



Responsible Communication Strategy for Company X

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BACHELOR'S THESIS

November 2023

Bachelor's Degree Programme in International Business

ABSTRACT

Tampereen ammattikorkeakoulu
Tampere University of Applied Sciences
Bachelor's Degree Programme in International Business

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Responsible Communication Plan for Company X

Bachelor's thesis 55 pages, appendices 3 pages
November 2023

The thesis is commissioned by Company X whose name has been withheld for competitive reasons to develop a marketing communication plan that enhances the specific aspect of social responsibility related to promoting diversity, equality, and inclusivity. The theoretical part discusses the aspects of sustainable development with a focus on social sustainability as well as corporate social responsibility and social responsibility concepts. Additionally, accessibility, social inclusion, inclusive marketing, stakeholder theory, and responsible marketing are reviewed. Furthermore, the theory part discusses the basics of marketing communications, following up using the PASTA marketing communication framework, which will be used in the thesis.

When the theoretical background was conducted, the next step was to create a marketing communication plan based on this knowledge. Additionally, the research included conducted written interviews with the commissioner's sales and marketing team and the service provider for company's client. The answers gave more information about their marketing tactics and viewpoints on social responsibility in their marketing communication. The service provider for corporate client was interviewed to gain insights into their views of social responsibility.

A communication plan was developed after combining the theoretical part and analyzing interview answers. At the beginning of the communication plan, the problem was defined as a lack of awareness of the issues regarding inclusivity and accessibility leisure locations. This creates inequality for individuals with physical limitations. Then, the next step was to create a strategy to determine the goal, which was to create a competitive advantage for the company. The thesis then continued creating tactics and finally implemented all into action step in the communication plan. After this evaluation, was taking part in evaluating the communication performance.

Keywords: marketing communication plan, inclusivity, equality, accessibility, product certification, responsibility

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1 INTRODUCTION

Company X specializes in innovative exercise solutions for different facilities. The company sells its products to public and private facilities. The company has sparked an interest in social responsibility and created a need to learn more about it. In addition, its website mentions that one of its products symbolizes inclusiveness and accessibility, including technological features that allow use from different starting points. The objective of the thesis is to improve social responsibility by promoting inclusiveness, equality, and diversity by marketing communication targeted at a specific country. The benefit from this will achieve a competitive advantage in the market. The company is also interested in knowing in more detail which product certificates the company can apply for in relation to social responsibility, inclusivity, equality, or accessibility.

This thesis is to build a marketing communication plan that will influence customers, potential customers, and end-users to create awareness of issues regarding inclusiveness and equality in the location. With communication, business customers can be more informed and educated about creating an accessible environment, and Company X products are the key to achieving that. Furthermore, there will be a list of certificates included in Appendix 3 on what types of certificates Company X can acquire for their product regarding social responsibility, inclusivity, equality, and accessibility. With certified products, the company can improve customers' and potential customers' business decision-making by proving that their product is a socially responsible choice.

2 CURRENT STATE OF COMMISSIONER

Company X's current situation represents its strengths and growth potential in the global market. Sales of Company X mainly consist of exports, where most of the turnover is generated. Company X operates globally, and products have been delivered to numerous countries internationally. The company also operates domestically, and all products are developed and manufactured domestically. The company emphasizes local quality and know-how, even though some components come from abroad.

Sales have been on several other continents, and the company continues to plan to expand its presence in key international markets. Company X has a diverse product range that focuses on physical movement and well-being. Based on Company X's estimations, it has optimistic projections for its products through this year. The company's vision also includes expansion plans in other continents and the development of new business areas in the future.

Regarding marketing communication, Company X outlines on its website their core values and objectives, and it states that the company firmly believes physical health, movement, enjoyment are essential rights for everyone, regardless of age, gender, or ability. According to their website, Company X is committed to being inclusive, promoting equality, and providing accessibility to everyone. Their flagship product is specifically designed to promote inclusivity and accessibility to everyone, featuring technology that is responsive to a range of physical abilities, including options for wheelchair users. This product is the first step on that journey that represents and strengthens socially responsible communication strategy.

3 THEORETICAL FRAMEWORK

This chapter combines discussions on starting with sustainable development, especially social sustainability, which includes the concept of social inclusion. It continues then to explore the idea of corporate social responsibility, which focuses specifically on the social responsibility term. This is later then divided into terms such as inclusivity and understanding accessibility, which the company strives to drive in marketing communication. To build a communication strategy, it is essential first to know these terms, and then understand the more significant concept. This leads to combining theory and conducting interview answers together to create a marketing communication plan for the company.

