Faculty of Business Economics

Master of Management

Master's thesis

SOCIAL ENTREPRENEURSHIP: Market Segmentation in social Marketing

Ayinke Telma Asonglefack
Thesis presented in fulfillment of the requirements for the degree of Master of Management, specialization International Marketing Strategy

SUPERVISOR :

Prof. dr. Wim LAMBRECHTS

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PREFACE

The Master's Thesis, "Social Entrepreneurship: Market Segmentation in Social Marketing," is provided here. It was designed to meet the study and graduation criteria of the Faculty of Business Economics, Masters of Management, at the University of Hasselt in Belgium. Between September 2023 and January 2024, I worked on researching and writing this thesis.

I opted to do study in the topic of social entrepreneurship despite having no prior understanding of it. I saw it as a chance to learn new things while also taking a course. I thoroughly researched the internet to learn more about this area, namely Social Marketing.

I've also learned by reading and doing interviews with Belgian social entrepreneurs. Despite the fact that I struggled to comprehend the concept and gather data, I've realized that being failible is a necessary part of the process.

This project would not have been conceivable without God All-powerful. This was possible by the grace, strength, and wisdom of God. Hence, my overflowing thanks go to Him.

My true much-obligated gratitude goes to my Supervisor, Prof. Dr. Wim Lambrechts for his help throughout the venture. His supervision merits acknowledgment.

Finally, my appreciation goes to my family, friends, and loved ones for their consistent moral and spiritual support at each step of this project.

MANAGERIAL SUMMARY

The potential of corporate entrepreneurship to address social concerns such as poverty and illiteracy has led to its increasing importance in business research (Estrin, Mickiewicz, & Stephan, 2013). The goal of social entrepreneurship is to address these issues and solve social needs in a sustainable manner (Mair & Martí, 2004, p. 3). Social marketing is an approach that influences behavior to benefit individuals and communities (French, 2015, p. 1). However, there is a gap in progress in transparency. Segmentation maximizes resources by making the first offer at the right time and place to an audience within a marketer's budget. Offering options allows marketers to set different prices and sales channels for each product, resulting in more customers (Dietrich et al., 2017).

This research aims to understand social entrepreneurship and its implementation of social marketing strategies. It also investigates if social enterprises use market segmentation as a strategy to meet their target market needs. For companies that don't use segmentation, the study investigates the reasons behind its absence and the challenges they face in social marketing.

The strategies employed to expand the businesses, their effects on performance, whether market segmentation is used as a marketing tactic, how the market is divided into segments for goods and services, how market segmentation affects the operations of social enterprises, and the difficulties encountered, are questions which will be answered in this research study.

To learn more about market segmentation and social marketing functions, ten Belgian social companies, selected through purposive random sampling, participated in semi-structured interviews as part of this qualitative study. Qualitative research methods make it easier to understand people's experiences. (Silverman, 2020).

The interview guide (Appendix 1), with 23 questions and follow-up questions, addressed different viewpoints and approaches to market segmentation that social entrepreneurs employ. The interviews were recorded for analysis, transcribed word-for-word using the Otter application, and thematic analysis was performed to evaluate the content. A coding tree was created to generate themes and subthemes for data analysis.

The analysis shows that social enterprises are oriented toward social development and the environment. These companies are recognized for doing this with different goals and different ways, precisely to help people live happy, comfortable, and sustainable lives.

Today, social marketing is a complex field, expected to promote social well-being (Bakan, 2016) and quality of life (Zainuddin et al., 2017). In this context, the results of this study confirmed that social enterprises are working with other companies and organizations to improve people's quality of life. Companies such as SE3 and SE8 are strengthening partnerships with other organizations to effectively reach their target markets and satisfy their customers.

The research uncovered that social enterprises employed the social marketing concept in three distinct manners: with deliberate intention, unintentionally, or without any explicit purpose. Previous articles have revealed that some organizations implement social marketing strategies

without adequate training which may be why some organizations are unintentional about its implementation. Six businesses were discovered to be unwittingly employing social marketing methods, two of which did so on purpose, and one which did not use any of the social marketing strategies.

One company purposefully used market segmentation as a marketing strategy, seven unintentionally used it, and one company did not use it at all since their services are holistically tailored to everyone and hence do not require market segmentation. According to the findings of the (Zahra et al., 2009) typology of social entrepreneurship, six social companies may be classed as Social Bricoleurs, three as Social Constructionists, and one as Social Engineer.

So, in every way, these businesses attain their goals by implementing common social marketing strategies/tactics, such as social media use and affiliation/collaboration with other organizations. The findings of this study revealed that the usage of social media, particularly when done successfully and consciously, enables social enterprises to better serve their clients. This builds on the existing evidence from Chaturvedi & Biswas, (2022), who say that the purpose of social media is to connect, share thoughts and ideas, focus, and emphasize community contribution, communication, and collaboration to get attention from target customers.

The results show that these strategies do not always improve the company's performance reason why negative impacts such as delayed government subsidies and the high cost of social media platforms are shown, However, most social enterprises acknowledge their positive effects on organizational growth and efficiency. For instance, this study explains that few organizations do their best to help people live more meaningful and happy lives. This has had a positive effect on the organization in the form of increased social standing, financial grants, certifications, etc. Which helps these businesses grow.

Specific applications for companies using and implementing market segmentation strategies include segmenting markets based on demographic, geographic, and psychological criteria to better target and satisfy their target customers. For example, Companies such as SE1, SE3, SE9, and SE10 in every way, focus on the age, gender, and socioeconomic status of their target users to maximize their social goals and improve their lives.

Though some companies use this strategy to solve specific industry problems or to better serve various market segments, other enterprises don't because it is unnecessary, based on the results which show that it's because the company's services benefit everyone. The use of market segmentation both willingly and unwillingly by these enterprises was revealed to have improved performance, with positive effects such as new customer acquisition and improved brand image with satisfied customers, and negative effects such as limited expansion budgets. It was also confirmed that problems and challenges such as financial problems, lack of customers, etc. are the biggest challenges for these organizations.

The study's results also show that the majority of social enterprises concentrate their efforts on a small number of segments. Therefore, recommendations suggest that these enterprises should consider validating and testing their segments, while also monitoring their performances and tracking any changes that occur over time. The purpose and value of this qualitative study were to comprehend the roles that social marketing and market segmentation play in Belgian social firms

and why these firms use or do not use these strategies which is what the findings of this study revealed.

This study was challenging and had some caveats. I ran into some problems along the way that made the whole research a bit more difficult and resulted in some delays in the process. Initially, I knew very little about social entrepreneurship and it took me some time to fully understand my field of research. It was both a challenge and an achievement, as it was new to me discovering this concept and I had no idea what social entrepreneurship was all about, but I found the field interesting. Another limitation I faced was the limited time to collect the data. It was very difficult to get participants to agree to interviews, which delayed the entire project. Another issue I faced was that the amount of existing research on the impact of market segmentation on the performance of social enterprises was limited, making the whole process a bit complicated. Finally, it was revealed that some companies were new to social marketing and needed more knowledge of the concept.

For future research, we encourage more research about using and applying market segmentation as a marketing strategy in social marketing. Also, the impacts of social marketing strategies, especially the use of market segmentation, on the performance of social enterprises should be investigated. Finally, as this study focused exclusively on Belgium, future studies may target different populations around the world to gain a clear and concise understanding of this research topic.

Social enterprises should not be afraid to undertake social marketing strategies; rather, they should view it as a chance to boost their efforts. This practically helps the social economy and the governmental entities to achieve their social goals.

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CHAPTER 1
INTRODUCTION

It is generally accepted that entrepreneurship is one of the underlying factors behind the development and growth of market economies. Entrepreneurship refers to the efforts of an individual, group of individuals, or an established company to establish a new business or enterprise, such as self-employment, new business organization, or expansion of an existing business. Furthermore, entrepreneurship involves complex and dynamic outcomes of activities that determine the desirability and feasibility of such outcomes and outcomes (El-Chaarani, 2022).

Globally, there is a growing trend to participate on a more social level, give back to the community, and protect the environment. This has led to an emphasis on the phenomenon of social entrepreneurship (Teles & Schachtebeck, 2019). Mair et al.(2006), noted that social entrepreneurship has become increasingly popular over the past two decades, as it has officially emerged as a new phenomenon redefining the way people think and act to create social value. While the formal concept of social entrepreneurship is fairly new, the concept behind it is not. There is a difference between social entrepreneurship and traditional entrepreneurship. This difference is illustrated by the fact that social entrepreneurs are aware of social issues and are willing to take risks to impose local entrepreneurship (Mallin & Finkle, 2007).

Social entrepreneurship is defined as the 'creation of social value' in the non-profit, corporate, or public sector (Austin et al., 2006), where the primary aim is to transform or change lives. In particular, social entrepreneurs, like traditional entrepreneurs, have important characteristics such as flexibility, creativity, and the ability to see opportunities (Marion et al., 2012). However, while social entrepreneurs seek to create social and economic value to solve pressing social problems, they face significant challenges that limit their ability to take strategic actions and reach their full potential (Arango-Botero et al., 2020). The creation of social enterprises can be the result of several factors such as moral judgment, empathy, fulfillment, and self-efficacy (Urban & Teise, 2015). As social entrepreneurship focuses on solving and mitigating social problems while achieving economic sustainability, it can be seen as an opportunity to simultaneously strengthen and improve the social and economic conditions of a country (Littlewood & Holt, 2018).

Social marketing celebrated its 50th anniversary in 2021, marked by a growing number of researchers and practitioners who are leveraging social marketing to drive social and environmental change (Akbar et al., 2022). In their seminal paper, Kotler & Zaltmann (1971) defined social marketing as "the planning, implementation, and management of programs aimed at influencing the acceptance of social ideas, as well as aspects of product design, communication, distribution, market research, etc." … on page 5.

It is generally accepted that the purpose of social marketing is to use all existing theories, principles, concepts, techniques, and resources to influence human behavior for the benefit of society. However human behavior is complex and versatile. It requires rational decision-making and quick thinking (Kahneman, 2011) and is also influenced by many environmental, economic, and structural factors (Gordon, 2013).

One of the novelties for marketers is market segmentation. In 1912, Arch Shaw described market segmentation as a strategy for identifying the economic and social boundaries of various markets to better meet the needs of consumers than their competitors. In the past century, market segmentation has become one of the basic principles of marketing in both industrial and consumer markets. Significant market segments that are homogenous, measurable, and accessible have been viewed as significant business opportunities where firms can make the most of limited resources (Beanne & Ennis, 1987). An underlying premise of the market segmentation process is the belief that consumers have diverse desires that cannot be met by a single unified marketing program. People have different product preferences and requirements, communicate in different ways, use different places, products, and services, and have different price sensitivities. Therefore, identifying the differences and similarities between potential market segments allows the marketer to look at the market in multiple ways or narrow his focus to only one type of consumer, thereby enabling a broader market performance (Dietrich et al., 2017). Segmentation is considered one of the key elements of social marketing and is embedded in all widely used social marketing design frameworks (Andreasen, 2002; French & Blair-Stevens, 2006; Lefebvre & Flora, 1988; Robinson-Maynard et al., 2013). As reported by French, J. (2011), the purpose of segmentation is to understand different people and their different needs so that we can better tailor our products, services, and social programs to their needs. Segmentation can add real value to most social programs and is a common technique used frequently, though not always used in social marketing programs, but is usually used by planners to develop social policies, programs, or projects. Since social marketing interventions are often resource-limited (Newton et al., 2013), applying a segmentation process can help social marketers increase efficiency by directing resources to the most promising segments, ensuring scarce financial and other resources are optimized (McDonald et al., 2012).

Segmentation is also an important technique in social marketing. Not only does this help focus and align social marketing intervention strategies, but it also influences and shapes responses to ethical considerations. Adopting a segmentation strategy together with other techniques to develop an understanding of identifiable subgroups of the population, such as ethnography and social network analysis, shows that developers and implementers of social marketing strategies understand the need for specifically targeted programs and interventions based on deep insight and understanding about the needs, beliefs, conditions, and behavior of different subgroups of the population and the problems affecting them (French, J. 2011).

1.1 Problem Statement

Social marketing may be appealing to social entrepreneurs looking for unconstrained behavioral change, but alternately, they may not have the assets or ability to run large-scale social marketing campaigns (Madill, 2010; Madill et al., 2010). Or maybe, they may attempt to adjust components of social marketing to realize their vision. Considering their work in terms of social marketing can give a new viewpoint for (a few) social entrepreneurs and permit them to re-examine what they are now doing and what they are not doing to attain social change.

Over a long time, social marketers have borrowed and adjusted segmentation ideas from corporate marketing. In any case, the application of segmentation in social marketing has slacked behind its

use in commerce. While companies have taken advantage of technological improvement and present-day analytics that have expanded information accessibility to make more complex segmentation frameworks, social marketers still depend on simple approaches such as those utilizing demographic or location-based factors (Dibs, 2014).

Moreover, most social entrepreneurs at first want to extend their organizations but come up short to expand their impact to the required level ((Blossom and Chatterji, 2008). Concerning this current disappointment, Bloom, (2009, p.133) regrets: "Economics and marketing analysts have not, however, centered on ways to extend the capacity and influence of social entrepreneurs." And indeed even though marketing devices are of immense significance for social entrepreneurs, the market for these social entrepreneurs is exceedingly questionable.

Pope et al., (2009) noted the lack of theory about marketing strategies in non-profit organizations and investigated how marketing strategies are developed in such organizations. The authors noted that non-profit organizations typically have a variety of resources, such as customers, volunteers, and donors/funders, consistent with previous non-profit marketing efforts (Andreasen & Kotler, 2003; Herron, 1997; Oster, 1995). Based on marketing's tradition of focusing on different target markets, recent trends in the marketing literature have increased the importance of considering stakeholders other than the customer and placed greater emphasis on delivering value to the customer. (Bhattacharya, 2010; Ferrell et al., 2010; Gundlach & Wilkie, (2010); Smith et al., 2010b).

Therefore, very little research is available on the marketing strategies of social enterprises and their impacts on the growth and performance of these enterprises, presenting the problem that this article seeks to solve. Studies have shown that segments respond differently to social marketing programs (Dietrich et al., 2015a,b). Therefore, understanding segment differences can help social marketers design programs that more effectively address group differences.

Hence, starting from this gap, the purpose of this study is to further examine and understand whether and how social marketing is implemented in social enterprises, and in particular, it is about understanding if and how they use market segmentation as a social marketing strategy to expand market segments so that the customers can be adequately served. The study also aims to identify the reasons why market segmentation is not applied or used for companies that do not use segmentation as a strategy and to identify the problems social enterprises face in social marketing.

1.2 Research Objectives

The purpose of this study was to identify several social marketing strategies that have been implemented, to ascertain whether or not market segmentation is part of it, and especially investigate how and why they are used. Finally, it is also the purpose of this study to identify the significant impacts (both positive and negative) and challenges of the implementation of these strategies on the overall growth of these social enterprises. Based on the gaps identified in the literature above, the following research questions and subquestions were asked:

1. What marketing strategies have been implemented to grow the social enterprise? What impact have these marketing practices had on the social enterprise's overall performance (business and social goals)?

2. Is market segmentation used as one of your marketing strategies?
   a. How is the market for your product or service classified?
   b. How has market segmentation affected the performance of social enterprises?
   c. If not used as a marketing strategy, why not?
3. What social and business challenges are hindering your company's growth?

CHAPTER 2

LITERATURE REVIEW

2.1 Social Entrepreneurship and Social Enterprises

Social entrepreneurship is a specific type of entrepreneurship for which there are no standard methods, codes of practice, or business models (Dees, 2001). However, the lack of consensus on the importance of social entrepreneurship and social enterprise has created a divergence in the research world. On the other hand, some authors have focused on personal characteristics that can be used to distinguish traditional entrepreneurs from social entrepreneurs. Other researchers have focused on understanding the underlying business model of social enterprises: social networking (Palacios, 2010).

According to Arango-Botero & Arias, (2020), sustainable social value creation is a key feature that distinguishes this type of business from philanthropic organizations and philanthropic activities by well-meaning individuals (Martin et al., 2007). The difference is that the provision of social services involves a kind of charity. In other words, people recognize inequalities and join causes because they develop programs to address the situation. However, its impact remains confined to local populations and its scale is determined by available resources (Bargsted et al., 2013).

The term "social entrepreneurship" refers to activities that combine "social" goals with an "entrepreneurial" approach focused on achieving social goals and generating profits. There is much debate and disagreement in the academic literature about the "meaning" of social entrepreneurship.

