

MARKETING PLAN

For access to the market
of social enterprise Colorful city

SUMMARY

Activity 4.1.3 - *Elaboration of marketing plan for access to the market and consulting* by project "Support for social enterprises and promotion of employment" with the acronym SoSEDEE, funded by a grant agreement B2.9c.01 from 29.09.2017 within the Cross-border Cooperation Program INTERREG V-A Greece - Bulgaria 2014-2020 "

Introduction

This marketing plan is developed for a period of two years and it has purpose to bring out the main factors, who influence the market related to the supply and demand of services and products for landscaping and flowering and, in particular, to achieve success in the functioning of the social enterprise "Colorful city" as an economic unit. In this regard, as a single part of this document is considered the specific concept of the proposed product, fair pricing, respecting the principles of "pricing" in the social economy, distribution and promotion of services offered.

In relation to the elaboration of marketing plan was conducted a survey on what services and products for landscaping of gardens, parks and yards for private and business clients are in demand in the municipality of Gotse Delchev and neighbouring municipalities. We realized a survey for the services and products that seek the different types of customers - private, public and business representatives, according to the specifics of their subject of activity (hotels, restaurants, farmers and processors).

Subsequently we analyse the results which were performed and the appropriate services and products were selected according to demanded types of services and products were selected. At the next stage, service packages were prepared to meet the specific needs of consumers.

In the course of the implementation of the activity the competition in the region who provide similar services was studied, preliminary calculations were performed, prices were formed, and price list of the services were composed. Respectively a practical help was given to the management of the social enterprise in carrying out marketing activities. The developed marketing plan aims to help the management in the process of finding new customers, presenting services to them and the development of distribution channels.

In the process of developing a marketing plan were made proposals for the development of complex price packages, including activities for the production of products and landscaping services. The management of the company also offered the opportunity to develop flexible price mixes of services and products.

In the process of fulfilling the assignment we contact with designers of landscape design and landscaping in order for them to consult the social enterprise "Colorful city". In connection with the realization of the idea for sales promotion, a plan for promotional actions was developed, preceding and accompanying the purchase and sale of services and products.

The marketing plan of the Social Enterprise "Colorful city" concerns the following elements:

- "Product" - the best complex of services and products in the field of landscaping has been selected, according to the needs of consumers in the Municipality of Gotse Delchev and in the region.
- "Price" - the pricing for the services offered by the social enterprise is formed on the basis of socially acceptable and fair price at the level of the competitors on the market for Blagoevgrad District for the purpose of self-sufficiency of the social enterprise.

- "Distribution" - channels have been developed for providing services and products for landscaping to customers in the municipality and neighbouring municipalities.
- "Promotion" - developed and applicable various methods for promotion of the activity of the social enterprise.

Marketing plan



The marketing plan is to attract more customers, expand market share and increase revenue. The profit is not the main goal but profit-making will be a prerequisite for market growth.

In the course of exercising and expanding its economic activity, the social enterprise will apply the stabilization strategy in order to maintain the positions of the offered services. The strategic task is to maintain competitive positions. This strategy is associated with moderate maintenance of the level of investment. The results of the implementation of a competitive strategy will then be sought. It will serve to create, maintain or improve strategic positions in the social enterprise market. The management of the social enterprise applies the triangle mechanism: price, term, quality, as a measure of the implementation of a successful strategy.

The main business idea embedded in the marketing plan of the social enterprise is to meet the needs of the market by offering plants for landscaping at affordable prices.

The main purpose of this marketing plan is determined by taking into account that the offered products are partly unknown to the market. Therefore, this goal is: to better position the products on the market. This means that the offered products are introduced on the market as better satisfying the needs of the consumers, compared to the competitors. In this sense, its positioning emphasizes the specific character of their nature - ennobling the environment and beautifying the living space in the municipality of Gotse Delchev and its surroundings and a pronounced social effect on people from vulnerable groups to improve their living standards, employment, provision of services and / or other forms of support in order to overcome their social isolation.