3.1 Social Sustainable Development

Sustainable development means meeting current needs that have been met without harming the ability of future generations to meet their own needs. The concept includes environmental, economic, and social aspects. Companies should lead and set an example for being sustainable. (United Nations 1987.) The United Nations (2016) developed 17 sustainable development goals (SDG) to promote life sustainably. Additionally, these goals are emphasizing the key elements: environmental, social, and economic sustainability. Business strategies and practices can shape the landscape of sustainable development at local, international, and global levels (United Nations 1987). When considering the social perspective, this means that companies promote and contribute to a better societal future for all people.

Social sustainability aims to improve life quality in the community, country, and globally while promoting equal access to necessities and equality between generations without future generations being disadvantaged (McKenzie 2004). Compared to SDGs, social sustainable goals include eliminating poverty, reducing hunger, ensuring good health and well-being, promoting access to education, gender equality, access to clean water and sanitation facilities, and affordable

clean energy (Figure 1). According to Leemann, Kuusio and Hämäläinen (2015), social inclusion ensures respect and inclusion for everyone in society, addressing the multidimensional manifestations of exclusion (Leemann et al. 2015). This is taken into consideration in social sustainability and social responsibility because it is one of the concerns for people's and society's well-being. Social inclusion is particularly relevant for individuals who are at risk of exclusion, such as the unemployed, marginalized youth, immigrants, including people with physical, mental, intellectual, or sensory disabilities (Leemann et al. 2015).



FIGURE 1. Sustainable Development Goals (United Nations, 2016).

To promote social inclusion, special services, and support measures are needed for the target groups that need it the most. Improving services and considering different perspectives are essential when promoting customer involvement and social inclusion. High-quality services and customer involvement positively affect the promotion of social inclusion. (Leemann et al. 2015.) Understanding this is also important in a communication strategy that aims to inform the community about the importance of inclusion and taking everyone into consideration. For instance, considering the views of people of different backgrounds, capabilities, and ages is the client's involvement. In product communication, this means the marketing team keeps communicating how the company's products can promote

social inclusion in the community and that everyone, even those at risk of exclusion, is included in using the product.

Companies have their share to do better for societal, economic, and environmental well-being. According to Liappis, Pentikäinen and Vanhala (2019, 7), corporate social responsibility means that the organization exceeds compliance with national laws and legislation requirements with its responsible business for the benefit of society and to protect the environment and people. Corporate responsibility can be divided into three areas of responsibility: environmental responsibility, social responsibility, and economic responsibility. (Liappis et al. 2019, 7.) However, corporate responsibility and sustainable development are different. Corporate responsibility is a company's voluntary commitment to act responsibly for society and the environment. At the same time, sustainable development is a broader concept that concerns the entire community and global development in the long term to achieve a sustainable future.

When focusing on social responsibility, this means that the company's activities take responsibility for the effects of consideration, appreciation, and good treatment of people, and this also goes beyond compliance with national laws and the requirement of legislation (Liappis et al. 2019, 128). Social responsibility is concretized, for example, into questions about job security, non-discrimination, a good working culture, and customer service. Social responsibility also reflects the human rights responsibility that is the basis of responsibility and the elements of good treatment of people that complement it. At the very least, it fulfills its human rights responsibility. However, other issues related to Human Rights also have an impact, such as the elements that strengthen well-being at work and good customer service. (Liappis et al. 2019, 128-137.)

Liappis et al. (2019, 135) state that corporate responsibility for customers is related to selling safe and responsible products and services, including construction quality and non-discrimination in customer service. Well-treated customers will continue to return to buy the company's products and services. In several cases, such as in the operations of express companies and elderly service providers, the companies have acted below the requirements of the law and official

regulations, emphasizing the importance of customer responsibility. Finnish companies have the opportunity to choose their customers based on responsibility, especially in relations between companies, and this discussion is emerging in the context of corporate responsibility. (Liappis et al. 2019, 135.)

According to Kujala (2014), a company's responsible business operations should include a stakeholder model. The stakeholder model was first mentioned by Edward Freeman in 1984. According to Freeman, stakeholders are individuals and groups that can influence the company's purpose and goals and are affected by the company's operations. Kujala (2014) noted that responsibility in business is related to the company's primary task, with the objective of producing value. There is a dependency relationship between the company and stakeholders. The company constantly interacts with various stakeholders. In stakeholder thinking, business is not only based on making money but also on considering the needs and expectations of different stakeholders. (Kujala 2014, Freeman 1984.)