At least three major schools of social entrepreneurship can be distinguished: the US School of Social Innovation, the American School of Social Entrepreneurship, and An overview of the EMES approach in Europe (Defourny & Nyssens 2008). His two independent schools in the United States were identified by Dees & Battle Anderson (2006).

1. On the one hand, the American School of Social Innovation focuses on creating new and better ways to solve social problems or meet society's needs. Many people contributed to the founding of the School of Social Innovation, but the school was rooted in one person and his organization, Bill Drayton and Ashoka (Dees & Battle Anderson 2006). Ashoka was founded by him in 1980 to discover and support top talent with ideas for social change. However, it was not until the mid-1990s that the term "social entrepreneur" began to replace the previously used terms "public sector reformer" and "state entrepreneur". As you can see from these expressions, this school focuses on humans.

   Defourny & Nyssens, (2008) see social entrepreneurs as social change activists in the Schumpeterian tradition. The Faculty of Social Innovation differs significantly from the other two schools in that the concept of social entrepreneurship focuses on the individual. According to these researchers, social entrepreneurs are:

● Be visionary and innovative (Catford 1998; Dees 1998a,b; Schuyler 1998; Schwab Foundation 1998; Sullivan Mort, Weerawardena & Carnegie, 2003; Roberts & Woods 2005). According to Schumpeter's History of Entrepreneurship, social entrepreneurs are essentially 'social reformers' (Nicholls & Cho 2008).

● They are characterized by a strong ethical orientation (Catford, 1998).

- They display a special ability to spot opportunities (Catford, 1998; Dees, 1998a,b; Sullivan Mort, Weerawardena & Carnegie, 2003).
- Plays an important role as an 'agent of social change' (Dees, 1998a,b; Schuyler, 1998; Thompson, Sharir & Lerner, 2006; Chell, 2007). Schumpeter's definition of an entrepreneur certainly underlies this idea: Social entrepreneurs are seen as individuals who reform or transform disruptive traditional production systems of social value creation to direct resources where they will bring greater benefits to society (Deeds & Battle Anderson, 2006).
- Not limited by currently available resources. If not, they collect them and use them to 'influence' (Dees 1998a,b; Peredo and McLean 2006; Schuyler 1998; Sharir & Lerner 2006; Thompson, Alvy & Lees 2000).

In summary, according to this view, social entrepreneurs are visionaries who can recognize and seize opportunities, harness the resources necessary to fulfill their social mission, and find innovative solutions to social problems. This is not well satisfied in the local system. In some ways, schools of social innovation can be compared to schools of entrepreneurship.

2. The American School of Social Enterprise, on the other hand, focuses on generating income while fulfilling a social mission. Growing non-profit interest in new sources of funding for traditional subsidies and grants sparked the founding of the consulting firm New Ventures in 1980 and the accompanying movement. Social entrepreneurship schools must be run by non-profit organizations or governments. Social entrepreneurs play a supporting role as organizers and managers of social activities. Skoll, (2008, xiii) recently stated that attention to "hero entrepreneurs'' is "actually the tip of the social entrepreneurship iceberg'' and that "most social entrepreneurship and the product of informal business organization."

In Europe, the concept of 'social enterprise' has received particular attention. Defourny and Nyssens, (2006) argue that "the growing recognition of the third sector in Europe and the broader interest in unusual business dynamics in response to contemporary challenges have led to the emergence of the new concept of the social enterprise''. Two definition types; namely conceptual and legal, can be found in European literature. International organizations and research centers have proposed conceptual definitions. For example, the Organization for Economic Co-operation and Development (OECD) defines "social enterprises" as "common private sector activities carried out in general interest, organized according to a business strategy whose main objective is to achieve economic and social goals rather than maximizing profits, they can offer innovative solutions to the problem of social exclusion and unemployment" (OECD, 1999).

3. The EMES(Emergence Des Entreprises Social en Europe) approach with its title in French was a big project carried out by a network between 1996 to 2000, takes into account the different national realities of Europe, defining 'social enterprises' as "organizations with the express purpose of benefiting the community, being citizens of the originators, and limiting the vital interests of their capital investors Defourny & Nyssens, (2006).
See www.emes.net.

The advantage of a conceptual definition is that it is not based on any particular national law. Meanwhile, governments have legally defined the term 'social enterprise' to set clear standards.

For EMES networks, 'social enterprises' are initiatives driven by groups of citizens (Defourny, 2004) - what Hulgard, (2008) calls 'civic action' - self-help, public and club partnerships, etc. The EMES approach is not the exclusion of possibilities, assuming that some leaders and charismatic entrepreneurs play a central role within the organization, but these individuals are usually the ones whose members are part of the organization. We assume that it is supported by a group that is responsible for the overall functioning of the "public business".

Several researchers have broadly defined social entrepreneurship, social entrepreneurs, and social enterprise (Kannampuzha & Hockerts, 2019; Short et al., 2009; Peredo & McLean, 2006). Lasprogata & Cotton (2003) described Social Entrepreneurship as a nonprofit organization (e.g., the Tamarack - Institute for Community Engagement, a Canadian nonprofit social organization funded by the J.W. McConnell Family Foundation), whereas Wallace, (1999) viewed social enterprises as a for-profit business run by a non-profit organization. Additionally, Mair & Martin, (2006) defined a social enterprise as an organization that operates to achieve social goals.

According to Arango Botero et al., (2020), entrepreneurship in all its forms plays an important role in economic, social, and organizational development. The aim is always to implement innovative solutions based on newly discovered opportunities to solve problems or fill market gaps (Miller et al., 2012).

Social entrepreneurship particularly affects social groups excluded from traditional wealth distribution systems. Social enterprises were intended to support groups of people dependent on the private sector or the state, who depended primarily on manual labor and related activities for their livelihoods. Gaiger, (2004) stated that corporations are driven by a desire for social justice and through their actions seek to directly improve the quality of life of the people they work with and serve (Warner et al., 2016; Leadbeater, 1997). Their goals are economically feasible (Agrawal et al., 2014) and combine creativity and logical skills to generate new ideas and translate them into practical services, thereby improving organizational, social, and environmental impacts. Developing solutions that deliver meaningful results. The importance of Social Entrepreneurship in social development has been emphasized as they are directly responsible for the creation of social value (Ruskin et al., 2016).

In every corner of the globe, socially conscious and compassionate individuals have come forward and implemented groundbreaking business models to tackle social issues that were once disregarded by businesses, governments, and NGOs. According to Zahra et al., (2009), these entrepreneurs have significantly contributed to improving challenging societal conditions, particularly in impoverished and emerging economies. The presence of limited resources and corruption within governments and NGOs greatly hinders addressing critical social needs.

In their typology development, Zahra et al., (2009) elucidate that they constructed various interpretations of entrepreneurship based on the works of Hayek, (1945), Kirzner, (1973), and Schumpeter, (1972). The identification of similarities and differences among the diverse range of individuals and organizations engaged in social entrepreneurship was made possible through the

usage of typology. We provide illustrative examples of three types of social entrepreneurs: Social Bricoleurs, Social Constructionists, and Social Engineers. This is the outcome of our research; the entrepreneurs, despite their shared passion for addressing social issues, differ greatly in their methods of identifying social needs, pursuing opportunities, and influencing the broader social system.

SOCIAL BRICOLEUR

The term "Social Bricoleur" refers to individuals who possess the ability to dynamically and creatively adapt to social situations by utilizing various resources and tools at their disposal. These individuals are skilled in manipulating and repurposing social conventions, norms, and practices to navigate and influence their social environments effectively. The Social Bricoleur embraces a DIY (do-it-yourself) mindset when it comes to building successful social interactions and relationships. They are versatile, resourceful, and constantly seeking out new ways to connect with others and create meaningful experiences. The theoretical inspiration for this typology of social entrepreneurship derived from Hayek's (1945) work. Social Bricoleurs play a vital role in society by carrying out significant functions. Many social needs would go unnoticed or unattended if it weren't for them. Despite their solutions being often small-scale and with limited scope, they are instrumental in alleviating major social issues within local communities. Motivated and equipped with the necessary expertise and resources, they identify and take action to meet the social needs of their community (Zahra et al., 2009).

SOCIAL CONSTRUCTIONIST

The origin of this theory can be traced back to Kirzner's inspiration in 1973. According to him, opportunities do not solely emerge from an entrepreneur's specific local knowledge. Instead, they stem from their keen awareness of potential prospects, which they capitalize on by creating and offering innovative products, goods, and services. These individuals are given this name due to their involvement in establishing, launching, and managing initiatives that address social needs that are not sufficiently handled by current institutions, businesses, non-governmental organizations (NGOs), and government agencies. Additionally, they create establishments that align with the size and range of the social demands they aim to tackle. These demands may vary from small to large scale, encompassing both local and international spheres. The intention is to establish a lasting institution that effectively addresses persistent social needs.

The advantages of these entrepreneurs do not come from their familiarity with the local area. Instead, they come from their exceptional ability to identify and pursue opportunities that create social wealth by innovating and restructuring the methods used to provide products and services.

SOCIAL ENGINEERS

In 1942, Schumpeter introduced a theory that distinguishes these entrepreneurs from the previously mentioned social entrepreneurs. Their approach sets them apart as they deeply analyze the social systems and structures, pinpointing the systemic issues, and tackling them head-on through revolutionary transformations. Social Engineers frequently focus on addressing national, transnational, or global social issues due to their inherent systemic nature.

They are inclined to dismantle established social frameworks and substitute them with fresh alternatives. They embody a significant power for societal transformation amidst firmly established authorities. This endeavor encompasses a vast scale, extending from national to international levels. It aims to construct enduring structures that will challenge the prevailing order, and this necessitates the expertise of Social Engineers, who must strategically collect suitable encouragement to fulfill their missions (Zahra et al., 2009).

2.2 Social Marketing

Lee & Kotler (2019) reported the origin of the name "social marketing", which was chosen as the shortened term "social cause marketing". Current definitions of social marketing suggest that it aims to influence social behavior not for the marketer, but for the target group and society. Social marketing programs are thus by definition "general marketing programs that are implemented to change behavior for the benefit of the individual or society" (Andreasen & Kotler, 2003). Many scholars have tried to define social marketing since its inception in the 1970s, but Lefebvre, (2013, p. 4) provided one of the most comprehensive definitions in the field of social marketing and defines it as "the application of the marketing discipline to social problems and causes that provide a framework for developing innovative solutions to social problems that have long confused and frustrated us.

According to Pang & Kubacki, (2015), the academic field of social marketing grew out of business marketing and behavior change. Since social marketing is still in its infancy, it heavily relies on business marketers' tools and methods. Although the relationship between consumers and marketing is complex and nuanced, and many consumers enjoy branding and marketing advertising campaigns, there is strong evidence that consumers' attitudes toward marketing negatively affect their evaluations of marketing efforts. Thus, social marketers are at risk that the same negative associations that consumers have with commercial marketing (see e.g. Cherrier & Gurrieri, 2014) will translate into negative attitudes towards social marketing. In addition, although social marketing was developed to achieve social benefit (Donovan & Henley, 2010), there is no clear evidence that the ethics of social marketing are better than those of commercial marketing. Some have even argued that there is nothing inherently ethical about social marketing (Holden & Cox, 2013).

Andreasen (2002) proposed six benchmarks for classifying interventions as social marketing. These criteria include, first and foremost, a focus on behavior change. Second, audience research. Third, careful segmentation. Fourth, it creates a stimulating and motivating interaction with the target group. Fifth, use all the 4 P's of the traditional marketing mix (price, product, place, promotion), not just promotions and communications. Sixth, consider the conflicts your desired behavior faces. A social marketing program does not have to meet all six criteria to be certified as social marketing. The ultimate goal of social marketing is a social good aimed at making the world a better place for all by promoting preventative measures against social problems such as health, alcoholism, smoking, etc. (Andreasen, 2006; Kotler & Lee, 2008). Social support can be broadly divided into two dimensions with different impetus namely, less fatigue and increased well-being. These two aspects motivate researchers and practitioners to develop new tools and strategies for effective social marketing campaigns (Carvalho & Mazzon, 2015a).

However, a campaign that is purely a communication campaign is not a social marketing campaign. Hastings, (2003) and Desai, (2009) point out that human relationships are an important feature of social marketing as well as being a key strategy in the development of popular and commercial marketing formats. A critical examination of the context of social entrepreneurship is therefore of both theoretical and practical interest. Gil et al., (2021) discuss social marketing with people with disabilities in his diary. People with disabilities have a lower quality of life than the general population, with major differences between the two groups, for example in terms of access to the labor market, inclusive education, and risk of poverty and social exclusion (European Commission, 2017). In this sense, the European Commission (2020, 2017) points out in several documents how important the social worker's work skills are to help these people, but to reach its goals points out the need to measure and improve the training of social workers. Valtrex et al., (2017) note that new skills are needed for frontline workers who need to be able to assess and respond to the needs of new customer groups. Valtrex et al., (2017) not only emphasize the importance of training social professionals but also specify that the two most important needs to assess are closely related to the discipline of social marketing: assessing the needs of service users and collaborating with other professionals. Today, social marketing has become a complex field with great hopes of promoting well-being (Bakan, 2016) and quality of life (Zainuddin et al., 2017) in society.

One of the challenges in social marketing includes that strategies to drive change come in many forms, and social marketing as a discipline has been affected by a lack of clarity around its own "label". Many people mistakenly equate social advertising, strategic communications, and educational outreach with social marketing, calling themselves "social marketers" when they should not be doing so (Donovan, 2011; French & Gordon, 2015; Spotswood & Tapp, 2013). The inverse situation also exists, where people who are legitimately using a social marketing conceptual framework do not call themselves social marketers or refer to the work as social marketing (Kassirer et al., 2019). This may be a deliberate decision to avoid confusion or misunderstanding regarding social marketing, or it may be unintentional due to a lack of awareness of social marketing as a profession. Deshpande, (2019) proposed using a social marketing benchmark to categorize social change managers and determine who are social marketing managers and who are not. (Akbar et al., 2021).

According to Chaturvedi & Biswas, (2022), social marketing strategies are those tactical approaches that aim to sustain behavioral change for the benefit of all sections of society. It is designed and created for the acceptance of social ideas and mostly covers important aspects and components such as design, communication, dissemination, research, etc. They outlined and explained some commonly used social marketing strategies namely; Content marketing, effective use of social media, free advertising, persuasion of volunteers, Campaigns for fundraising, and collaboration for events.

Content marketing increases website traffic
A non-profit organization must focus on integrated marketing communication, the main purpose of which is communication at all levels, here the combination of tools should be blogs, videos, and

podcasts on related topics of public interest, content is the soul, the need to attract and motivate the audience and deliver the intended message, different tools can be adopted, such as storytelling, question-and-answer sessions to achieve the goal of the non-profit. (Chaturvedi & Biswas, 2022)

Effective use of social media

Social media is about connecting, exchanging thoughts, and ideas, focusing and emphasizing community input, communication, and collaboration to win and attract the attention of target customers. Facebook and Twitter are prime examples of social media platforms. Non-profit organizations can promote their ideas and thoughts in various ways for public approval. The best known of these is that he creates and develops pages on various platforms such as Instagram, YouTube, and LinkedIn to keep his audience interested. Then post regularly, followed by videos of relevant supporting content, which is also effective. Building Public Action with Boost Posts (Chaturvedi & Biswas, 2022)

Advertise up to $10,000/month for free with Google Ad Grants

Google, a well-known American company known worldwide for its advanced technology and software, also supports non-profits in various countries with its innovative online advertising program, giving non-profits his $10,000 grant. This will help achieve great results and new viewers much faster. It saves time and can be thought of as a multiplier for web traffic. Compared to search engine optimization, this marketing strategy is one of the most important in reaching your target audience (Chaturvedi & Biswas, 2022).

Volunteer conviction

Volunteers are sometimes considered the backbone of nonprofit organizations for many reasons, including fundraising, image builders, and their role as brand ambassadors for the organization. They act as collaborators to achieve their goals. They may not be able to develop content for this purpose, but they can disseminate information through social media (Chaturvedi & Biswas, 2022).

Fundraiser

A successful marketing strategy for nonprofits is fundraising. Donors are people who believe and trust in the cause they are working for. Funds are raised from a variety of stakeholders including colleagues, family, and friends and people connect via email. In recent years, Facebook has played an important role in fundraising (Chaturvedi & Biswas, 2022).

Participating in events

There is a saying in modern philosophy that "what you see is easy to sell'', and with this strategy, the organization aims to ensure its presence in the public eye. In Western countries, NGOs associate popular events, such as Coca-Cola music events and theater performances, where more people are expected and accessible (Chaturvedi & Biswas, 2022).