The realization of this goal and these types of positioning is related to the formation of a specialized strategic business unit, which should be located within the town of Gotse Delchev, Blagoevgrad region. The region has favourable natural and climatic conditions, also a favourable for the implementation of various processes of landscaping and growing plants - the climate suggests the growth of various perennial plant species. The social enterprise has the necessary technical, technological and complete material support, as well as the management staff, which within the Social enterprise "Colorful city" carries out the management, marketing of the business unit. The specific markets of the company are the municipality, citizens, institutions and various business units that have preferences for beautiful landscaping and development. The segment includes both men and women. The specific quality of the segment is the positive attitude towards the beautiful natural views, the landscaped parks and gardens.

The group of connoisseurs of nature and aesthetic vision can be defined as a market niche. This niche can include mostly foreign tourists who come to the region, which has many spa and mountain resorts.

SWOT ANALYSIS

| SWOT ANALYSIS | |
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| STRENGTHS | WEAKNESSES |
| <ul style="list-style-type: none"> ▪ Experience of the organization in working with representatives of vulnerable groups; ▪ Knowledge of the needs of the representatives of the target group; ▪ Existence of a very good base necessary for the implementation of the activity; ▪ Motivation of employees to work; ▪ Good image of Gotse Delchev municipality, in its capacity of employer; ▪ Existence of public spaces that need maintenance and landscaping; ▪ Willingness to change in order to provide competitive services; ▪ Availability of business ideas; ▪ Reasonable market prices; ▪ Improvement of the areas; ▪ Creating an aesthetic appearance; ▪ More pleasant places for recreation; ▪ Perspective for a more beautiful and green future for the younger generation. | <ul style="list-style-type: none"> ▪ Lack of sufficient business knowledge and skills; ▪ Insufficient knowledge of the market; ▪ Lack of experience in business activities by the team of the social enterprise; ▪ Insufficient financial resources for expansion; ▪ Poorly developed marketing and product policy to maintain a good image of the social enterprise; ▪ Lack of work habits among some of the representatives of the target group; ▪ Low continuity; |
| OPPORTUNITIES | THREATS |
| <ul style="list-style-type: none"> ▪ Creating financial stability and sustainable revenues through the development of services for private clients; ▪ Preservation of the resources for continuation of the activity according to the ideal goals; ▪ Creating trust in customers and increasing prestige; | <ul style="list-style-type: none"> ▪ / Unfair / competition on the market; ▪ Shrinking market; ▪ Change in the legal framework; ▪ Change of public attitude; ▪ Lack of manpower; ▪ Lack of customers; ▪ Lack of funding; |

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| <ul style="list-style-type: none"> ▪ Opportunities for diversification of the activity - adding a new product; ▪ Building new collaborations; ▪ Opportunity to develop a good marketing mix and marketing strategy to be followed; ▪ Opportunity to serve private clients in the municipality of Gotse Delchev and the district; | <ul style="list-style-type: none"> ▪ Desire of people to improve the areas around their blocks; ▪ Possible unfavorable climatic conditions; |
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SOCIAL EFFECT IN THE COMMUNITY

Social investors focus on the effectiveness of the intervention to generate social value, but also on the sustainability of the investment and on the systemic change that can be achieved through investment.

Metric indicators:

- Number of representatives of vulnerable groups who received training and qualification in the social enterprise;
- Number of representatives of vulnerable groups employed full-time or part-time;
- Number of representatives of vulnerable groups who received income;
- Number of representatives of vulnerable groups who were given to the opportunity for social integration;
- Number of representatives of vulnerable groups that have improved their quality of life;
- Number of indirect participants who have improved their quality of life - family members, children, parents, relatives;
- Number of direct and indirect users of the products produced by the social enterprise.

These metric indicators take into account the fulfilment of short-term goals. They mean that the social enterprise is on the right track. They indicate the extent to which social benefits have been achieved, such as access to integrity, income growth, and the acquisition of qualifications.

A truly positive social change takes a long time.