The International Institute for Sustainable Development (2023) listed several benefits that business responsibility brings to companies. These are improved financial results and brand image, as well as the ability to attract and retain employees. In addition, it benefits communities, such as the participation of companies in educational and social programs. For the environment, it means better recyclability of materials and the use of renewable resources. (The International Institute for Sustainable Development n.d.) Separately, Mullerat (2010) has pointed out that responsible companies attract more investors because they are more sustainable in the long term and their share values are more stable (Mullerat 2010, 139-141).

Today, companies' activities are directed more by legislation and regulations. The European Union has set the taxonomy regulation which entered action on 12 July 2020. It is included in the EU's Sustainable Finance Action Plan to obligate financial and non-financial companies to act more sustainably with their business activities. The idea is to direct financial investments toward sustainable projects and activities that belong to a bigger goal to meet the EU's climate and energy targets for 2030. (European Commission n.d.) According to Greenstep, the taxonomy

regulation currently only obligates larger companies, but the smaller companies have made changes to their operations already. This affects all companies who try to pursue funding due to the fact that it needs financial institutions to determine whether the company is obligated to get the funding based on taxonomic eligibility. (Greenstep n.d.)

According to the World Health Organization Report (2011), disability and reduced mobility are diverse and context-bound phenomena. Its experience is highly variable due to health conditions, personal factors, and environmental factors. Thus, disability is not limited to only physical impairment, such as wheelchair users or the visually and hearing impaired. For example, the accessibility and quality of education can vary between different types of disabilities. (World Health Organization 2011, 3-4.)

The United Nations has created general principles to ensure the equal rights of people with disabilities. They include respect for human dignity and individual autonomy, the prohibition of discrimination, and complete and appropriate participation and inclusion of disabled people in society. Accessibility should be at the heart of the principles in this case, which extends to physical and digital environments, public services, and emergency services. In this way, disabled people and people with reduced mobility are guaranteed the opportunity to live independently and participate fully in all areas of life. (United Nations Convention on the Rights of People with Disabilities, 2006.)

3.2 Responsible marketing communication

Today's marketing landscape is connected to social values and responsibility. This alignment does not only serve the brand in terms of image but also works as a cornerstone of modern business ethics and practices. According to Kotler, Armstrong, Harris and He (2020, 624), companies have grown to embrace sustainability principles to create both immediate and future customer value and strengthen customer relationships. (Kotler et al. 2020, 624.)

Sustainable marketing is not only about profits. Kotler et al. (2020, 611) noted that it calls for socially and environmentally responsible actions that meet the present needs of consumers and businesses while also maintaining or enhancing the ability of future generations to meet their needs. (Kotler et al. 2020, 611.) Lillberg and Mattila (2020, 24) defined sustainable marketing as the way to new value creation, and it should be possible to increase brand value without increasing the planetary overload (Lillberg & Mattila 2020, 24).

As outlined by Lillberg and Mattila (2020, 22), in sustainable marketing, the brand is a strategic asset for increasing the company's value. When businesses include sustainable practices, they increase their brand value, covering customers' current and future needs, boosting sales, and defining their unique role in sustainable transitions in the markets. (Lillberg & Mattila 2020, 22.) According to Kotler et al. (2020, 251), brand equity is anchored in a brand's capacity to attract and retain consumer loyalty. They pointed out that a brand's positioning is its compass, directing its mission, vision, and the consistent value it delivers to consumers. (Kotler et al. 2020, 251.)

Marketers should know how to resonate and influence when communicating with the target audience. Marketing communication achieves the best input-output ratio when it is targeted at new customers. In addition, rational activating messages achieve results in the short term, while longer-term, in-depth, and eventually more extensive results marketing bites and affects consumers emotionally. (Field & Binet 2019, Lillberg & Mattila 2020, 29.)

Carvalho, Nogueira, and Martins (2023) published a study on how inclusive marketing and CSR education affect university students' views on inclusive products, TV commercials, and companies' engagement in CSR activities. The study showed that education has a positive impact on opinions and attitudes when it comes to inclusive products, television commercials, and the activities of companies practicing corporate social responsibility. (Carvalho et al. 2023.) This indicates that the target group's opinions and attitudes can be changed with a proper marketing communication strategy. Companies can influence others by raising

awareness of the importance of the accessibility of their product and shaping consumer attitudes with other organizations.

Another literature review conducted by Williams, Brison, and Pegoraro (2023) discussed the ability of sports marketing to promote diversity, equality, and inclusiveness. According to them, the marketing of diversity, equality, and inclusiveness still needs to be improved, and, for example, sports organizations still need to achieve significant progress in these areas. In the article, Williams et al. (2023) point out that there is a lack of research on diversity and inclusiveness, especially in sports marketing research. Furthermore, they recommend being more inclusive in their samples, recognizing that differences exist and are vital in terms of real movement. (Williams et al. 2023.)