2.3 Market Segmentation In The Social Marketing Concept

According to Dietrich et al., (2017), marketing theorists such as George Day recommended segmentation in the 1970s to assist corporations in retaining a focused profit strategy through economies of scale while keeping a focused profit approach through personalized offerings. Dedicated to assisting consumers in meeting their requirements, they also stated that social segmentation in the context of marketing is motivated by a desire to inspire demonstrable social change by influencing the behavior of specified groups. The purpose of segmentation is to get precise and useful insight into subgroups of a population that have common traits. This activity is centered on the creation of tailored social interventions aimed at changing the behavior of certain groups.

A segment is a collection of individual consumers or corporate customers that share one or more comparable traits and have similar product or service wants and purchase habits. In a corporate environment, this technique enables organizations to adapt to various client wants and characteristics while conserving resources (Wells et al., 2010). Predictive utility segments make it possible to use and allocate social marketing resources more efficiently. Segmentation is essential in the development of marketing strategies since it defines which consumers to prioritize and which to disregard, guaranteeing customer retention and successful competitiveness. As a result, enterprises are resorting to segmentation for a variety of reasons. This is due to:

(1) the requirement for more effective resource allocation during the recent global financial crisis (Simkin, 2013); (2) It facilitates the management of complicated marketing requirements, as proven by the globalization of marketing; (3) It enables the implementation of better-designed marketing programs that are more precisely targeted to the demands of the target market. This reinforces segmentation's function in facilitating varied marketing strategies across multiple settings (Hassan & Craft, 2012).

Market segmentation is a technique for recognizing and managing a population's different demands, as well as allocating marketing resources (Weinstein, 2004; Dibb & Simkin, 2009). As previously stated, the basic idea of segmentation is that grouping similar persons into "market segments" is the best way to manage the preferences and demands of various groups. According to Dibb (2013), the segmentation process consists of three steps: (1) segmentation, (2) targeting, and (3) positioning, also known as STP.

The initial stage in segmentation determines numerous segments. Segment variables, often known as core variables, are used to categorize persons or things. Importantly, the segment's individuals or communities should have comparable wants and habits.

The second stage of targeting determines how many of the selected segments must be particularly targeted. The organization must determine how to deploy resources during this time. A counseling service that helps individuals manage their finances and budget, for example, may be targeted at low-income households, but it will also assist other parts of the community. The explanation might be because the organization has easy access to that specific group, or that the needs of impoverished families are not as adequately met as those of other groups.

Similar to the business environment, social marketers select targets and several segments based on available resources, organizational capabilities, segment needs and expectations, demands

from other stakeholders, the nature of the program implementation environment, and the intervention's performance goals.

Some may be niche specialists, while others may wish to target a variety of segments. Organizations in charge of conducting behavior change initiatives should do the same. Charities that offer financial guidance to persons in need must select where to direct their efforts. Using characteristics such as work title, life stage, family composition, native language, education level, and geography to segment these individuals may provide various segments. Due to limited resources, charities may create a collection of materials and select just one action plan. So you must pick which market niche to target. (Dib, 2013).

Positioning, the final phase, decides where and how the offer is positioned inside the target segment. To produce relevant products/services and communications, effective positioning is based on a deep and nuanced understanding of client demands, traits, and behaviors. Charities, the public sector, and other non-profit organizations face a unique difficulty in ensuring that their activities are favorably regarded by stakeholders and that the target audience reacts to them.

Targeted orientation and placement of social marketing offerings based on representative findings from establishing segmentation models are critical for social marketing interventions to impact the behavior of various groups of individuals. Segmentation, on the other hand, is not a one-size-fits-all solution, and the decision to adopt and invest in segmentation should be carefully evaluated.

Segmentation may be done using many features and profiles (Eagle et al., 2013):

★ Age, gender, marital status, occupation, income, and socioeconomic position are all examples of demographic information.

★ Cultures/subcultures, include ethnicity, religious origins, and subculture consumption habits (nightclubbers, bikers, and so on).

★ Attitudes like acceptance of smoking or drinking, for example.

★ Psychological value, such as perceived functional, economic, or societal worth, such as energy efficiency.

★ Lifestyle, knowledge, and hobbies are examples of psychographics.

★ Behavioral characteristics of those who gamble, smoke, or drink.

Weinreich (2011) adds geographic information to this list, such as city population. For example, population density and climate are local and geographic factors. According to Lefebvre (2013, p. 125), "segmentation empowers and builds on the fundamental marketing principle that it should be customer-centric." or person-centric".

The core of social marketing segmentation is to guarantee that social offers are delivered in the form of services, goods, or systems that are meant to favorably affect the social behaviors targeted by social marketing programs.

Segmentation, according to Lefebvre, guarantees that "our value propositions, behaviors, products, and services are better adapted and aligned with people's existing beliefs, preferences, and current behaviors." (p. 125). Many social marketing campaigns do not prioritize segmentation. According to Eagle and Dahl (2013, p. 170), "segmentation is an important but often overlooked

part of campaign development." Despite the benefits of segmentation in social marketing, many programs do not employ a segmented strategy.

According to a recent research (2015) commissioned by the European Union's ECOM program, case analysis in numerous European nations demonstrated that segmentation is not routinely employed in the design of social marketing and health communication projects. Many organizational and political barriers prohibit segmentation from being implemented. Because of these challenges, not all social marketing campaigns employ segmentation. This led French and Russell-Bennet, (2015) to suggest that, while segmentation is an essential approach in social marketing, it is not one of the distinctive or defining notions and principles of social marketing.

Segmentation is not just used in social marketing; it is also used in many other areas of social policy and strategy. Health education programs, for example, frequently create and deploy segmented tactics. Donner Lautenberg et al. (2011) noted various implementation challenges. Some of these concerns are technical, such as a lack of segmentation research and analysis knowledge and abilities. The value of program segmentation may also be ambiguous or poorly articulated.

According to Dietrich et al., (2017), social marketers may utilize segmentation to better adapt program designs and decide which groups are most suited to their target audience. Unlike other commercial marketers, social marketers may have minimal resources. For example, substantially reduced budgets, reliance on external financing sources, and time constraints. According to Dibb, (2014), the most prevalent barrier to applying segmentation in reality is a lack of competence among those responsible for program creation and execution.

Many people who utilize social marketing to build more engaging and effective behavior modification programs, according to Tapp & Spotswood (2013), lack basic marketing expertise.

2.4 Conceptual model
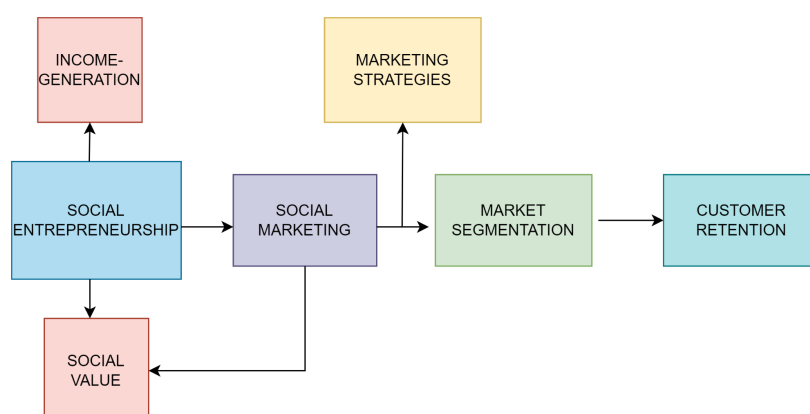
Figure 1: Conceptual Model

The conceptual model illustrated in Figure 1, represents and illustrates concepts and theories from a literature review. Beginning with the concept of social entrepreneurship, which describes entrepreneurship focused on both income generation and social value creation. One aspect of entrepreneurship, social marketing, is also the focus of this research. It is about how social

enterprises implement social marketing programs to achieve social goals. As one of the marketing strategies discussed and considered in this study, market segmentation is the central idea analyzed in this study. The primary objective of this strategy is that social enterprises are expected to follow procedures that are essential to maintaining customer satisfaction.

CHAPTER 3
METHODOLOGY

3.1 Research Design

Some social enterprises adopt market segmentation as one of their marketing strategies. However, the main purpose of this study is to elucidate how and why this strategy is used (and why it is not used) for these social enterprises, and the challenges that come with it. Therefore, to achieve these goals, qualitative research methods are more suitable for obtaining answers to the above research questions. These methods make it easier to understand people's experiences. (Silverman, 2020). As Wisdom & Cresswell, (2013, p. 3) claim, qualitative methods give voice to participants and ensure that research findings are based on participants' experiences.

In particular, in the qualitative approach, the research challenge is to reveal how people see the world rather than to what extent they share certain universal characteristics and emphasizes that researchers and respondents need to work together to reconstruct the respondent's worldview; research is a collaborative process between researchers and respondents.

Simply put, the challenge of qualitative research is to study how people "organize the stream of their experiences to make sense of the events and activities of their lives" (Riessman, 1993, p. 2). Therefore, qualitative research in social sciences usually involves observing and recording people's behavior in natural environments, such as participant observation, or observing and recording people's behavior when they recall such environments. (for example, through various narratives such as interviews).

3.2 Research Sample

Sufficient data was collected from the sample to answer the research questions. The sample size for this study was 10 participants (social entrepreneurs). These participants owned/managed, or worked for Belgian social enterprises with various purposes to achieve the goal of creating social and environmental values. Participants were selected through purposive sampling using social media platforms such as Google Search and LinkedIn, and contacted via Gmail. According to Black (2010), purposive sampling is a non-probability-based sampling method that takes place when "items selected for the sample are chosen at the discretion of the researcher." Researchers often believe that good judgment helped them obtain a representative sample, saving them time and money.

Inclusion and exclusion criteria were defined when searching for interview participants. According to Nikolopoulou (2022), inclusion and exclusion criteria determine which members of the target group can or cannot participate in the study. These are collectively known as eligibility criteria, and their setting is very important in recruiting interviewees. This allowed researchers to thoroughly investigate the needs of relatively homogenous groups. For this study, the eligibility criteria were for social entrepreneurs who likely owned or worked in a social business, had little or more knowledge of marketing strategies, and, if possible, an insight into their social marketing strategies. We also needed them to have as a goal, the creation of social value. However, traditional entrepreneurs and social entrepreneurs without any knowledge of social marketing were excluded from this interview. To maintain the authenticity of the study, participants were informed

that their participation was voluntary, could be terminated, and that their contributions were strictly for research.

Interview Participants	Social Enterprise	Social Services	Location of enterprise
Respondent 1	SE1	Poverty Alleviation	Antwerp
Respondent 2	SE2	Recycling	Hasselt, Limburg
Respondent 3	SE3	Travel support	Limburg
Respondent 4	SE4	Child care	Hasselt, Limburg
Respondent 5	SE5	Training & Employment	Genk, Limburg
Respondent 6	SE6	Nature reserves	Genk, Limburg
Respondent 7	SE7	Wind energy	Hasselt, Limburg
Respondent 8	SE8	Social economy	Lommel, Limburg
Respondent 9	SE9	Social welfare	Hasselt, Limburg
Respondent 10	SE10	Restaurant - Support for the disabled or patients	Zutendaal, Limburg

Table 1: Table of interviewed participants

3.3 Data Collection

In this study, through semi-structured interviews, the primary and secondary data collection method described by Pole & Lampard (2002), were considered suitable as structuring using an interview guide that could maintain orientation during the interview. In addition, structuring ensured that important theoretical issues were addressed in the discussion, which facilitated categorical analysis. DiCicco-Bloom & Crabtree, (2006) stated that the most commonly used form of methodological research was the semi-structured interview. The data collection method described above has several advantages: Higher response rates compared to surveys (Austin, 1981), convenience, and ease of comparing respondents' attitudes, motivations, beliefs, and values (Richardson, Doren Wendt & Kleint, 1965), validity by observing the respondent's non-verbal cues (Gordon, 1975), and finally, the respondent's lack of opportunity for assistance in formulating answers to interview questions (Bailey, 1987).

Two Interviews were conducted with social enterprise owners and employees via Zoom meetings and the Google Meet application while secondary data of eight interviews were acquired from the school's archives. To maximize interview time, an interview guide helped interview a large number of respondents, more systematically and thoroughly and focused the interview on the desired process (DiCicco-Bloom and Crabtree, (2006).

The semi-structured interview, based on a semi-structured interview guide outlined questions and issues that the interviewer should explore. The interview guide is found in Appendix 1 and consists of 23 questions on the concept of social entrepreneurship and general marketing strategies for social enterprises. These questions were asked to explore whether and how these strategies are being implemented at these companies. Additionally, the interview guide included questions about the benefits of using market segmentation and other social marketing strategies for companies, how they influenced companies, and the challenges faced by these strategies. The interview structure was predefined and based on previous literature to test the theoretical framework presented in this study. Additionally, more questions were asked during the interview to better understand the responses. The interviews were conducted only once and lasted from 40 minutes to an hour. To collect interview data more effectively, interviews were recorded with the consent of interviewees. This is because recording interviews makes it easier for researchers to focus on the content and verbal cues of the interview, and allows the author of the text to create a "literal transcript" of the interview.

3.4 Data Analysis

All interviews were recorded and transcribed to facilitate analysis of the data collected. Recordings were transcribed using the Otter app to preserve dialogue, emotions, and precise phrasing. It helped preserve the recordings that could possibly get lost. This software was also chosen because it can distinguish between different speakers, and at a low cost, the transcripts can be updated and managed directly within the app.

Qualitative raw data was transformed into communicable and authoritative narratives by coding. A key step in the coding process is to take logical pieces of empirical data, such as words, paragraphs, and pages, and label them with the single word or phrase that best describes their meaning (Linneberg & Korsgaard, 2019).

The coding process is an important part of qualitative analysis, it reduces and facilitates the analysis of large amounts of empirical data and improves the quality of analysis and results (Silverman, 2020).

Essentially, the coding process creates a catalog of data, enables researchers to gain deep and comprehensive insights into the data, makes the data easily accessible and searchable, organizes and structures the data, provides transparency, and gives participants voices for understanding the phenomena, participants and their perspectives (Linneberg & Korsgaard, 2019).

Dynamic evolution of the code facilitated our ability to understand participants' opinions and behaviors from a unique perspective (Charmaz, 2014; quoted from Linneberg & Korsgaard, 2019). Bryman & Bell (2011) discussed two different research approaches: 'deductive' and 'inductive'. These two approaches have conflicting understandings of the natural relationship between theory and research. Deductive thinking is an approach that uses hypotheses to test existing theories. The results of such studies are confirmed or contradicted by the theory, which guides the study. The inductive approach that Breiman and Bell described as a result of such studies is a contribution to theory, and addressing such reasoning is done by drawing what they call "general reasoning." Research with this approach manipulates existing theories to create new theories based on empirical or existing data collections. (Bryman & Bell 2011).

The main purpose of this study was to develop a theory on the purpose, implementation, and challenges of market segmentation as a social marketing strategy for social enterprises.

Qualitative research has a strong tradition of building code directly from data using inductive coding. Instead of using personal vocabulary, data was encoded in phrases and terms provided by the participants themselves (Linneberg & Korsgaard, 2019). In this method, the code is closer to the data and is coded to avoid making conclusions based on one's assumptions and prejudices. Therefore, in this study, an inductive approach allowed us to build a theory based on previous research by applying the information collected from the respondents to the theory.

Thematic analysis, a qualitative analysis used in narrative analysis studies, was used in the interviews in this study to observe and classify commonalities and themes from raw data (Riessman, 2004). Similarities and themes were then compared. From the interview, emerged themes, which were further divided into sub-themes. This is represented by the coding tree below (see Figure 2).

3.5. Validity and Reliability

Relevance refers to the adequacy of all research assets, tools, techniques, and processes, including data collection and validation (Mohamad et al., 2015). Conclusions or conclusion validity is the extent to which the conclusions drawn from a study are accepted (Van de Ven, 2007). Because the study involved social entrepreneurs, a fairly comprehensive overview of the data was obtained. In addition, the use of standardized coding methods resulted in less variability in prospects. Interview session participants' stories were recorded and carefully transcribed. The relevance of this transcription step therefore focuses on whether the translation of the respondent's words into the notes, really reflects what the respondent said (Cropley, A.J., 2022).

