
 - Writing good texts for print media
 - How to advertise our offers economically and favourably priced
 - How to use social media effectively
12. How much time (hours/week) does your WISE dedicate to marketing activities?
- 1 hour per week
 - 5 hours per week
 - 40 hours per week (1 full time employee)

- 3-8 hours/week, depending on events or other engagements

13. What percentage of your annual budget is use for marketing activities?

- 1 %
- 1 %
- It is different in the various WISE's from 0,5 % to 3 %
- It depends on the activities

14. Is it important for your marketing activities to be a social enterprise, a WISE?

- i. If yes, please explain why?
- ii. If no, please explain why?
- No, not really – important is the quality of our work and the satisfaction of the customers
- I do not understand that question. It is useful for the marketing when calling for donations of goods, but sometimes a nuisance, because potential customers think, only “the poor” can buy our products
- No that is not so important. For marketing our products and services it is important that they are of high quality. We have developed our own brand for all our products and services.
- The value added for the customer is the social activity. Shopping can thus give you good feelings, you do good without having to engage yourself.

15. What kind of training offers would be useful for your enterprise in order to improve marketing activities?

- Writing of good texts and reports
- How to advertise our offers economically and favourably priced
- How to reach elder people who do not use social media like facebook etc.
- None
- It is not clear what we could learn or what we should know

ANNEXE 2: Label for Social Enterprises

Starting in 2001 a label for social enterprises was developed and finally introduced in cooperation with quality austria – a certified institution for quality assurance and quality management. The European Framework of Quality Management (EFQM) was adapted to the requirements of a WISE and proves the compliance with social, organizational, and economic quality standards.

The social enterprises are assessed by experts of quality austria and arbeit plus. Among other topics also the effective use of subsidies is assessed, they take the strengths of the enterprise under consideration and show possible development opportunities. The label should motivate enterprises to improve their performance. The label is awarded for three years, then a new assessment is necessary that puts special attention to the further development and the implementation of the development opportunities pointed out in the last assessment report.

The following topics are assessed:

1. Leadership:

- Mission statement
- Development, implementation, control and continuous improvement of the management system
- Stakeholders
- Human resource management
- Diversity management

2. Strategy:

- Development of concepts and strategies that take the regional, economic and labour market developments into account
- Strategies and concepts are based on the core competences of the social enterprise
- Strategies are developed, assessed, evaluated, implemented and continuously updated

3. Professional Staff:

- Planning, managing and improving the human resources
- Identify, improve and maintain the competences of the professional staff
- Professional staff is involved and encouraged to acts self-reliant
- Staff and organisation are in dialogue
- The work of the staff is recognized and valued

4. Partnerships and Resources:

- Strategic partnerships and relations to supplies exist and are maintained
- Financial and resource management

5. Processes, Products and Services:

- Governance of the core process of the social enterprise concerning the primary stakeholders (Public Employment Agency, target group, etc. – to be defined by the enterprise)

- Governance of processes concerning further stakeholders
- Processes are improved if necessary
- Information on products and services

6. Results concerning the primary stakeholders:

- Impact measurement (point of view of target group) – indicators to be defined by the enterprise
- Definition of internal indicators
- Measured results of other stakeholders

7. Results concerning professional staff:

- Measured results from point of view of professional staff (job satisfaction, needs, expectations are regularly surveyed)
- Definition of internal indicators

8. Results concerning society and environment:

- Image and role of the enterprise in society
- Definition of indicators to measure the impact on society and environment

9. Economic and social results:

- Results of the key duties (to be defined)