The study conducted by Hu, Cottingham, Shapiro, and Lee (2023) researched the representation of reduced mobility and disabled athletes in the media, especially among wheelchair rugby, and found out that, even though the media often presents disabled athletes as sources of inspiration, it rarely treats them as competitive and elite-level athletes. In addition, the study noticed the general experience that able-bodied sports experienced more marketing, campaigning, and consumer commitment when disability sports are often displayed only with annual news briefs and short clips covering selective tournaments. Market position refers to the ability to change or influence how the consumer experiences or thinks about the presented product. (Hu et al. 2023.)

These studies suggest that there is a need for more to bring the voices of people with reduced mobility and include them in marketing communications. It will provide a common good for society and create positive attitudes towards companies that promote inclusiveness and show being socially responsible.

Sustainable marketing should consist of inclusive marketing. Inclusive marketing considers everyone when a company is communicating about its products. According to Daykin (2022, 7), inclusive marketing refers to marketing strategies, tactics, and technologies that create a welcoming and belonging feeling for consumers of demographic or societal groups considered underserved,

marginalized, or legally protected. The main objective is to communicate the differences, including ethnicity, race, gender, age, religion, sexual orientation, body type, presence of disability, or any other factor among people that are respected and valued by the company. (Daykin 2022, 7.)

When communicating social responsibility in marketing, there must be a concern with greenwashing or whitewashing, where the company is covering up unpleasant facts from an environmental, social, or political point of view. According to Joanna Hernik (2015), greenwashing refers to the practice of apparent environmental protection. In addition, greenwashing shows a false light in the marketing strategy, which is meant to lie. Greenwashing organizations present positive environmental characteristics and hide the negative ones. This can create a misleading positive image of their overall environmental impact. (Hernik 2015; Rahman, Park & Chi 2015.) Using this is the desire to create a positive image, convince potential customers, and classify themselves as better than their competitors. In addition, greenwashing gives society a false impression of the expectations of an environmentally friendly and clean company, which is not the reality. (Hernik 2015; Rahman et al. 2015.)

Kotler et al. (2020, 627) suggest that good ethics are a cornerstone of sustainable marketing. If a company operates unethically in the long run, it harms customers and society. This will eventually further damage a company's reputation and effectiveness. Kotler et al. (2020) noted that companies need to know many legal and ethical aspects surrounding marketing communications. Even though companies try hard to communicate openly and honestly with consumers, there is a risk of abuse, and public policymakers have developed a substantial body of laws and regulations to govern advertising, sales promotion, personal selling, and direct marketing. (Kotler et al. 2020, 436, 627.)

3.3 Meaning of marketing communication

Effective marketing communication and understanding the marketing environment require a deep knowledge of interactive communication and cultural context. As described by Kotler et al. (2020, 425-426), the communication process includes nine key elements: sender, encoding, message, media, decoding, receiver, response, feedback, and noise (Figure 2). The sender must code the message to resonate with the target group, and the receiver must be involved in the process so that the message can be decoded effectively. The sending and receiving of the message should take place through media that reaches the target group, and the development of feedback channels is essential. The receiver then creates a response to the message. Companies must be prepared to be good responders to messages sent by consumers. (Kotler et al. 2020, 425-426.)

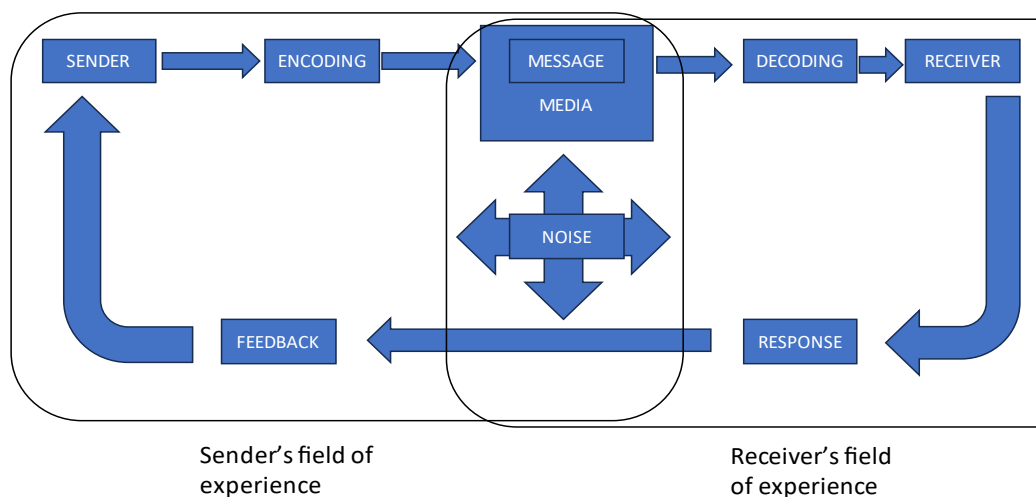


FIGURE 2. Elements in communication process.