Above all, the credibility of qualitative research depends on the "thorough, careful, and conscientious conduct of the research" (Robson, 2002: 176). In qualitative interviewing, this relates to several practical aspects of the interview process, such as crafting interview questions, building relationships with interviewees, and the 'power relations' between interviewers and participants. (e.g. Breakwell, 2000; Cohen et al., 2007; Silverman, 1993).
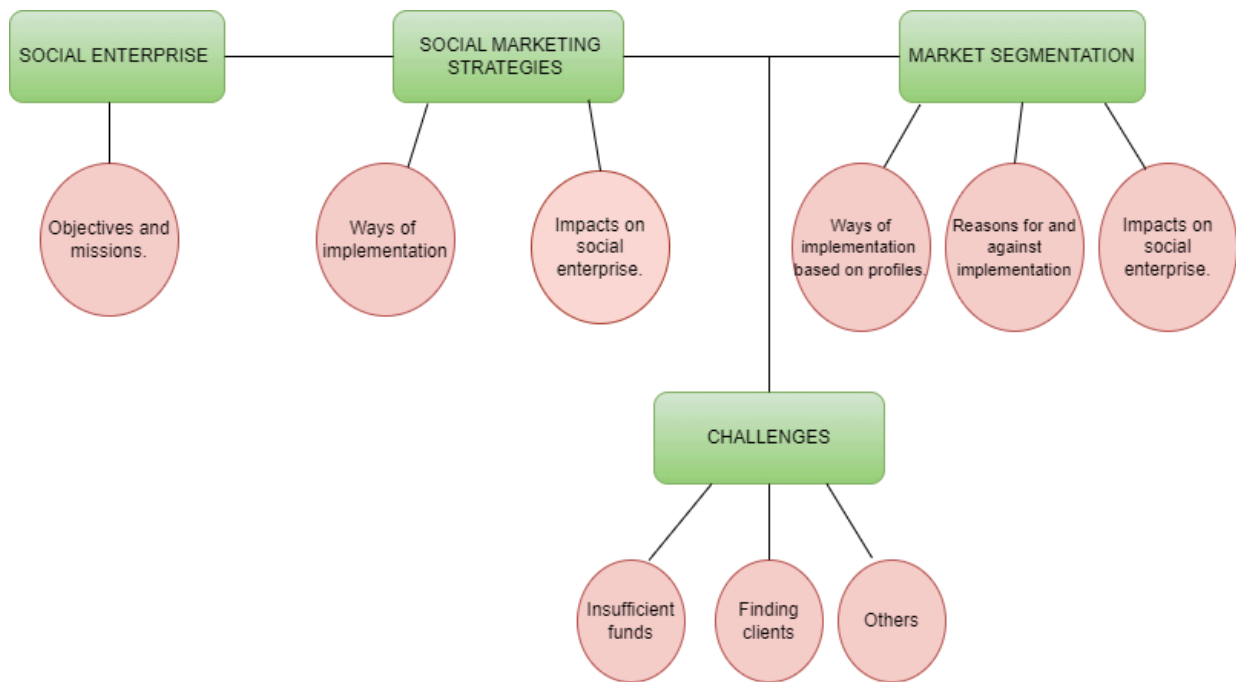
Figure 2: Coding tree

CHAPTER 4

RESULTS

In this chapter, an exploration will be made regarding the themes and sub-themes that have been identified through data collection and coding. The content is further categorized into several sections, including Social Enterprise objectives, Strategies for using social marketing in these enterprises, Market Segmentation that is either intentional or unintentional, and Challenges faced by Social Enterprises. The coding tree revealed several sub-themes, including the objectives of organizations, ways to implement social marketing strategies and their impact on social enterprises, approaches to market segmentation, reasons for and against its use, and their impacts on social enterprises. Additionally, it also examined the challenges and issues that hinder the growth and performance of these organizations.

4.1 Objectives of Social Enterprises

The results from the analyses revealed that a number of social enterprises had as their objectives and mission, focused on helping the society and environment by utilizing their support and resources to make sure people are comfortable socially. Please find these objectives well elaborated on **Appendix 4.**

4.2 How Enterprises Implement Social Marketing Strategies

This study found out that many social enterprises used some intentionally. That is, as an organization, they decided to include social marketing to the list of their key activities. As a result, investing time and resources to implement these strategies. The results below showed some social enterprises that were willful and those who were unwilling to implement social marketing activities to ensure that their clients are met and satisfied.

4.2.1 Through Intentional Implementation

The findings of this study indicated that not all of the social enterprises that were interviewed had social marketing as one of their primary activities. They showcased the outcomes achieved by social enterprises that purposefully employed social marketing strategies. According to the findings, only two social enterprises intentionally employed two social marketing strategies, namely Social media and Partnerships/Collaboration. On the other hand, alternative marketing approaches were discovered in other organizations, including the utilization of advertising tools such as brochures and billboards, as well as engaging with communities and implementing referral programs.

a. **Social Media**

Social media was identified as one of the most popular marketing strategies implemented by most social enterprises.

SE6 also used social media for awareness creation though not as frequently as the aforementioned organizations. Respondent 6 explains that they mostly use social media for national park promotions.

We use social media for the parks. If you go to National Park Hoge Kempin or Rivier Park MaasVallei, you can see it in English as well. We use social media to promote based on how people can be attracted. So we start from their viewpoint, not from our viewpoint, so it is a difficult approach, to what we do.

So yes, we use social media then, of course, I use social media myself as a person. Because yeah, people like to read about me so that's also for the press attention and international cooperation.

Respondent 1 also talked about this same marketing strategy being implemented in his organization, SE1. He explained that they use social media by making posts informing the public about their mission and objectives and for the implementation of their model "*the buddy ship program*" by searching for buddies or volunteers. Volunteers were obtained via social media marketing campaigns and programs.

That's the main strategy we have and it takes a lot of different approaches that we need to do. We need to create enough content on social media. We need to have all kinds of things lying here that people can give. So we let people start an awareness campaign, to send that message to people who look like our buddies. And it is mostly videos that we use there to create awareness campaigns with people interacting with those videos.

We also have a conversion funnel there where we republish almost daily on social media with content to inspire people. It is a look behind the scenes, all those kinds of things. But we also have a great conversion there that we start by. We use Facebook and Instagram. On LinkedIn, we do organic content but not paid content, and on Twitter too. We don't use TikTok, we don't publish content. We're not very active on TikTok yet because the target group is a bit young. The youngest buddy in our program is 46 years old. We don't have very strong personas on social media. We are working more on creating content on social media that people interact with and then we look for more people that look like those people that interacted with our content.

b. Partnerships

SE1 also did some sort of collaboration with caregiving organizations and advertising companies to help their clients and improve the awareness of their mission on their target audience respectively.

We start with caregiver organizations that we know are helping the people who could be the right profile for the Buddy program. So the people who live in poverty sometimes will come to us directly, but only less than 5% of people living in poverty will find that way. Most of them will first talk to the caregiver and then come to us.

So it is more relationship management with other organizations that we put our effort into the right organizations, and get them connected to us. We are top of mind with the people working there and then they can refer their clients to us. And then you have the other thing that we have is a very good partnership with a billboard company in Antwerp so we tried to get visibility in the street with the print campaigns that we do.

And sometimes, when they have an offer for us about a space, we can get it for a non-profit price, and then we get a lot of visibility in the street. We have many other partners such as Telos Impact, KU Leuven, Ashoka, KDG, and so on.

Respondent 6 also mentioned that one of his collaborations exists between SE6 and Ashoka to attain a certain degree of global landscape sustainability.

I work on a global level. So for instance as an Ashoka Fellow and give you a flavor as an Ashoka Fellow we designed together with Ashoka the Netherlands. The Bioregional weaving labs, you can find it online on Google as well, my original weaving labs where we try to regenerate 1 million hectares in the next 10 years in Europe, and we try to convince 1 million people to follow us in the right direction. I'm now trying to negotiate on the global level to bring this mechanism to the global level as well.

c. Others

It was understood from these results that just SE1 willingly implemented one of the other social marketing strategies.

Respondent 1 explained that SE1 used billboards to create awareness and attract people living in poverty to their offices.

For the poor, when there's a big billboard in the streets, everybody sees it. Also, people living in poverty. So they sometimes will come to us directly, but only less than 5% of people living in poverty will find that way. Most of them will first talk to the caregiver and then come to us. So, we have a very good partnership with a billboard company in Antwerp so we tried to get visibility in the street with the print campaigns that we do. And sometimes, when they have an offer for us about a space, we can get it for a non-profit price, and then we get a lot of visibility in the street.

It is also a very good way for people to get to know us and then the press just like in the new newspaper every month with a story that people can discover us and then when they come to the website.

Respondent 1 said that the information session is another potent way by which they can spread their message on the alleviation of endemic poverty. He even went on to add that even companies are involved in the organization of these sessions.

People who visit the website will get more content if our videos are pushed, but we also push that to people who look like the audience that interacted with our awareness content. So great consideration of content and then we have conversion content that's focused on people who interacted with our posts in the last 60 days, and we try to get them to come to an information session on the website. We do that to increase direct conversion, which also creates more traffic to the website and people subscribe to our information sessions. And we also tried to, when there's a big company with multiple hundreds of people working there, can we do an information session to the entire staff for our talk about our project, and that's also a very important way of spreading the message.

Respondent 1 mentioned that a good number of their target customers are also acquired through referrals and word-of-mouth from family, friends, and those who attended information sessions.

We know that the biggest crew of people that get to know us is word-of-mouth. That people that know us talk to somebody else about us and then that's the way they get to know about our program. So we focus a lot on having a lot of automated communications to our people who already went to information sessions, to do a referral program, like bringing somebody else into the program. We also look into how they can maybe bring one person or information session or can they bring together a group of people at their company or within the family so that we can bring our story via them to maybe 10-20 people? We stimulate our buddies and everybody to convince the other somebody in the network to also become a buddy and that's a really good way for us to get the story out.

4.2.2 Through Unintentional Implementation

The study yielded results that indicated the utilization of various social marketing strategies by social enterprises. These strategies encompassed practices like leveraging social media platforms, establishing partnerships and collaborations, employing advertisements, and actively engaging with local communities. Rather than prioritizing marketing as a key activity, they focused on operating as a social enterprise to reach and satisfy a specific target audience. In doing so, they unintentionally made unexpected investments in certain strategies, unaware that they were engaging in social marketing.

a. Social Media

Respondent 3 from SE3, confirmed this by saying they created awareness on social media by informing their audience about their services, destinations, events, and contact details.

We are selling travel, but we are also raising awareness and informing people with disabilities of how they can still travel again. We do this by making posts on Facebook and Instagram regularly with attachments of photos and videos of destinations and some trips. As our motto "Travel without limits" says, we make it clear to our target segments in these posts, that being disabled mentally or physically, or traveling with family and friends to their desired destinations are not supposed to limit them in any way. They can still have the opportunity to travel permanently or temporarily; and a good tip is that we can customize every individual trip making it very possible, accessible, and carefree.

SE5 also commented on how they used social media marketing to convey messages to their target audiences which improved their brand image.

Creating informative content on social media has helped by attracting more people for training at our creative workshops.

Likewise, Respondent 10 from SE10 reported the use of this same strategy. She explained how as a non-profit organization running a restaurant where local and seasonal products are consumed,

they are committed to sustainable agriculture and also used social media to help people with disabilities by offering them daytime jobs.

> *In terms of content, we have developed a very diverse palette for people with autism. We frequently make posts about the restaurant's opening hours and days, weekly menus, and job opportunities for people who have a soft spot for people with autism. We also inform our target audience about some events celebrated at the restaurant for example, "Croque 'n Roll Day" celebrated every March 10th, international Autism Day, etc.*

b. Partnerships

Partnerships and collaborations were one of the most commonly implemented marketing strategies in these social enterprises. Some of the respondents acknowledged the use of this strategy but four organizations will be used for the results.

Respondent 8 confirmed that SE8 used this strategy to achieve its objectives and mission successfully. SE8 employed people distant from the labor market and also had partnered with some other companies as well as the government, to achieve their objectives.

> *Governments have many contacts and colleagues. In other companies, with green, we work together on 40 to 50 maintenance contracts at companies, where we do the maintenance. Conversely, with hospitality, we have cooperation agreements with schools, where we deliver soups and sandwiches at set times. As customers, those are obviously important partners. In terms of greenery, we work with regular horticultural companies.*
>
> *To do the manual work with the hands, they often have bigger machines that we don't have to go and buy. And that we then work a piece as subcontracting from them or vice versa, that we take them on subcontracting. We also have cooperation with many governments, that go from the municipal level. If you see where we are located we have 20 to 30 settlement sites. We are up to mole, bales, and pear. We cooperate with the municipal government.*

SE4 is also involved in partnerships with other companies to ensure the smooth functioning of their services. Respondent 4 confirmed that as an organization that is internationally recognized, they partnered with other local partners who helped them plan their trips easily.

> *Yes, we work with many organizations. Both domestic and international. We are a service provider and we must communicate with our clients so we can find out what they want. Then we look in the market for partners to work with. We do 20 destinations, countries, and 150 hotels worldwide. So if we send clients to Curacao or Kenya, we work with local partners. We don't organize everything from Belgium because that would be unfeasible. So we have partners all over the world that we work with to organize everything locally. We are a bit of a knowledge center where we try to bundle the partners in the destinations and offer them to our clients. We also have TUI as a supplier of our services. So if they have a customer with a disability that they can not meet their requirements, they give our contact information. That is one of the reasons why we cooperate, but TUI is also a tour*

operator and we also buy flights, and hotels from them. Not all of them, we also do directly with hotels and airlines, but also sometimes with TUI.

SE2 also affirmed that they also collaborated with some partners, with whom together, they can attain stability in their various departments. Respondent 2 explained that Bijster comes in to help them with their finances and the government helped them in the recycling sector.

We also work with Bijster. This is an organization that has all the channels of companies: from accounting to the cash register of the store to your social secretary, who provides globalization of that in one financial cockpit. Here we can see at any time how our companies are doing. Because we have an overview of our 4 companies in one financial cockpit. We also have a government, which is specifically for the recycling sector. This sector is organized nationally, is an umbrella, and gets support from OVAM (Flemish Waste Management Association). And in the past, they established a subsidy for this recycling sector with these conditions, that in every company the auditor checks the books every year, so we do have a heavy control structure. So no money is lost here.

SE10 recognized that they wouldn't be very efficient without partners. Respondent 10 clarified with me by saying that they work with suppliers of kitchen products and also medical experts for primary care of the disabled.

Our external partners are for example all our suppliers here. So all our purchases are external obviously. We also do purchases from the central kitchen of T Weyerke. That's also one of the 10 within our company, which is a larger facility. They built a big new kitchen a few years ago. And we also buy some products from there. In counseling, of course, we work with a lot of partners in care, psychiatrists but also primary care services. If I look at next door (LSA), we work together with a general practitioner here in Zutendaal, with external nurses to distribute medication.

c. **Others**

Though these social enterprises unexpectedly use social media and partnerships as their marketing strategies, they also implemented other strategies such as Advertising and Community engagement such as information sessions, webinars and seminars, community events, for the creation of awareness about the social enterprises' objectives, to reach their target markets and to spread their message of social and environmental change. They are analyzed below.

Respondent 3 disclosed that they also do a bit of advertising and community engagement through information sessions and the distribution of brochures and flyers, with details of their services offered including information about their trips and destinations.

That's the goal of any organization to satisfy the needs of the customer, but with us, it is a little extra because we can not afford to send someone with certain needs abroad or to the other side of the world if it is not right. We make travel brochures and people can get some inspiration.

SE4 on the other hand mentioned that so that their objectives are attained, they organized training and webinars for their staff and for the kids too. Respondent 4 added that this training was essential for the achievement of their mission.

> Yes, we always do training every year. So, we collaborated with TAO(Tape A l'Oeil) regarding child poverty. These are people who work with experiencers, people who came out of poverty, and now they come and give those training themselves. TAO deals with the making and sale of French-style children's clothes and related items for ages 0-16 years. We also organize training for the kids aged 4-7 years who exhibit difficulties in behaving right in school and at home.

4.2.3 Enterprises That Do Not Implement Social Marketing Strategies (Intentionally and Unintentionally)

Upon conducting interviews with the social enterprises below, It was observed that they do not employ social marketing strategies either intentionally or unintentionally.

1. SE7 practically created support for green energy in the Flanders region of Belgium. They let people participate in their enterprise by selling shares. They helped the community and society by providing educational activities to their current and potential shareholders. Results showed that they were not actively using the social marketing strategies like the other social enterprises do in the above-mentioned.