Measuring the social impact in the community as a result of the work and development of a social enterprise is a real challenge, because the contribution is not only in numbers how many vulnerable groups are employed in it, how much production they produce and what income they attract, but the most significant contribution is reflected in the positive change: better well-being and better quality of life as a result of sheltered employment, social inclusion and integration, limiting social exclusion, greater life satisfaction, etc. It is extremely difficult to measure these subjective feelings, attitudes and evaluations. The most influential way is by recording and sharing stories: initially the starting point of the disadvantaged people involved in the enterprise is determined, such as lack of income, lack of employment, lack of work skills, extremely high risk of social exclusion and poverty and what happened; qualification and creation of work habits, protected employment, income and social integration, better quality of life.

The community needs to hear, see, understand the social impact, the social change that it brings to the lives of the people who work in the social enterprise. The best possible way is for them to tell their story, what and how their lives have changed. If they have been out of work for a long time,

without a livelihood, without any work habits, without qualifications, isolated and seemingly unnecessary, but now they have received practical training, mastered the profession of gardener, skills to observe work discipline, work habits and receive a steady income big and positive change in their lives. They have not only employment, but gradually regain their self-esteem, the feeling that they are doing something necessary, beautiful and important for more beautiful and well-developed environment for citizens and guests.

STRATEGIC PRIORITIES

The main priorities of the social enterprise "Colorful City" are: creating a model of a social enterprise for employment; return to work habits and development of skills and discipline of persons with permanent lack of employment; providing sheltered jobs for disadvantaged people in the labor market and other socially excluded people; increasing the competitiveness of the long-term unemployed by including them in the enterprise and subsequent training for acquiring qualifications; providing opportunities for raising the social status of persons from vulnerable groups and equalizing them with other citizens of the local community; development and popularization of the social economy as a way to overcome the social isolation of certain vulnerable groups and achieve optimization of the costs that the Municipality provides for landscaping, landscaping and cleaning of its green areas.

DEVELOPMENT PLAN - for a maximum of 2 years



According to the development plan, the goal of the Social Enterprise "Colorful city" is to work for sustainable development of social entrepreneurship in the municipality.

In order to achieve the results, the social enterprise sets the following specific goals::

After 6 months it will:

- provide access to basic services (social, educational and health) of local communities, including for the most vulnerable groups;

- support the creation of new jobs as a result of the provision of new services provided to disadvantaged people;
- include in the labor market minority groups, pre-retirement workers, people with disabilities, etc., who remain excluded from income-generating opportunities;
- generates social returns;
- uses its profit to achieve its main goal, according to previously introduced procedures and rules for its distribution;
- keeps analytical records;
- reinvest at least 51% of the profits to achieve the main goal of the organization;
- manages the social enterprise in an entrepreneurial, accountable and transparent manner, in particular through the successful cooperation of workers, clients and stakeholders affected by its activities.

In a year it will:

- reinvest at least 51% of the profits to achieve the main goal of the organization;
- diversify its services and products that it offers to customers;
- choose the most suitable in terms of supply-demand-price plants to grow;
- established itself as a nursery offering certain types of plants in the region;
- expanded its network of clients on the territory of the Municipality of Gotse Delchev and beyond;
- participates in charitable campaigns for cleaning and landscaping;
- develop social marketing;
- maintain the full-time employment of 31 people;
- has a lasting commitment to pursuing a policy of business ethics and contributing to economic development and improving the quality of life of employees and their families;
- conducts a socially responsible way of managing the enterprise;
- works on increasing the social effect and the benefits for the target group and the population as a whole in the municipality;
- developed a program for presenting the specifics of the activity as a good practice of stakeholders.

Created under the project "Support to social enterprises and promotion of employment" social enterprise "Colorful city" will be a sustainable business model for combating poverty and social exclusion from the labor market of disadvantaged groups through development to provide services and products. It will help to increase economic growth and contribute to the development of the region. The economic contribution of the functioning social enterprise is optimization of the costs of the

Municipality of Gotse Delchev for improvement, maintenance, cleaning and landscaping of green areas for recreation and public use, by building a functioning system for maintenance of buildings and green areas and by paying private and business clients.

In conclusion, if the municipal social enterprise works purposefully, persistently and constantly it has all the prerequisites to succeed in fulfilling its social commitment and mission, as well as to achieve a good economic balance. The strategy will be successful only if constant action is taken to implement it.

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