Eagle, Czarnecka, Dahl, and Lloyd (2021) point out that the challenge of marketing communication is to ensure that the sent message is interpreted in the way the sender intended. This requires an understanding of how messages are encoded and decoded in a cultural context, as cultural differences such as norms and communication practices can affect receiving the message and how the message is perceived. They noted that everyone receives up to 4000 brand messages daily, which the brain processes at different intensity levels, and marketers

need to understand how messages are delivered on other social media channels. (Eagle et al. 2021, 35, 39–40.)

Integrated Marketing Communication (IMC) is a combined strategic approach where a clear, consistent, and compelling message of the organization and its product is integrated and coordinated using the company's many communication channels (Kotler et al. 2020, 666). Today, modern strategies have changed from traditional mass communication to more personalized, customer-centric, and technology-driven approaches, often referred to as integrated marketing communications (Fill & Turnbull 2016, 326).

According to Fill and Turnbull (2016), integrated marketing communications (IMC) seeks to integrate multiple elements such as communication tools, messages, marketing mix, branding, strategy, technology, employees, and offices to create a coherent and unified message to a target audience. The main idea of integration is that all marketing elements and tools should be seen and used as a single unit to enhance communication and messages to achieve strategic goals. Different marketing communication tools and messages, such as advertising, direct marketing, and PR, should be combined in such a way that they reinforce and complement each other, providing a consistent brand experience for customers. Integration should also be extended to technology and the internal culture of the organization, and it requires cooperation both within the organization and with external agencies. (Fill & Turnbull 2016, 332-335.)

Influencer marketing has become a significant part of social media strategies, where people perceived as experts recommend products or services. Influencers can be, for example, bloggers, Instagram influencers, or YouTubers, and their effectiveness in marketing varies. (Eagle et al. 2021, 190.)

Sponsorship helps to increase awareness and improve the company's image or its products and services. According to Eagle et al. (2021), this is often achieved by financially supporting various events or organizations, such as sports clubs or charities. Although sponsorship is not usually considered a part of public relations because it pays for visibility, sponsorship often pays for distributing a

predetermined message. When used strategically, sponsorship can enhance a company's message by linking it to a prestigious event. (Eagle et al. 2021, 282-284.)

Albrecht, Green, and Hoffman (2023) stated that seminars allow companies to share their expertise and knowledge about a topic, issue, or industry. These can be done in person or virtually and are an excellent tactic for developing trust and building consumer relationships. They have additional advantages, including increasing brand awareness and introducing new products or services, which may ultimately lead to increased sales. (Albrecht et al. 2023, 553.)

According to Fill and Turnbull (2016), the role of fairs and exhibitions is significant in marketing communication. These events provide an opportunity to introduce new products, build brands, and demonstrate products effectively and credibly. Albrecht et al. (2023) pointed out that trade shows allow company representatives to visit with existing customers to grow current sales and further strengthen their partnership. Moreover, businesses have the opportunity to engage with clients. Additionally, at these events, the company can effectively convey the message about how its products can address and resolve problems or fulfill needs. This holds significance in the B2B market as such gatherings serve as communication channels among various stakeholders. It is also essential to consider fairs and exhibitions as part of a broader marketing communication strategy. (Full & Turnbull 2016, 527-531; Albrecht et al. 2023, 543-544.)

Digital marketing includes using digital tools, data, technology, and traditional marketing communication to achieve marketing goals (Chaffey & Ellis-Chadwick 2022, 5-6). These techniques include search engine marketing, content marketing, and social media marketing, which are central to gaining new potential customers and maintaining existing ones. However, according to Chaffey and Ellis-Chadwick (2022, 5-6), it is essential to integrate these digital technologies with traditional media, such as print and TV, in multi-channel marketing communications. (Chaffey & Ellis-Chadwick 2022, 5-6.)

There are three main media formats: paid media, owned media, and earned media, and each of these offers a unique way to reach and influence potential customers online. Paid media means that it is invested to pay for visitors and conversions through search, display ad networks, affiliate marketing, print, TV ads, and direct mail. Owned media means owned by the brand and includes all the social media channels, websites, blogs, email lists, retail stores, and brochures. Earned media consists of all that has been given to publicity, including influencers, word-of-mouth, and viral videos. (Chaffey & Ellis-Chadwick 2022, 5-6.)