   > We create support for green energy in Flanders. And more specifically in Limburg. They do this in two ways: One, by letting people participate in SE7, i.e. by becoming a shareholder in SE7. And thus share in the profits of the windmills and two, we also provide educational activities.
   > Currently, there is no longer much active advertising about SE7. SE7 is mainly communicated when new windmills are built in which SE7 is involved. Then it is told that you can share in the benefits of those windmills and by buying shares they can also enjoy a dividend.
   > And in a second way, support is also gained through education. This year at the general meeting someone came and talked about the digital meter and that it is not directly linked to support for windmills but the digital meter is one of the systems that in the future should ensure that the supply and consumption of electricity should be better matched.

2. Also SE9 didn't use the social marketing strategies shown above but implemented market segmentation. They are a social travel agency helping people in Limburg with limited budgets enjoy the leisure of traveling with their companions. They also ensured that their activities were done sustainably while working with a Business Model.

   > What we do with SE9, we do three things. On the one hand, the biggest common parts of the target group we work for are people with a limited budget and people in poverty. What we do for these people in poverty is to make free time accessible to those people in poverty. You also see it in our missions and that's our biggest

common part and we do that through three products. Our theme trips, which are trips that we organize at home and abroad with volunteers professionally framed where we send about three hundred people home and abroad on a 12-trip vacation, trips that we arrange ourselves. Then we have travel packages, which are packages that we offer to social organizations that go on vacation with their people with their companions at home and abroad. That's six hundred and seven hundred people that we send on vacation that way and then we have our rap on step offices.

4.3 Impacts of social marketing strategies on social enterprises

Many of these social businesses recognized the impact social marketing and their strategies have on the performance and growth of their organizations. Some enterprises with and without a clear understanding of these social marketing strategies agreed that these strategies brought in some positive effects and others talked about negative effects.

Respondent 10 also agreed that social marketing has positively impacted the growth of SE10 through social media, partnerships, and testimonials from guests who appreciated how their lives have improved.

Those are partnerships that we entered into to also look for some efficiency gains and to pull in some mainstream factors. Everything that exists for people without disabilities should also work for people with disabilities, of course. And that is often much cheaper anyway than if we have to do it ourselves. In terms of content creation, we have developed a very diverse palette for people with autism. We started here with residential care and started the enterprise and I am a bit proud that we have realized that in a limited number of years. It is motivating when you see that guests benefit. That it is a meaningful contribution to the quality of life.

Respondent 1, like Respondent 10, also acknowledged that social media is making a positive contribution to SE1's growth. He added that social media and briefings(information sessions) were very helpful in getting the targeted message across. However, he also said that social media is not entirely helpful.

Our biggest benefit is that on social media you can target your audience with your message. And when we check out the information session for how you get to know us a lot of people said I saw you on social media several times. I saw you two years ago coming by all the time and now I'm here to see what you're doing. So being there and being tech top of mind for people is important.

A negative impact is that when social media marketing doesn't provide the numbers it should, then the next step in the process is that we'll have fewer volunteers in training. We'll have fewer volunteers to become buddies and less active buddies and maybe we need to say goodbye to somebody in the team because we can not pay that much for one buddy. This often leads to the incapacity to deliver to our clients. Another weakness of the concept is that we're dependent on the efficiency of a platform such as Facebook, and we

see that roughly compared to two years ago. Two years ago, we could convert many more people at a much lower cost on Facebook. In the past year, it is getting quite expensive for us to use social marketing, because the conversions are getting lower. This causes delays in the achievement of our mission.

Respondent 8 from SE8 has expressed feelings about the negative impact of partnerships with the government. This has led to delays in subsidy payments and, as a result, delays in salary payments, he added.

Negative impacts are often the lateness of collaborations with governments, that's a cliché but we notice that every day. So the lateness in payment, the lateness in approval or disapproval. Then we often find ourselves with heavy pre-financing, which we spend months, for certain files it even goes over a year, and that we do refinancing on, of course, we have to have all the salaries paid. We have to pay those wages every month and the payment of the subsidy from that doesn't come until months after

Respondent 6 also noted that with the success of the brand, increased awareness contributed to higher SE6 and other countries using that model (the Reconnection Model) increased visitor numbers to these parks and global growth. We also recognize an increased popularity.

So impact and success are the driving forces. If we get a phone call out of for instance, Cameroon and they say, Well, what is your reconnection model and I just give my information by phone or by Zoom or by Google Meet, then I'm happy because what I tried to do is to try to help other regions whether they come from Poland or Cameroon or from South Korea, to safeguards and to help the planet to be a very nice planet for you and I as well. Creating content on social media about our parks has enabled a good number of people to have access to nature.

SE3 agrees that their strategy helped their business grow. Respondent 3 also revealed that promoting the company has added value to the brand, and her partnerships have facilitated the company's expansion into other countries.

We do make a travel brochure and people can get some inspiration. When we book the trips and the clients let us arrange everything, this adds value. Added value to our brand and it also helps us reach many more clients from other countries. It is not to know the hotel because, in the end, everyone can know if that hotel is accessible, but it is the services of the trip that are so important and our services are what expand and grow the enterprise.

SE5 also commented on how social media marketing helped convey messages to their target audiences and improved their brand image because trainees felt successful when they got a good job and were closer to the labor market.

Creating informative content on social media has helped by attracting more people for training at our creative workshops. It is mainly being able to guide disadvantaged groups into the labor market and give them a chance. For me, it is also very motivating to start

and run a business with those disadvantaged groups and be able to show that we can accomplish things. It is also fantastic to get outside with those people and show them what we have accomplished. It is also motivating to hear from the people that they feel good here and are grateful to us.

4.4 Market Segmentation in Social Marketing

According to the analysis findings, it was observed that certain social enterprises did not employ market segmentation as a marketing strategy. However, several other organizations intentionally segmented their markets to promptly and efficiently cater to the requirements of their specific target customers. Furthermore, it was discovered that a significant percentage of these enterprises were engaged in market segmentation without being aware that they were practicing social marketing. In this section, we delved into the various market segmentation types that social enterprises utilize, explored the reasons behind their implementation, and understood the rationale for not employing them by those who opted out. Next, we analyzed how this strategy affected the growth of these social enterprises.

4.4.1 Implementation Based On Types of Profiles Used.

Some of the more common types of market segmentation used by some of these companies purposefully and otherwise included; demographic, geographic, and psychographic segmentation. Some of these enterprises were seen to be using different segmentation profiles in their markets.

a. **Intentional Implementation Of Segmentation**

It was found according to this study that just a single social enterprise, SE1, was intentional about its strategy of implementing market segmentation as a social marketing strategy. Respondent 1 showed how the market of this enterprise was segmented based on two different segmentation profiles.

Demographic Segmentation

This segmentation was found to be the most commonly implemented segmentation type. Few enterprises mentioned that their markets were segmented according to age, gender, language, or socioeconomic status.

Respondent 1 from SE1 was one enterprise that acknowledged the use of demographic segmentation among others. He further explained that the market for the people living in poverty was segmented according to the ages, gender, language, and most importantly socio-economic status(poor), of their target customers.

> *The organization is a non-profit that has the mission to end endemic poverty, and that we can show society how we can do that in one generation. We believe that it is possible. We don't believe that the buddy ship program will be the solution to ending poverty. It is just a way to be some kind of aid for people who live in poverty right now. There needs to be other changes in society to end endemic poverty and that's why it is not a part of a non-profit organization. The segmentation for people living in poverty is that they are*

between 18 and 55 years old. They need to be able to speak Dutch French or English because our buddies need to be able to talk to them.

Geographic Segmentation

SE1 was also committed to helping people living in poverty. Respondent 1 however explained that their focus was not in the Limburg province, but in the Province of Antwerp.

> *So the founders started thinking, how can we have a more radical approach to end this circle of endemic poverty people who live in generational poverty, they started the non-profit, SE1, and they were then searching for a way to know how we can do so. How can we also evolve a lot of people in this project and then they came up with a buddy system as well to create a lot of awareness around the topic because a lot of people in Belgium don't know what endemic poverty is? it is something that doesn't exist. So it is not part of everybody's life. And by connecting or trying to find a lot of buddies we'll be talking about in the city of Antwerp. We want to engage multiple 1000s of volunteers to become a buddy of somebody.*

b. Unintentional Implementation of Segmentation

The findings presented in this section illustrated how certain social enterprises unintentionally employed one or more segmentation profiles to target their customers. All other eight enterprises were found to use this strategy unintentionally but this section just looked into a few of them.

SE4 was another social enterprise that used market segmentation to reach their target market. Respondent 4 spoke about their market segmented according to gender and age.

> *We are De SE4, a large non-profit organization. A total of 170 staff members work here, mostly women. Here you are in the daycare center. Daycare from 0-3 years and out-of-school care from 3-12 years.*

SE3 was another enterprise that segmented its market demographically to help elevate its socio-economic status. Respondent 3 explained that since they were targeting the disabled, they did so to efficiently satisfy their needs.

> *So four years ago I effectively started SE3. The idea is not about care vacations, like the CM and so on, but normal vacations for people with disabilities. This was pretty much the idea. The most important thing is our customers. That's what we do it for because we allow people with disabilities to travel temporarily or permanently to beautiful destinations.*

SE9 was also committed to helping low-income earners and people living in poverty. Respondent 9 said they did this by segmenting their market demographically according to the socio-economic status of the citizens.

> *What we do with Horizont, rap on step Limburg, we do three things. On the one hand, the biggest common parts of the target group we work for are people with a limited budget and people in poverty. What we do for these people in poverty is to make free time accessible to those people in poverty. You also see it in our missions and that's our biggest*

common part. We start from the perspective of the right to leisure. The Universal Declaration of Human Rights says that everyone has a right to leisure, and we try to translate that right tailored to our customers.

Similarly, just like SE3, Respondent 10 shared the same segmentation ideas as SE10. She said their focus on the disabled(most precisely, people with autism) had led to the demographic segmentation of their market according to socio-economic status.

So Stijn is also the employer, shall I say? They are the official body, but underneath that, you have these entities and LSA is one of them. And the Kapelanij is actually under LSA. LSA is an organization that deals with mobile outpatient counseling, residential care, with daycare for people with autism, and people with disabilities. That's our core business ultimately, helping people with disabilities. Hospitality happens to be added now, but that's certainly not the main business.

4.3.1.2 Geographic Segmentation

Results showed that these social enterprises were found to unwillingly focus on the geographic type of segmentation. These enterprises confirmed that they decided to achieve their objectives by concentrating on a particular region or city.

SE9 was one of the organizations focusing its services in a particular province in Belgium. Respondent 9 mentioned that they were reaching thousands of people living in poverty in Limburg.

Yes, the ambition that we have is to make leisure accessible for people in Limburg. So basically with a limited budget, for people in poverty, we make leisure accessible for people in poverty in Limburg. If you know that 8 to 10 percent of Limburgers grow up in poverty, that is our potential target group that we are working for and at the moment we are reaching 12 thousand people in Limburg.

Geographic segmentation was also identified to be used at SE3. Respondent 3 spoke about their organization being limited to the Flanders region for now.

We are mainly active in Flanders, our communication, website, and leaflets are in Dutch. Now we do get contacted by some Walloon customers and then we do communicate in French, but that is rather limited. The intention is to one day translate our website into French to reach more French-speaking people.

Finally, SE8 was also amongst those organizations who segmented their market based on the location which is the Limburg province of Belgium.

So we started 25 years ago, actually out of necessity because several people were noticed to be stuck in homelessness in the province of Limburg and we wanted to offer them a meaningful daytime activity which could eventually get them good jobs. For now, we have not thought of expanding to other cities. We also stayed in Antwerp for the greenery, which is obvious because when you are also in the rural region, you don't necessarily have to look for the greenery in the center of Antwerp and Hasselt.

This segmentation takes into account the target customer's lifestyle, preferences, aspirations, and attitudes. The only respondent who mentioned such a segmentation type was Respondent 3 of SE3. He also said the company was segmenting the market based on customer preferences. He added that this is necessary for customers to be satisfied with the trips and its services.

> There is nothing wrong with GROUP TRIPS, but everyone has different needs and there are also people with very severe disabilities. There are individual trips but there are also people with financial disabilities and a combination of disabilities will make them feel comfortable with these types of trips. This will enable them to enjoy their trips better either individually or in groups.

c. Segmentation Unimplemented Neither Willingly Nor Unwillingly

This study uncovered that certain social enterprises refrained from using any form of market segmentation, neither voluntarily nor involuntarily. The study findings indicated that among all the social enterprises that were interviewed, only SE6 disclosed their non-utilization of market segmentation as a social marketing strategy.

> We do not do segmentation. Well, again, we look at target groups and holistic approaches for everyone. So everyone is targeted here.

4.4.2 Reasons Why Market segmentation is used.

The above social enterprises who showed interest in market segmentation both intentionally and otherwise, also spoke about why they decided to implement this strategy. Those who planned and included market segmentation into the key activities of the social enterprise, as well as those who used it without actually knowing that they're involved in social marketing, explained why they do market segmentation.

Respondent 8 talked about why SE8 decided to target the less privileged in society by providing them with employment opportunities. He added by saying that providing employment was the best way for them to help the less fortunate in society.

> Two things, with myself the fundamental commitment to people who are less fortunate in this society and that is mainly about the specifically homeless public, people with social disadvantage versus people with physical disadvantage. Also people with an alcohol problem, psychosocial deprivation, drug problem, divorce, etc. Surely that is a large group that was disadvantaged then and unfortunately still is now. The second reason is the firm conviction that classical aid, classical therapy, medication, etc. will not bring much relief to this target group. But it is more about meaningful employment.

Respondent 1 from SE1 said they know that segmenting their markets enabled them to better offer their services to the people living in poverty according to their various demographics. Hence, they intentionally implemented this strategy.

> The co-founder saw that at one time, a child was accompanying the parents to get food and 12 years later, an adult man was standing there by himself to get food. So we saw a

cycle of poverty from children to older people. So the founders started thinking, how can we have a more radical approach to end this circle of endemic poverty on people who live in generational poverty, and they started the non-profit, SE1.

The segmentation according to age, will enable us to know how to train our buddies on how to help our target market separately depending on the ages and languages they speak. The way adults respond to certain activities differs from the way older people do. They need to be able to speak Dutch or French or English because our base needs to be able to talk to them. They cannot have too severe of physical or mental disability, like people who have psychosis or are in a mental hospital, we cannot help them with the empowerment process because they have other things in their mind that we cannot help them with. And also we didn't have the internal power to create all the content for different audiences. So that's one of the reasons we just have one campaign for Antwerp only.

SE3, who also mentioned being focused on a particular region, Flanders, gave a reason why it is so. Respondent 3 explained that the reason for this segmentation was the fact that they wanted people to travel like him and expanding to other cities or countries is costly.

It started 24 years ago. That's when I had an accident. I then dove into a shallow river and broke my back and that's how I got into a wheelchair. I was just under 18. At that point, you end up in a different situation. I did continue to travel and always wanted to. Until 5 years ago when I wanted to do something with all the knowledge I gained from traveling. I wanted to start a business to let other people travel like me. Also because I couldn't find a company doing this in Flanders, I decided to start an organization myself.

So first the idea is to be very active in Flanders and then possibly in the Netherlands because the language is the same and the regulations are similar. To be active in France would require serious investments because the translation costs are immense. We offer 150 hotels and if you have to translate all this info and also maintain it there are serious costs.

SE10 which also segmented their market based on location and socio-economic status, gave a reason why it was done that way. Respondent 10 went further to add that at the time the enterprise was founded, there wasn't any sign of such services rendered in that province. Hence, they started in that province.

LSA was founded in the early 1980s and at that time nothing existed towards the target group. At that time there was no service in Limburg dealing with autism, supporting people and children with autism. So it grew from several people here in Zutendaal with children with autism who initially just started as a group of fellow sufferers. And then they started looking together on how to proceed. It should be professionalized, there should be support. They then continued their search and that is how the enterprise came into being.

4.4.3 Reason Why market Segmentation isn't used.

The biggest reason for not implementing a market segmentation strategy came from SE6's Respondent 6. "Segmentation is not for me," he says, noting that his organization offered a holistic approach that catered to everyone.

> *Segmentation is not for me. This is because everyone is targeted. Because what I just told you about the products is a kind of holistic approach, where the journey is the destination. Our value proposition is certainly sustainability, but it is about the biodiversity, climate-friendly and socially balanced community. As I said before value is in the eye of the beholder, the more people believe that a sustainable environment is good for ecology but also for the economy, then everybody wins.*

4.4.4 Impacts on Social Enterprises.

Based on this study, market segmentation was found to have a positive impact on the performance of social enterprises. However, only a small portion was attached here. These respondents explained how segmenting their markets into different types led to growth. For those enterprises who use market segmentation unintentionally, results also showed that this strategy affected the performance of the social enterprises.

Respondent 1 said SE1's segmentation of its market enabled it to effectively target its customers, those living in poverty. He added that no two segments can be treated in the same way, so using segments helped the buddies do their jobs better, which in turn improved their socio-economic status. Therefore, it contributed to the growth of the company.

> *Also, the poor just need to donate their time to be there, to meet with their buddy each week, and just talk and talk and our buddies are trained to see all the hidden powers and talents within their body and empower them. When we do that, after two years, we see that the life of the poor is changing and that they are taking bold steps to get out of the situation they are in. It can be that they start training, stop an addiction, maybe they go out more, become part of a local club, meet new people, move to a better apartment; all those kinds of things you see happening within the program.*

SE9, who worked to help people with disabilities, explained how this helped the social enterprise. Respondent 9 shared how their focus on helping people on a tight budget earned them the privilege of putting a smile on his customers' faces through the testimonials of their customers. This in turn helped them grow.

> *On the other hand, we work very strongly, and you can also see that in our annual report, with testimonials so people who tell stories through which you can also to some extent see the impact of us as an organization. There is also a good website where it says that everyone deserves a vacation, which also contains several stories, people share vacation stories. This makes us grow as the government also sees that we are impacting lives with our services.*

At the end of the year, SE8, which was committed to providing meaningful employment to the unemployed in Limburg, recognized that the organization's social and financial performance had improved. As a result, their clients ended up being hired at our thrift store, Respondent 8 added. Of course, this contributes to the growth of the company through government subsidies.

> *That is, subsidies are mainly the return subsidies that we get back for employment for people with a distance, which are supplemented by some limited work subsidies like provincial project subsidies, and European subsidies.*

Respondent 3 also recognized the benefits of segmenting the market based on SE3's social and financial growth. He said the number of organized trips had increased as customers consistently left positive reviews after their trips.

> *There are a lot of people who return regularly. People who just go to Tenerife for a week every year, for example. Some people want to see something different every year. And some people come to us once to realize their dream vacation. It is a bit of both. Usually, if people with disabilities cannot organize the trip themselves and they are satisfied they do come back.*

Respondent 10, like other participants, recognized market segmentation as an advantage for SE10. She also said that by focusing on supporting people with disabilities, the company became socially better and it gave her the satisfaction of realizing that their services improved people's lives.

> *When I see that we continue to grow as a service and we can help more and more people. We can create a very diverse offering because we do outpatient counseling, mobile counseling, and group counseling and we have a lot of packages of content developed for parents and teachers. We do communication training and so on. We started here with residential care and started SE10 and I am a bit proud that we have realized that in a limited number of years. It is motivating when you see that guests benefit. That it is a meaningful contribution to the quality of life.*

4.5 Challenges

The study identified several challenges faced by some social enterprises. Questions were asked to respondents regarding the challenges they faced as organizations, and results showed that some of these challenges and issues which could hinder effectiveness in targeting their audience included those related to the implementation of market segmentation, as well as other social marketing strategies. Some of these organizations that adopted these strategies those that segmented their market willingly and even those who did the same unintentionally spoke out on some of the challenges and just a few were covered in this section. Results showed that most of these enterprises encountered a common problem of delayed or denied subsidies from the government.

4.5.1 Financial constraints

SE8 faced several financial challenges in serving its customers. Respondent 8 stated that they were having trouble with expenditures to acquire some assets. These challenges prevented them from satisfying their customers. Hence, unable to accomplish their mission of helping society.

> *Continuing to survive, you get more and more expenses, you want to do some things. Purchase bins, purchase trucks for picking up goods, you can estimate well on paper that that's a good activity. But then you have to get paid for that purchase of that van. And you have to earn that back. You will probably take out a small loan for it, but you will have to pay back that loan every month, and that's why you work, and in that sense it is survival.*

Respondent 10 explained also how the government was very sluggish with releasing subsidies and other support to SE10.

> *What demotivates me is the fact that the government does not provide sufficient resources. There are huge waiting lists in the sector which is incomprehensible. 12,000 - 13,000 adults are waiting for care. And what bothers me enormously is that the government is hiding that under the mat.*

While enabling everyone to live in a sustainable environment, SE6 also faced some financial challenges. Respondent 6 explained that the changing environment required even more funding for adaptation.

> *What I could say is that every day changes. That could be a weakness because you have to adapt all the time. And sometimes we lack funds as well because we need to find money to do all the things we are adapting to.*

SE4 also encountered issues with finances as respondent 4 talked about how receiving government subsidies for a project, was usually a long and difficult process.

> *We always have challenges on the table. Last year it was the Koala project, which is continuing. Now we want to add two living groups because we have also received subsidies for wider opening times. The government is now pushing for flexible care. So, what we already have to do is to prepare a file to apply for the subsidies. This is called VIPA. We have to prepare that whole file. Then, of course, you have the ordinary business of construction. Additional construction is not obvious. You have to follow up on government contracts and find contractors in agreement with the architect. It is a lot of work with long lists before you can apply for the grants. Then we have to wait for the grant and only then can you start to work out the plans.*

SE1 was also one of the social enterprises that struggled financially. Respondent 1 attributed these difficulties to the company, needing more funding for his marketing campaigns to reach more buddies. This enterprise intentionally used social marketing strategies and this financial challenge greatly affected the segmentation of their market and so, limited the organization's growth.

> *And that we are very local. So everything we do is just for the city of Antwerp not looking for buddies elsewhere or in Hasselt. That's very limiting in advertising. The climate of*

advertising is changing and we need to be more clever we need to see how we can grow more organically because if you spend more and more money on paid advertising, it can be a bottomless pit and you just keep on spending much more money. And we have to decide as a small team, how can we spend our money on stuff and you pay their wages so they can do marketing and other things? But if you spend all the money on people, they don't have money left for campaigns or do we spend money on campaigns with a small team, but then maybe we cannot do everything you want so it is always that it is a threat that our budget is very limited.

The SE9 faced challenges when it came to government subsidies, as the support provided by the government for their projects was slowly diminishing.

Now it is mainly how you deal with an increasingly withdrawing government. Where the government lets the market play more and more and says, okay, you have to be partly self-supporting, that is a gigantic challenge that we are running into.

According to Respondent 7, SE7 was facing financial challenges primarily concerning the interest rates they charged when lending money to other companies. This respondent indicated that these interest rates had been decreasing, which in turn harmed the organization's performance.

Declining interest rates. Because all interest rates are falling, those of the loans from us to the construction company are also falling. That's why the dividend is falling. From 5.5-3.75. So the dividends are falling, and people are not too happy about it. Not every one of the 6000 shareholders is with the green idea. So more are for the money and dividends, they are less motivated and also exit. So you have to get people engaged.

4.5.2 Finding Clients

Another difficult area for some organizations was the fact that they had problems getting more clients and customers. If they were unable to get clients or customers, whether intentionally involved in social marketing or not, this challenge delayed the accomplishment of their social and environmental objectives.

SE5 mentioned that they needed more clients whom they could help and encourage. Respondent 5 spoke about the fact that they sometimes lost clients because of dissatisfaction, as well as lack of publicity and so now, they wanted to do better with new clients but it was a challenge for them.

Also to find clients i.e. the people who need help, motivate them to come to your non-profit organization get them active, and keep motivating them to persevere. Because they weren't obligated to anything at that time. So those were the biggest challenges at that time. The challenges now are to keep the recognitions with the VDAB and the departments to be allowed to keep doing this. Existing customers are always very satisfied so we lose a few customers sometimes because of dissatisfaction (with the products).

So, Finding new customers and commercializing them is difficult. The whole commercial thing is not in our blood as a non-profit organization. But we will have to put a lot of effort into this in the short term to continue to survive.

Respondent 4 explained that SE4 needed to expand the existing target group and add some target groups. Finding these new customers was a challenge for them as the government was mandating them to help more families.

> *Currently, we want to add two living target groups because we have also received subsidies for wider opening times. The government is now pushing for flexible care. We are now open on Saturdays and until 8 p.m. We are now going to push even harder and put more people behind this. However, our building is now full so that's why we want to add on. That's the big challenge now.*

4.5.3 Others
Results showed that some other organizations had different challenges which also affected the performance of the organization.

SE1 suffered from *a shortage of human resources*. Respondent 1 added that the company was a small business and that if volunteers stopped working, it could have affected communications and marketing, making it difficult to get back on track. He also said he found it difficult to find just one employee who could handle many tasks.

> *And what you also see is if you fail to do all the things like being in the press, being outside without outdoor campaigns, using the mouth to mouth campaigns and social media, then your numbers will collapse quite quickly. So when you are a small company, and you have to work with volunteers to help you and some volunteers stop, you may start to lose momentum in your communication and it takes a lot of effort to get it back. And that's a big challenge we have. It is also very hard to find a profile/staff who can do everything. Copywriting, graphic design, press releases, social media, it is not that easy to find just one person who can do everything so it is a threat.*

Respondent 6 talked about the biggest challenges they faced with SE6. He added that it was hard to bring about change when people didn't have the same perceptions as he did. He called them "prejudiced/biased people". "Ecosystem degradation is another issue", he said.

> *Well, the biggest problem is biased people (so people who don't believe and don't take any argument as an answer). So you could say and that's more political, right-wing thinking. They have a completely different worldview. And I think it is so important that if you live somewhere, can be Cameroon or can be Limburg, and you focus only on yourself and you don't see outside your neighborhoods. You could have a completely different view of what is going on and what is happening in the world. Also, the silent collapse of our ecosystems is a big threat. Things we're trying to achieve and it doesn't work because climate change is hitting hard and things like that.*

The respondent from SE2 highlighted a significant issue they were facing - the drastic decrease in the number of workers. This has greatly hampered their ability to fulfill their mission as a social enterprise.

> *Socially, it is striking that there is a great shortage of workers. We have to work longer and longer, and many jobs go unfilled. The shift we work with today accounts for 6-10% of the active labor force. These are people who cannot find a home in the active market. This can range from a drinking addiction to housing situations that cause them to be less stable in the labor market. These kinds of people need these kinds of workshops, where they are worked with in different ways.*

SE3 encountered a challenging predicament when it came to establishing a solid foundation for their social enterprise. They faced obstacles in defining and establishing the organizational structure for a venture aimed at bringing happiness to people through travel.

> *Defining the concept required the most challenge. The travel industry in addition is also not easy to start from scratch. Especially if you have no prior knowledge because I didn't have any. For example, you have to meet certain legislations and also some insurances you have to take into account to become active in this sector. We started from the beginning as an independent travel agency without support from others and we complied with the full license at the start.*

DISCUSSION OF RESULTS

In this chapter, we interpret and examine the interview analysis results in depth. These findings clearly show if and why social firms employ market segmentation tactics in addition to other marketing strategies. As mentioned in Chapter Four, some businesses were found to be purposefully participating in social marketing, some unintentionally, and the remainder not involved at all. This chapter will compare this to previous literature on these three groups. The findings involving these types of social entrepreneurs are presented in the table below for simple comprehension. It also explores the impacts and problems of these social marketing strategies on the growth of social companies. First, we compare our findings to previous research to evaluate the theoretical implications for the proper use of popular social marketing methods and market segmentation. Then we'll go into the practical implications and finally, the limits and future research directions are discussed. The findings of this study undoubtedly support previous studies. However, some of the findings of this study cannot be linked to earlier research and are examined more below.

Social Enterprises	Implementation of Social Marketing Strategies	Use of Market Segmentation Based on Profiles	Typology of Social Entrepreneurship	Impacts (positive & negative)	Challenges
SE1	Intentional	Intentional	Social Constructionist.	Better targeting, less engagement, less volunteers.	Lack of resources, and financial issues.
SE2	Unintentional	Unintentional	Social Bricoleur	Creates added value via satisfying clients.	Shortage of workers
SE3	Unintentional	Unintentional	Social Bricoleur	Adds brand value	
SE4	Unintentional	Unintentional	Social Bricoleur	Greater brand value via quality care to families.	Lack of clients, financial issues
SE5	Unintentional	Unintentional	Social Bricoleur	Greater customer base	Lack of customers
SE6	Intentional	None	Social Engineer	Increased awareness and global growth.	Biased people, Financial issues.
SE7	None	Unintentional	Social Bricoleur	Success via sales of shares and good projects.	Low interest rates
SE8	Unintentional	Unintentional	Social Bricoleur	Delays projects due to late subsidy	Financial issues

				payments from the government.	
SE9	None	Unintentional	Social Constructionist	More brand value via Improved lives	Reduced government support.
SE10	Unintentional	None	Social Constructionist	Improved life quality.	Less government support

Table 2: Table summarizing the findings.

5.1 Theoretical implications
5.1.1 Social entrepreneurship and businesses

This study's findings on social entrepreneurship and social business have various implications for the literature and ideas given in Chapter 2. As a result, the findings of our interview analysis are addressed in light of these prior hypotheses. Respondents stated that the social enterprises employed in this study were entrepreneurial. These are organizations that aim to achieve social and environmental objectives. The majority of these businesses claim to be socially, environmentally, or both. Entrepreneurship, in all of its manifestations, has a significant role in economic, social, and organizational growth, according to Arango Botero et al., (2020). There are ongoing efforts to adopt novel solutions based on newly identified possibilities to solve issues or fill market gaps (Miller et al., 2012).

This is consistent with the study's findings, which reveal that firms like SE1 and SE6 prioritize social and environmental growth. These businesses have blazed new trails in addressing social and environmental issues such as poverty reduction and environmental sustainability.

This is congruent with Defourny & Nyssens, (2008), who describe social entrepreneurs as Schumpeterian social change advocates. The social innovation school is distinct from the other two in that, the notion of social entrepreneurship prioritizes the person. According to this viewpoint, social entrepreneurs provide novel approaches to addressing societal issues.

The results of this study indicate that some of these organizations meet social enterprise criteria. Organizations such as SE8, SE3, SE5, and SE2 are socially minded, offering innovative solutions to the problems of social exclusion and unemployment. The research also shows that they do this by providing jobs and training to the socially marginalized in society. Provision of recreational opportunities through trips for persons with disabilities. This is in line with the Organization for Economic Co-operation and Development (OECD) definition of a "social enterprise" as "a private enterprise in the public interest, organized around a business strategy and not primarily focused on profit maximization but it is about achieving economic and social goals and providing innovative solutions to the problems of social exclusion and unemployment" (OECD, 1999).

It was also found that some of the social enterprises interviewed, actually fit in the typology theories of social entrepreneurs according to previous literature - The typology allowed the identification of similarities and differences among the broad range of individuals and organizations

engaged in social entrepreneurship. As a result, we provide illustrative examples of these three types of social entrepreneurs: Social Bricoleurs, Social Constructionists, and Social Engineers. (Zahra et al., (2009).

It follows logically that social enterprises engaging in intentional social marketing can be considered Social Constructionists because they purposefully employ social marketing techniques. On the other hand, Social Bricoleurs can be seen as those who unintentionally and completely avoid the use of social marketing techniques.

Nevertheless, it can be confidently stated that the application of social marketing techniques extends beyond the realms of social bricoleurs, constructionists, and engineers. Based on the findings, there are social enterprises that purposely employ social marketing methods, as well as some who do not use them either intentionally or unintentionally, and both of these categories can be categorized as social constructionists. Among these enterprises, some social entrepreneurs involuntarily utilize social marketing strategies such as social engineers who are also intentional users.