Content marketing can have a meaningful impact on delivering more detailed information regarding these themes. It provides deeper knowledge of specific issues in society and, at the same time, promotes the products and how they can benefit and give solutions to these issues. Content marketing means the management of text, rich media, audio, and video content aimed at engaging customers and prospects to meet business goals, which will be published through print and digital media (Chaffey & Ellis-Chadwick 2022, 63). These can be, for example, articles talking about inclusivity or equality on a company's blog page.

Search engine marketing (SEM) is an essential aspect of digital marketing. Most online users find content through search engines using specific keywords and phrases. SEM provides optimal ranking in search results, and sites with higher rankings that typically garner more traffic. (Fill & Turnbull 2016, 631.) According to Fill and Turnbull (2016), there are two primary techniques for SEM, which are search engine optimization (SEO) and pay-per-click (PPC). SEO aims to develop web pages infused with appropriate keywords, high-quality links, and relevant content (Fill & Turnbull 2016, 632). Every search engine uses a unique algorithm to match user queries with web page content. Emphasis on SEO has evolved from just keyword density to a broader understanding of key phrases, comprehensive content quality, and the influence of social media. (Fill & Turnbull 2016, 633.)

Kotler et al. (2020) point out that public relations (PR) reach many prospects when a company's core function is to project an organization's identity, influencing the image that is perceived by different stakeholders (Kotler et al. 2020). Fill

and Turnbull (2016) emphasize the three significant roles of PR. Firstly, it creates goodwill and stimulates interest between an organization and its stakeholders. Secondly, it supports the organization's marketing activities by integrating with the broader marketing communications mix, suggesting that PR and advertising have roles that complement one another. Thirdly, PR is crucial in establishing and nurturing relationships, promoting interactions and dialogues, and facilitating constructive communications. (Fill & Turnbull 2016, 393.)

Email marketing is still an essential and growing digital marketing tool. Emails can be effective when sending directly targeted and personalized messages, but the increased spam creates challenges in providing added value. Email marketing has two key features. First, email messages can be targeted to clearly defined target groups and individuals. Second, messages can be personalized and adapted to the needs of individuals. (Kotler et al. 2020, 523.)

Fill and Turnbull (2016) pointed out that organizations need to manage outgoing and incoming messages. Managing incoming emails provides an opportunity to build email lists and provide high-level customer service, which in turn builds trust. Action-oriented emails that consider the interests of the target audience and track their behavior are particularly effective. (Fill & Turnbull 2016, 651.)

Kotler et al. (2020) defined social media as independent and commercial online social networks. In these networks, people interact to socialize, sharing messages, opinions, pictures, videos, and other content. Social media allows for connecting with consumers across these networks and allows marketers to target audiences precisely. Online advertising is one of the best ways to turn the sharing potential of a social network's huge user community into real income, but the successful integration of brand content into user content can be risky and, in the worst case, can be poorly planned and feel like an unwanted distraction to users, which can alienate users. (Kotler et al. 2020, 525; Albrecht et al. 2023, 551.)

According to Kotler et al. (2020), digital marketing also includes posting digital video content on brand websites or social media sites. Good online videos can engage consumers and, in some cases, go viral. Viral marketing is a digital

version of word-of-mouth marketing. It involves creating videos, ads, and other marketing content that are so engaging that consumers will seek them out or share them with others, which makes viral marketing advantageous because it is inexpensive. Kotler et al. (2020) noted that marketing cannot, however, control where their viral messages end up. Content can be created, but it is useless if it does not hit the audience. (Kotler et al. 2020, 524.)

Facebook, whose parent company is now called Meta as of 2021, is one of the largest social media platforms. Facebook is a miniature platform that reaches a global audience. In general, a growing percentage of its users are from older age groups, while teenagers use other platforms such as TikTok, Instagram, YouTube, and Snapchat. (Albrecht et al. 2023, 553.)

Instagram is known to be one of the most popular social media platforms, which has grown exponentially over the last decade. Instagram has one billion monthly users, and the platform mainly attracts a younger demographic, mostly under 30. Nowadays, when Meta owns Instagram, it enables Facebook and Instagram to be cross-published on two platforms simultaneously, which allows the company to increase the reach and repetition of messages effectively. The integration of Facebook and Instagram also enables the company to monitor and manage its campaigns on both platforms easily and get better campaign effectiveness in terms of clicks, views, and website conversions. (Albrecht et al. 2023, 553.)