Social entrepreneurs such as SE2, SE3, and SE5, are some of the enterprises recognized as Social Bricoleurs due to their activities and mission. For example, organizations like SE2 have recognized a hidden societal need, that is, providing employment opportunities for individuals who have been marginalized by society, particularly in thrift stores. Nonetheless, the constraints of limited resources and expertise restrict their capability to tackle other needs or extend their reach to different geographical areas (Hayek, 1945). The respondent of SE2 raised a concern regarding the scarcity of workers, a challenge that aligns with Hayek's theory. SE3 is regarded as a social bricoleur due to its efforts in catering for an unnoticed social requirement through arranging inclusive vacations for individuals with disabilities. In addressing this social need, they are supported by resources and expertise, including tour operators and local agents. According to previous research (Zahra et al., 2009), it has been established that social Bricoleurs have a distinct advantage in identifying and addressing the specific social needs of a community. With their drive, knowledge, and individual resources, they can generate and improve social wealth in the local context. In that light, SE4, in its unique approach, operates and oversees facilities dedicated to providing child care and family support services, effectively meeting a crucial societal requirement. On the flip side, SE5 is regarded as a bricoleur due to its ability to tackle local social needs. The interview with respondent 5 revealed that the social need arose and was acknowledged when the local school leavers faced unemployment and experienced idle time at home. Following the previous theory proposed by Hayek in 1945, it is stated that social bricoleurs are individuals who recognize and seize opportunities to meet specific social needs in their local settings. These bricoleurs are driven by motivation, possess expertise, and have the necessary resources to effectively address these needs. Organizations like SE4, SE7, and SE8 may not necessarily possess the characteristics of social bricoleurs, but based on results from this study, it is logical to say they can be referred to as social bricoleurs because of their unpurposeful use of social marketing,

Also, the study findings indicate that social enterprises like SE10, SE1, and SE9 align with the principles of social Constructionism. The operations of these organizations are observed to range from small to large scale. It was observed from this study that the needs of individuals with autism and other disabilities are not adequately addressed by the government or other NGOs. So,

organizations such as SE10 are stepping in to assist. SE1 operates a buddy ship program that utilizes volunteers to effectively address the social need for poverty alleviation. The results also indicate that financial resources are necessary to tackle the social issue of poverty. Similar to SE1, SE9 aims to address the overarching issue of poverty with the establishment and management of a social travel agency that caters to individuals on tight budgets, ensuring they have the opportunity for leisure activities. According to Kirzner's theories (1973), social constructionists possess certain characteristics. These include repairing the social fabric in areas where it is damaged, addressing immediate social needs within larger social structures, and promoting social harmony. Moreover, they must obtain the financial and human resources required to fulfill their mission and establish themselves as a sustainable entity. The organization requires both professional volunteers and employees to function effectively. In addition, they should develop and operate alternative structures that provide goods and services to tackle social needs that governments, agencies, and businesses are unable to meet.

The study revealed that one of the social enterprises perfectly matched the description of these social entrepreneurs, confirming their role as Social Engineers. SE6, even though not implementing market segmentation, actually exhibits typical traits of social engineers, such as their propensity to target wide-ranging national, international, or even global issues. SE6 is dedicated to enhancing people's quality of life, both in Flanders and beyond, through active efforts to foster healthier cities and neighborhoods. The main focus lies on safeguarding various species to promote biodiversity, while also actively working towards creating a climate-friendly environment. Hence, numerous parks have been constructed in various regions of the country by this organization, which is also influencing other nations through its innovative "Reconnection Model". This approach paves the way for these countries to collaborate in fostering a more wholesome planet for everyone. Under theories put forth by Schumpeter, (1942), social engineers engage in vast-scale operations spanning from national to international levels, fueled by the aspiration to construct enduring structures that will critically contest the prevailing order.

5.1.2 Social Marketing

Our analysis shows that some social enterprises are indeed engaged in social marketing. Respondents agreed that they at least used and implemented one marketing strategy. This section describes the various strategies used and their impact on these social enterprises.

Applied social marketing strategies

The study found that many social enterprises that use social marketing strategies willingly, unwillingly, or not at all, all do so to best target their market audience. These marketing strategies create employment opportunities for people left out of the labor market, eradicate pervasive poverty, create support for sustainable development(green energy), and provide support and advice to the disadvantaged it has been used for purposes such as assisting people with disabilities. There was a positive correlation with the report of Gil et al., (2021) in their article. They said that people with disabilities have a lower quality of life than the general population, and gave the following clear differences between the two groups: Access to the labor market, inclusive education, and the risk of poverty and social exclusion (European Commission, 2017). In this

sense, the European Commission points out in several documents the importance of social workers' work skills to assist these people. However, to reach their goals, this social worker needs to measure and improve their training. So social enterprises like SE10 and SE3 are trying to bridge the gap between ordinary people and people with disabilities through their social mission to help people with disabilities.

These social enterprises have therefore decided to develop strategies to promote the well-being of society through various marketing strategies. Valtrax et al., (2017) not only stressed the importance of training social professionals but also found that the two main needs to be assessed are: assessing the needs of service users and working with other professionals. It also points out that it is closely related to the field of marketing. Today, social marketing is a complex field, expected to promote social well-being (Bakan, 2016) and quality of life (Zainuddin et al., 2017). In this context, the results of this study confirmed that social enterprises are working with other companies and organizations to improve people's quality of life. Companies such as SE3 and SE8 are strengthening partnerships with other organizations to effectively reach their target markets. Some other companies are using other marketing strategies to easily reach more people and bring about social and environmental change in society. This is consistent with the statements of Chaturvedi & Biswas, (2022). They explained that social marketing strategies are tactical approaches aimed at perpetuating behavior change for the benefit of all social classes. It is designed and produced to adopt a social mindset and contains key aspects and components, mainly planning, communication, dissemination, and research.

According to Chaturvedi & Biswa, (2022), another social marketing strategy implemented both intentionally and unintentionally, by social enterprises to promote social welfare and environmental awareness involves volunteerism. They added that volunteers are sometimes considered the backbone of nonprofit organizations for many reasons, including fundraising, image builders, and their role as brand ambassadors for the organization. They act as collaborators to achieve their goals. Content cannot be developed for this purpose, but can be published on social media (Chaturvedi & Biswa, 2022). Consistent with the discussion above, the study concluded that social enterprises are indeed leveraging volunteers to achieve their goals. One of the companies interviewed, SE1, recognizes volunteers as one of the core players in the organization, as they are involved in all aspects of helping and counseling people living in poverty.

The results of this study showed that the use of social media, especially when used effectively and intentionally, allows social businesses to best serve their customers. This builds on the existing evidence from Chaturvedi & Biswas, (2022) that the purpose of social media is to connect, share thoughts and ideas, focus, and emphasize community contribution, communication, and collaboration to get attention from target customers.

Facebook and Twitter are prime examples of social media platforms. Non-profit organizations can promote their ideas and thoughts in various ways for public approval. Most famously for creating and developing pages on various platforms such as Instagram, YouTube, and LinkedIn to gain an audience, and secondly for regularly posting videos with relevant supporting content and watching It is an effective way to engage with people. (Chaturvedi & Biswa, 2022)

These companies have found themselves using platforms such as Facebook and Instagram to raise awareness of their social and environmental support services. For example, SE3 and SE10 use

social media platforms intentionally and otherwise respectively, to engage potential customers and inform them about the organization's events and activities.

Social marketing has multiple impacts on organizations, society, and the environment. The findings in this study confirm that these social enterprises are experiencing both positive and negative impacts on their performance and growth through the implementation of their marketing strategies. According to Andreasen & Kotler, (2003), social marketing programs are by definition general marketing programs designed to change behavior for the benefit of individuals or society. So that people and society as a whole can benefit in return. Organizations such as SE1, SE8, SE5, SE9, and SE2 do their best to help people live more meaningful and happy lives. This has had a positive effect on the organization in the form of increased social standing, financial grants, certifications, etc. Which helps these businesses grow.

However, it was also found that some of these companies experienced adverse effects from using social marketing strategies in every way, but no prior literature found any negative effects from using social marketing strategies for social enterprises. The findings show that companies such as SE8 and SE1 have found that certain marketing strategies, such as partnerships and social media usage, have been negatively impacted financially by delayed government subsidies and the high cost of social media platforms.

5.1.3 Market segmentation

According to the interviews, some of these social enterprises have willingly, unwillingly adopted market segmentation as a marketing strategy, and one of them has confirmed that he will continue to implement this strategy. I will elaborate on this and on those who are not familiar with it.

The study found that social enterprises using market segmentation as a marketing strategy are actually segmenting the market based on different types.

Like Eagle et al., (2013), segmentation can be performed based on various characteristics and profiles.

- Demographic information such as age, gender, marital status, employment, income, and socioeconomic status.
- Cultures/subcultures, including ethnicity, religious origins, and consumption patterns of subcultures (nightclubbers, bikers, etc.).
- Attitudes such as acceptance of smoking or drinking.
- Psychological, such as perceived functional, economic, or social value, such as efficient use of energy.
- Psychographics such as lifestyle, knowledge, and activities.
- Behavioral traits for people like gamblers, smokers, or drinkers.

Weinreich, (2011) also adds geographic information to this list, for example, related to city population. Or local and geographic features such as population density and climate.

Some social enterprises have been found to segment the market according to some of the above profiles, including demographic, geographic, and psychological segmentation, so the results of this study are consistent with the above authors.

Companies such as SE1, SE3, SE9, and SE10 in every way, focus on the age, gender, and socioeconomic status of their target users to maximize their social goals and improve their lives.

SE3 also used psychological segmentation to pay attention to customer preferences and preferences to satisfy them. The findings of this study are also consistent with Weinreich (2011), who found that social enterprises geographically segment their markets to effectively serve their target markets in their cities and regions and to focus on alleviating local and regional problems. For example, SE9, SE3, and SE8 focus their services on the Belgian province of Limburg/Flanders, while SE1 focuses on the Antwerp region.

Nevertheless, social enterprises that solely concentrate on a particular area might encounter drawbacks, leading to unsatisfactory client experiences. This occurs primarily when they utilize a uniform approach to cater to all customers, therefore neglecting the unique requirements of diverse market segments. The study's results indicate that the majority of social enterprises concentrate their efforts on a small number of segments. Therefore, recommendations suggest that these enterprises should consider validating and testing their segments, while also monitoring their performances and tracking any changes that occur over time. Therefore, by seeking to broaden its reach to additional destinations, there exists a potential for significant expansion of the enterprise. This aligns with Dib, (2013) who explains that some may be niche specialists, while others may want to target multiple segments. Organizations responsible for implementing behavior change actions should do the same. However, due to limited resources, charities may develop a set of materials and choose only one action plan. So you have to decide which segment to target.

The study found that the reasons for choosing whether to divide the market are also important and explain why these social enterprises use market segmentation as a strategy to achieve their goals. Since social marketing interventions are often resource-limited (Newton et al., 2013), applying a segmentation process can help social marketers increase efficiency by directing resources to the most promising segments, and optimizing scarce financial and other resources (McDonald & Dunbar, 2012).

This is also confirmed by the results of this study, where participants confirmed that segmentation helps them better utilize their resources to better serve their market segments. There are reasons why some organizations choose to segment their markets, but one of them pointed out why this strategy is not well suited. Results show that these organizations are using this strategy in both directions for the following reasons:

- Since expansion to other areas is costly, their services in that area are highly needed.
- The fact that age helps volunteers effectively address the various issues of customers in specific locations.

Gaiger, (2004) states that corporations are driven by a desire for social justice and directly seek to improve the quality of life of the people they work with and serve (Warner et al., 2016; Leadbeater, 1997). Aiming to develop economically viable solutions (Agrawal et al., 2014), they combine creativity and logical skills to generate new ideas and transform them into real services that help organizations deliver social and environmental outcomes. This divides the market demographically, psychologically, and geographically, recognizing that these social enterprises are

the best way to increase productivity and meet social and environmental needs. Hence, consistent with this finding.

In contrast, Donner Lotenberg et al., (2011) highlighted several obstacles to implementing segmentation. Some of these factors are technical, such as a lack of knowledge and skills in segmentation research and analysis. The added value of segmentation to programs may also be unclear or poorly expressed. Similarly, according to Tapp & Spotswood (2013), many of those who use social marketing to create more engaging and effective behavior change programs do not have adequate marketing training. This challenge is quite common among numerous enterprises, particularly social enterprises. When these enterprises engage in social marketing, specifically market segmentation, they often do it unconsciously or not at all.

This study has observed that many social enterprises fall into this category. Another social enterprise also admitted that they do not use or implement a market segmentation strategy neither consciously nor unconsciously because they target anyone and everyone with a holistic approach, which is governed by Eagle & Dahl (2013, p. 170) who state that "segmentation is important and often overlooked. part of campaign development." Despite the benefits of segmentation in social marketing, many social marketing programs do not always use a segmented approach.

The results of this study show that the use of market segmentation in every way as a marketing strategy influences the growth of social enterprises. Some of these companies said that though they are not effectively and purposefully segmenting their markets, they are realizing how small initiatives can improve efficiency and help grow their organizations. Positive impacts uncovered from these findings include helping poor people regain their self-esteem and values in society, and helping people with disabilities to be happy and important in society. Some things help them feel that their presence in the area helps people improve their social status.

5.1.4 Challenges facing social enterprises

Many social organizations encounter numerous obstacles, dangers, and issues when it comes to using and implementing marketing techniques, particularly market segmentation. The findings of this study support this, as these social companies confirmed that they face challenges such as obtaining customers or clients, financial limits, partial persons, dangers to the ecosystem, and personnel issues. Finding consumers is one of the most common obstacles indicated by the study's findings. These companies have said that they aim to grow their organization, which is only possible if they have more social insurance to work with to better people's lives.

Based on the results, another prevalent concern was the financial issue, with a few of the social businesses, such as SE9 and SE10, having challenges with the government about the delay or rejection of financing. Due to so many fees and a restricted budget, some businesses have acknowledged their inability to sell their services effectively through social media and even grow to various places. According to Dietrich et al., (2017), social marketers may utilize segmentation to better modify program design and establish which groups are ideal targets. Social marketers,

unlike their corporate counterparts, frequently have restricted resources, such as considerably smaller budgets, an over-reliance on external financing sources, and limited time.

5.2 Practical Effects

5.2.1 Social enterprises/social economy

It is a misconception to believe that your company's mission, goodwill connected with your goal, and heart-warming statistics or alarming data will promote itself. The world has never seen a movement or mission that results in participation until it is discussed and its aim is clearly stated to the members. Furthermore, no market will respond unless customers are aware of your existence, understand why you exist, are linked to your mission, are aware of the value they offer (or the value they may provide and feel good about), and are prepared to pay a price (not necessarily in dollars). Social enterprises should not be afraid to undertake social marketing strategies; rather, they should view it as a chance to boost their efforts. For those that are unconsciously involved in social marketing, they can start by intentionally investing resources and time into it, for a better customer experience.

According to the findings of this study, social companies must pay special attention to the usage of social marketing tactics. This not only allows businesses to get to know their clients better, but it also allows them to successfully respond to the various demands of different market groups. Not only must the task's participants be made to utilize it, but so must those who will profit from it. This is both the burden and the blessing of social marketing. It is both easy and complicated. This is consistent with the results, which show that these firms encounter problems and risks that can have an impact on company performance but can be avoided if the issues are properly understood so that the organizations can deal with them effectively. To segment markets in a balanced and critical manner, one can adopt methods that focus on gathering solely relevant data. This approach enables us to gain insights into the markets, potential customers, and their diverse needs.

Continuity of improvement brings positive results in my opinion. This healing can come from anyone. For example, one of the respondents, Respondent 6, talked about the South African slogan that he loves so much; "UBUNTU" meaning "I am because we are". Here he referred to sustainability because one person cannot change the world, so we all have to take care of our environment and society to make it a better place to live. Thus, this study showed that the use of these strategies can help organizations grow and consequently the environment and society, and even if they face failure in this process, it should be an encouragement, not a discouragement.

5.2.2 State and Related Legal Entities

Although social marketing has not been widely studied by previous researchers, this study found that social marketing can help the government better serve its citizens. The mission of these social enterprises is to improve society and the environment, and in one way or another, it helps the government fulfill its responsibilities, because the government is responsible for reducing unemployment, providing a quality life to its citizens, and much more. This is why the government funds so many non-profit organizations and social enterprises.

The government recognizes that these enterprises that care about people and the environment should be recognized for their efforts, which is why they receive government assistance. In this

approach, the government indirectly helps to fulfill social and environmental goals. Because the government is interested in social and environmental change, it is vital to engage in social marketing and apply techniques to achieve the aim. According to the findings of this study, the government collaborates with some social businesses since they are fully aware that they cannot achieve social change on their own, and hence make funds to enable these firms to best aid the less privileged and jobless, as well as alleviate environmental concerns.

Respondent 6 mentioned that the government should be actively involved in solving social and environmental problems and that because it sometimes fails, Respondent 6 and his organization have sued the Belgian government for not ensuring that climate change and other climate-related problems are solved, and nature and landscape issues are softened. It simply implies that reforming and improving society and the environment will save the government a lot of money and resources, thus greater investment is needed now to avoid issues from recurring.

CHAPTER SIX
CONCLUSION

The major purpose of this study was to understand the concept of market segmentation as a social marketing strategy used by social entrepreneurs. The sub-goals study why social enterprises utilize market segmentation knowingly and unwittingly, as well as why they do not use it at all, and how this strategy helps and challenges organizational growth and performance. Interviews with Belgian social enterprises, focused on social and environmental development, were utilized to answer study questions. The present status of research in this field is fairly limited. Even though there are few publications on social marketing, there exist research gaps in the literature on social business market segmentation. As a result, this research was carried out to acquire personal knowledge of some Belgian social enterprises. Previous research has shown that many social companies lack sufficient understanding of social marketing since some firms are not outstanding at it or do not engage in it at all.