LinkedIn is a social media platform for networking, partnerships, and employment opportunities. LinkedIn The number of members is close to a billion. Marketers can target consumers in different ways, such as with articles, the LinkedIn live streaming feature, and newsletters, and it serves as an essential tool for communicating with professionals in the B2B industry. (Albrecht et al. 2023, 553.)

X, before known as Twitter, is generally seen as a microblogging news and networking site. Users usually send shorter messages called tweets. X is also a popular B2B digital marketing tool to reach business customers. (Albrecht et al. 2023, 554.)

TikTok is currently one of the leading social media platforms worldwide, where short videos are shared and created. The concept is based on short-format videos that offer users an expansive selection of sounds and pieces of music, special effects, and filters (Radin & Light 2022). TikTok's platform differs in terms of digital communication. As Guarda, Augusto, Victor, Mazón, Lopes, and Oliveira (2021) mentioned, TikTok's impact on consumer behavior in education and marketing has considerably changed the relationships and behavior between businesses, consumers, and followers. (Guarda et al. 2021.) Understanding TikTok and using it effectively in marketing communications can help companies build a stronger relationship with their consumers and promote their brand identity innovatively.

To start executing a marketing communication plan, it can be more helpful to the marketing team to use a marketing communication framework that processes accordingly from the beginning to the end. The two most known frameworks are the SOSTAC® model and the PASTA framework. According to Theo Zweers (2015), the SOSTAC® model is a strategic framework that provides the structure for developing a plan. The SOSTAC® method is designed to support the process of realizing a marketing plan, which can be used for online planning. It includes situation analysis, objectives, strategy, tactics, actions, and control. (Zweers 2015.)

The PASTA method developed by Theo Zweers (2015) is a marketing communication planning framework that arose from a need for a more practical planning model compared to other strategic models such as SOSTAC. The model has the same elements as SOSTAC, but the PASTA method emphasizes understanding the target group and creating a customer profile. The PASTA model focuses more on operational than strategic planning. The PASTA method has five parts: Problem definition, Analysis, Strategy, Tactics, and Action (Figure 3). With the Pasta framework, the marketing team can identify their target group objectives, position themselves in the market, develop an effective proposal, and implement the right tactics in the field of digital marketing. (Zweers 2015.)



FIGURE 3. Pasta framework (Zweers 2015, modified)

4 PASTA FRAMEWORK MARKETING COMMUNICATION PLAN

In the upcoming section, a marketing communications plan is going to be outlined, specifically tailored for Company X using the PASTA framework as a practical guide. The main focus will be promoting DEI, which will, on a bigger scale, lead to more socially responsible operations by the company, its customers, and potential customers in the market. DEI refers to diversity, equality, and inclusivity. Through the PASTA model, a company can define a problem, conduct the necessary analysis of the issue, plan strategy and tactics, and then implement them to the action, which after comes evaluation of the performance. This strategic and operational approach will ensure the communication plan goes in logical order, to reach the objective. The evaluation stage is good to include because this allows the marketing team to measure the success of the strategy, provide information to make necessary changes and ensure the plan stays on track and meets the objectives. Figure 4 shows the main key points that each section includes.