According to the study's findings, some social enterprises use social marketing strategies on purpose, while others do so unintentionally. Surprisingly, one social corporation was discovered to be fully divorced from social marketing, with no purposeful or inadvertent engagement in such approaches. For example, Donner Lotenberg et al., (2011) identified various implementation issues. Some of these problems are technical, such as a lack of knowledge and talent in segmentation research and analysis. Program segmentation's value may also be imprecise or poorly communicated. According to Tapp and Spotswood, (2013), many people who use social marketing to construct more engaging and successful behavior modification programs, lack marketing skills, which is why some social firms use social marketing implicitly.

The findings of this study were mostly gathered through in-depth interviews in order to better understand the concepts of social entrepreneurship, social marketing, and market segmentation, as well as to answer research questions. As a consequence, the majority of these social companies genuinely contribute to social and environmental development, such as providing jobless people with jobs, counseling and advice to those living in poverty, and social help to the disabled.

Zahra et al., (2009) built their entrepreneurial typology on the theories of Hayek, (1945), Kirzner, (1973), and Schumpeter, (1972). This allowed for the identification of similarities and differences among a wide range of individuals and organizations involved in social entrepreneurship. Finally, we offer real-world examples of three categories of social entrepreneurs: Social Bricoleurs, Social Constructionists, and Social Engineers. This is congruent with the study's findings, which demonstrated that specific social enterprises may be divided into three types of social entrepreneurship. The study of the interview data revealed several characteristics of this typology, shedding light on the fact that certain social companies fit into these categories.

According to Marconi F. et al., (2011), organizations that promote social marketing to accomplish social transformation, i.e. promoting the public good, are defined. "It depends on how easy or difficult social change is," they say. Without social marketing, there is a 10% chance of accomplishing the desired social change, but the best social marketing plan increases that chance to 15%. These companies have committed to using standard social marketing strategies such as partnerships, social media, and word-of-mouth referral networks.

According to Marconi F. et al., (2011), social marketing may be used in a variety of ways:

➔ a) Charitable marketing sponsorships based on business contributions to charitable organizations.

➔ b) Campaigns for Social Marketing Product packaging is used to communicate public-interest messages.

➔ c) Marketing sponsorship of Social Programs, such as businesses that work with governments to support social projects or businesses that fund their social programs.

Although these strategies have assisted these companies in reaching a larger number of target groups, society and the environment have been positively impacted through their services, which improves the organization's performance. it was discovered that grant delays and the high costs of using social media were some of the negative effects on the growth and performance of these companies.

The study's findings also show that, while these firms do not use demographic, geographical, or psychographic market segmentation extensively or consciously, they do have a subconscious knowledge of how to proceed. This explains why nine social enterprises noticed and appreciated the application of this method in every aspect. Most of these firms also discussed the numerous consequences of strategy execution on their organizations' growth, such as a greater capacity to target their market in the best way and fulfill the diverse demands of different segments, as well as its cost-effectiveness. Finally, this research found that the most prevalent hurdles faced by social firms are financial difficulties, a lack of consumers, and a shortage of personnel.

This study was not easy to complete. I encountered a few issues along the road that made the entire study process more challenging and created some delays. This project's completion was hampered by a variety of challenges.

● Firstly, I had no prior experience with social business and struggled to get started. I was completely unfamiliar with the concept of social entrepreneurship. It took weeks to completely comprehend the concepts of this notion, which caused the project to be delayed. It was both a struggle and a triumph. Though it took me a bit to grasp the notion, in the end, I found this field of research very interesting; I'm happy I carried out this project.

● Secondly, another problem I noticed was that the time I provided for data gathering was quite restricted since things did not proceed as planned. The decision to employ qualitative data-gathering methods at the start of the project caused the research process to be delayed. I knew organizing an interview would be difficult, but I didn't anticipate it to take so long. I spent approximately 3 months gathering data, and this is the most significant challenge I encountered.

- Thirdly, the effect of market segmentation on the performance of social companies has received little attention. This was one of my encounters that made the whole thing a bit more difficult because I looked for papers on market segmentation as a marketing strategy and its impact but found very few.

Some businesses are new to social media marketing. This is simply another impediment to the project. However, because my study is about social marketing, there was a need to gather enough knowledge on social marketing, its techniques, and its impacts. The data, on the other hand, demonstrate that the majority of social enterprises lack appropriate knowledge of social marketing as well as the application and implementation of marketing strategies. As a result, not enough data was obtained.

Future researchers are recommended to become more familiar with the usage and application of market segmentation as a marketing strategy for social marketing in future studies. The influence of social marketing tactics, particularly market segmentation, on the performance of social companies should also be examined. In conclusion, this study was solely limited to Belgium, so, future studies may target diverse people throughout the world to gain a comprehensive and concise grasp of this research topic.

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APPENDICES

Appendix 1: Interview Guide

Introduction

I am Ayinke Telma Asonglefack, a Cameroonian and an international Master of Management student at the University of Hasselt. I am currently doing a research project on Social Entrepreneurship; Market Segmentation in social enterprises to be precise.

Through this interview with Belgian entrepreneurs, data will be collected which will enable me to answer the research questions for this study.

Once again, I am so grateful for your acceptance to participate in this interview.

NB. This semi-structured interview is divided into sections to ensure a smooth session.

Section 1: Socio-demographic Data

1. Can you please introduce yourself? Age?
2. Can you also briefly describe your company, please?
3. What inspired you to focus on social entrepreneurship?
4. What are your offerings?

5. What are your value propositions?

Section 2: Marketing Strategies/Social Marketing

6. What are your viewpoints on Marketing? What about its strategies?
7. Is Marketing one of the key activities in your enterprise? If yes, How is it carried out?
8. What marketing strategies have you implemented in your business so far, for the growth of your enterprise?
9. What is social marketing to you?
10. Is it one of your marketing strategies? If yes, how do you implement social marketing as a social entrepreneur?
11. Do you think these strategies have helped improve the performance of your business goals (both social and profit)?
12. If yes, how have they improved the company's performance? If not, what do you think you did wrong?
13. How is your marketing plan i.e. what steps do you take in planning your market?
14. Do you have competitors? If yes, how do you perceive their offerings in the market?

Section 3: Market Segmentation

15. Is market segmentation one of your marketing strategies? (If not mentioned above)
16. If yes, why choose market segmentation as one of them?
17. How is the market for your offerings segmented? What criteria are used?
18. What steps are taken to implement this strategy (Process)?
19. Does this strategy help achieve the company's objectives, while improving the company's performance? How?

Section 4: Challenges Faced and Other Concerns

20. What are your strengths, weaknesses, threats, and opportunities as a social enterprise?
21. What problems do you face in the implementation of your marketing strategies, especially market segmentation?
22. How do these issues affect the overall social and business performance of the company? Both positive and negative?
23. Can I know what has been put in place and done to solve these issues?

Appendix 2. Email to respondents

Dear Sir/Madam,

I hope this email finds you well.

I am Ayinke Telma Asonglefack, an international Master of management student, specializing in International Marketing Strategies at the University of Hasselt, Belgium. I am currently working on my Master's thesis project on Social Entrepreneurship, titled "Market Segmentation in Social Enterprises".

To complete my research, I need to collect data through interviews with Belgian social entrepreneurs; which will enable me to answer my research questions.

So, while doing some research, I discovered you are an Ashoka fellow/social enterprise and so, knew you would be of great help. I'll be very grateful please, if you can participate in this interview Sir/Madam. The interview will either be on Google Meet or Zoom and will not last more than thirty minutes.

Thank you very much and I'll be waiting for your reply.

Kind Regards
Ayinke Telma Asonglefack.

Appendix 3: Information sheet

Introduction
You are cordially invited to participate in a study on the research topic "Social Entrepreneurship: Market Segmentation In Social Marketing".

Before you decide about your participation in this study, we would like to give you some more information about its purpose, what it means on an organizational level, and what the possible advantages and risks are for you. This will allow you to make a decision based on the right information.
This document is referred to as "Informed consent".

We ask you to read the following pages of information carefully. If you have any questions, please ask the researcher or his or her representative.

Research
This research is carried out in the context of a research project for the course 'Qualitative Research Methods' at the University of Hasselt (Belgium).

Topic

Understanding marketing strategies in social enterprises but precisely, investigating market segmentation as one of the strategies implemented in these social enterprises. Segmentation allows marketers to think of the market they serve as groups of people rather than one whole market.

Doing this interview will help me gain insight into the opinions, attitudes, thoughts, and experiences of the interviewee regarding social marketing in social enterprises. In addition, this interview will provide the researcher with valuable, meaningful, and further insight into the topic.
If you are participating in this study, you should know the following:

- If Your participation is voluntary; there can be no persuasion in any way.
- Your signed consent is required for your participation. However, even after you have signed, you can let the researcher know that you want to discontinue your participation.
- The data collected is confidential. When the data is used, your anonymity is assured.

In case you would like additional information, you can always contact the researcher at; *ayinketelma.asonglefack@student.uhasselt.be*

Proceeding of the research

You will be participating in an individual interview, conducted by a student in the preparatory program of Master of Management at the University of Hasselt.

This interview will approximately take half an hour to an hour. If respondents give their permission, these interviews will be recorded. The purpose of this audio recording is to ensure an accurate representation of the interview in written form and will never be shared with third parties.

Benefits

If you decide to participate in this study, there are NO direct benefits.

Confidentiality

The research team guarantees that both your data and all research results resulting from this study will be treated in a confidential and pseudonymized manner following Article 7 of the "Law on Privacy about the Treatment of Personal Data" of December 8, 1992, and with the European General Data Protection Regulation 2016/679 of April 27, 2016, on the protection of individuals concerning the processing of personal data.

Discontinuation of participation

Your participation is voluntary. You have the right to discontinue your participation in this study without giving a reason.

We hope that we have provided you with sufficient information.
For additional questions or comments, you can always contact us via the address below.

NAME: AYINKE TELMA ASONGLEFACK
EMAIL: ayinketelma.asonglefack@student.uhasselt.be

Thank you.

 Signature of Participant:

………………………….

Appendix 4: Objectives of Social Enterprises according to this study.

4.1. Social objectives.

A majority of the interviewees in this study acknowledged that their mission is geared towards achieving a social goal. A few have been used below.

Respondent 1 from SE1, explained that as a non-profit organization, the objective in an attempt to help the society is that they want to end endemic poverty. The enterprise which was founded nine years ago, made a time frame to achieve its objectives within 10 years of which it has been nine years already.

> *The organization is a non-profit that has the mission to end endemic poverty, and that we can show society how we can do that in one generation. We believe that it is possible. We know it is possible because we researched how we can do so. And it is our mission to involve everybody, from the government to citizens, to social organizations to companies, that if we have a different mindset and different approach, a more radical approach then we can end endemic poverty in a country like Belgium.*
> *And that's the goal of our non-profits. The non-profit has given itself 10 years to prove so and we are now entering our final year so it is also an important year for us because they will start communicating more publicly about the research that we did and the mechanisms we see to eliminate endemic poverty.*

Respondent 7 acknowledges that LimburgWindCv as an organization is mostly geared towards helping society grow and get better. Though it is partly focused on green management, he confirms that they are more socially oriented as a social enterprise.

> *If I'm honest, SE7 is more focused on the social side because SE7 also provides loans to projects where wind turbines are built. So SE7 doesn't own any wind turbines itself anywhere.*
> *And so it is mainly to create social support that those loans go through the SE7. Presumably, those loans could be done cheaper through a bank but they explicitly choose to give the population a chance to participate.*

Similarly, Respondent 3 mentions that SE3 as a social enterprise ensures that its goal and objectives are equally targeted toward achieving a social aim but in a different direction of making sure that the disabled also have a right to leisure(traveling). He also shares his experience of why he founded the enterprise.

> *It started 24 years ago. That's when I had an accident. I then dove into a shallow river and broke my back and that's how I got into a wheelchair. I was just under 18. At that point, you end up in a different situation. I did continue to travel and always wanted to.*
> *Until 5 years ago when I wanted to do something with all the knowledge I gained from traveling. I wanted to start a business to let other people travel like me. Also because I couldn't find a company doing this in Flanders, I decided to start an organization myself. So four years ago I effectively started SE3. The idea is not about care vacations, like the*

CM and so on, but normal vacations for people with disabilities. This was pretty much the idea.

Like SE3, Respondent 10 from the Chapelany also acknowledges that as a non-profit organization and a restaurant, they are also focused on helping people with disabilities. However, their specific target is on people with ASD(Autism Spectrum Disorder).

LSA is primarily a home counseling service, we do mobile counseling all over the province. We counsel about 800 families a year. And in addition, we have our residential shelter next door. That's a project that opened at the end of 2013 where we built 17 studios. Where adult individuals with autism and possibly additional disabilities, some mental disabilities, can also have other issues. We give those people residential support there and also daycare. That is linked to the Kapelanij in the sense that we also see the Kapelanij as a day center. To the outside world, the Kapelanij is an ordinary catering establishment, but for us, it is primarily intended that people with disabilities can also have a meaningful daytime activity here.

4.2 Green or Environmental Objectives

Some other organizations instead supported the idea of ensuring the environment is at its best. In different ways and directions, they try to improve the environmental conditions of Belgium through good management and maintenance.

Respondent 6 from SE6, explains how a herpetologist and his organization are committed to achieving a Belgium where climate change is well mitigated by building sustainable conditions of living.

I am a herpetologist by training who has dealt with a lot of research in former times on lizards snakes and frogs. My current company is a local NGO that works on the natural heritage and the natural culture of the region, based on sustainability from an international perspective, and tries to find new solutions to tackle the problems of biodiversity loss, climate change, and social discovery. That's what we try to do. Yeah, in a word, our value proposition is certainly sustainability, but it is about the biodiversity, climate-friendly and socially balanced community. *And we do it with several projects, like what we've done in Belgium for the first time. is building the first national park in Belgium, also building River Parks and cross-border parks. We're not selling a single product but we built sustainable conditions. So building national parks is not like you sell whatever. Not cars or television nowadays, this is a condition of a better or improved landscape. So for that we are thinking that it is far better for entrepreneurs to adapt to that; of course, related to social entrepreneurship*.

Respondent 2 from SE2 also responded in support of environmental management and maintenance. Specifically, he explains that this is achieved through one of their departments, the thrift store where reusable goods are bought, recycled, and sold back at affordable prices.

Because of the activity we have chosen, we are 100% concerned with the ecological objective. In this way, we want to prevent some of the pollution. Reusing goods is one of the most efficient strategies to achieve this. This also includes reusing waste.

All in all, this is a good model because people have a hard time getting rid of waste. We also have a certain take-back obligation (companies taking back goods), but our basic model is mainly focused on that take-back of goods. As a company we only set one criterion, it has to be reusable. This criterion can be considered quite strict.

Respondent 7 from LimburgWindCV does confirm that this organization is partly focused on sustainable development of the Limburg environment through the creation of support for green energy. However, he also mentions that they do not create or build wind turbines, Hence, they are just supporting and contributing to green energy use through sales of company shares..

We Create support for green energy in Flanders. And more specifically in Limburg. We do this in two ways: 1. By letting people participate in SE7, i.e. by becoming a shareholder in SE7. And thus share in the profits of the windmills. SE7 is mainly communicated when new windmills are built in which SE7 is involved. Then it is said that you can share in the benefits of those windmills and by buying shares they can also enjoy a dividend; mainly to give the green a boost. So especially to boost that energy transition that we talk so much about. 2. By providing educational activities.

Support is also gained through education. For instance, this year at the general meeting someone came and talked about the digital meter that is not directly linked to support for windmills but the digital meter is one of the systems that in the future should ensure that the supply and consumption of electricity should be better matched.

Respondent 8 from SE8 confirms that they are also involved in green maintenance and management through a thrift store for the sale of reusable products and a fight against pollution.

The environmental piece comes out very strongly in the activities of the thrift store.

We are paid by Limburg.net and the others in Antwerp, so many euros per kilo of reusable products are collected. These are kilos that would otherwise disappear into the incinerator, which is also the essence of the thrift store.

That is an ecological motive why we started that kind of business years ago, in addition to the employment part. Moreover, thrift stores provide employment and economically, also bring in money. For the green activity, there is also a clear ecological background in that we are not going to work with heavily polluting products.

I don't think we are the greenest organization, but we certainly try to pay attention to that. We are trying to green our fleet by replacing the polluting types of diesel with CNG or electric cars. We are helped in part by subsidies for that greening. Those electric cars are three times as expensive. If we don't get support, we can not justify buying them.