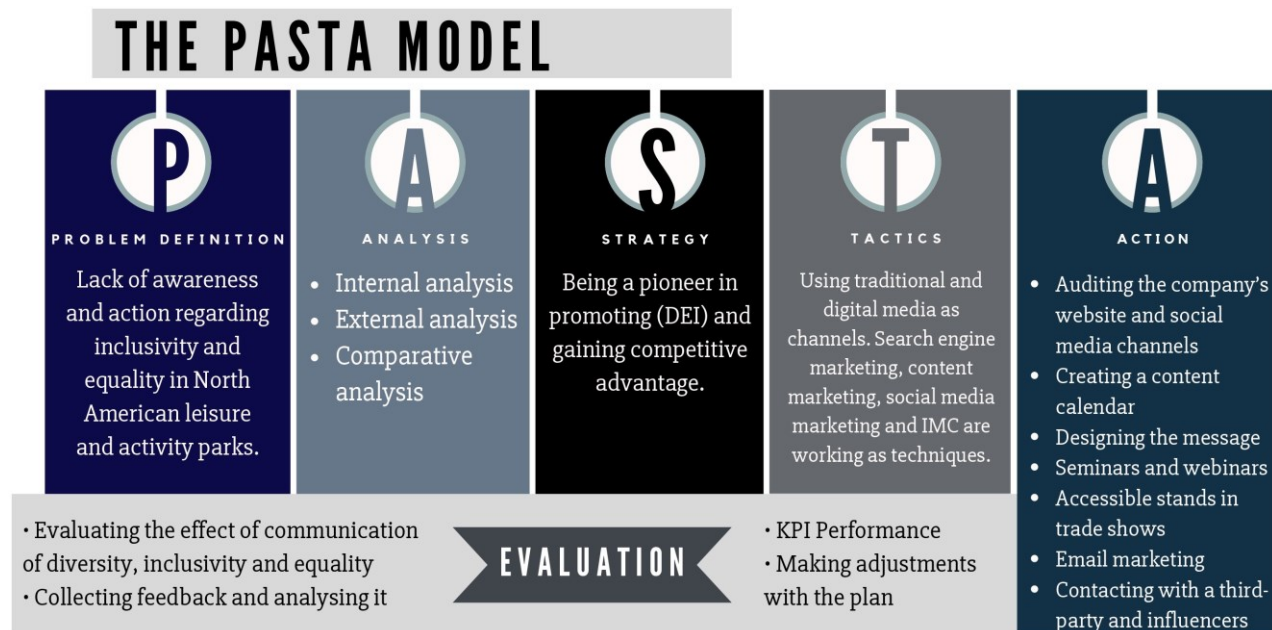


FIGURE 4. PASTA Framework plan for Company X.

4.1 Defining the problem

First, the task is to define the problem. Zweers (2015) stated that an organization must gain knowledge about the organization, product, and service and what the client is asking for. When an organization indicates the root problem, it can seek out the reason why. (Zweers 2015, 3.)

The problem definition with this thesis is that in the target market, there is a need for more knowledge about inclusiveness and accessibility, which leads to inequality, especially for customers with reduced mobility in the service offering. For example, although numerous locations are open to the public, not all are accessible to everyone. Some may lack ramps for wheelchair users, tactile routes for the visually impaired, sensory rooms for individuals with sensory hypersensitivity, or challenges for overweight people to access equipment or spaces with weight limits.

The problem definition looks at how the company can gain a competitive advantage with its communication strategy. The next question is, how can the marketing team communicate through digital media and traditional media to raise awareness of inclusiveness, equality, and diversity and encourage action to create a better and more accessible environment for all? In addition to everything, this enables Company X's customers and potential customers to take steps towards better accessibility for their customers by, for example, improving facilities where it is easier for all customers to move around. This will improve customers' social responsibility and be more sustainable locally.

4.2 Analysis of the views and practices in the market

Next, analyzing the market and the environment where the Company X operates and the product exists helps the company understand what information they need when creating an operational plan. According to Zweers (2015), there must be a planned examination of the organization, the customers, the product, and the competition. The analysis consists of internal and external analysis. As Zweers

(2015) noted, the internal analysis consists of questions about organizations, their customers, strengths, the problems they are facing, and how the public views the organization or the product. It is a way to understand where the organization currently stands. The external analysis provides information about the market, how the market is defined, and where the organization operates. The external analysis includes information about customers: who are the customers and users, and what interest groups are important? In addition, who are the competitors, and how do they act online? (Zweers 2015, 3.)

This plan consists of internal, external, and comparative analysis. The internal analysis includes written interviews with the sales and marketing team to understand their views and practices of social responsibility in communication. The external analysis consists of written questions provided to a service provider who cooperates with the corporate client. Finally, comparative analysis involves comparing competitors' communication regarding their practices promoting DEI.

4.2.1 Internal Analysis

A written interview was conducted with the marketing team to understand the current marketing strategy regarding the practices and views of where they stand out currently when communicating social responsibility.

Based on the answer by the marketing manager, product communication reflects the importance of inclusiveness and equality. The company's products are designed to serve different customers regardless of age, physical condition, or skill level. The company's goal is to help customers succeed by diversifying their activity offerings so they can reach new customer groups. This message is emphasized at fairs, product brochures, social media, and websites. (Appendix 1, Question 1.)

According to the sales and marketing team, the objective of the strategy is to communicate inclusiveness and equality in terms of products and company

values (Appendix 1, Question 2). The communication focuses on the benefits of the products from the perspective of social responsibility.

The company has implemented several campaigns to promote inclusiveness and equality. In these campaigns, efforts have been made to highlight how the products promote equality and inclusiveness. For example, email campaigns were sent to the current customers and leads of the company's division, emphasizing equality and inclusiveness covering content from email messages to blog post directions. (Appendix 1, Question 3.)

The company has also invested in keyword advertising and social media campaigns. Search-word advertising (Google Ads) focused on the domestic market, and the message content highlighted equal sports experiences, functionality in everyday school life, and a motivating form of exercise. Social media campaigns in the domestic market were related to the benefits of playing sports for everyone regardless of skill and fitness level, feelings of success, a positive effect on social relationships, and the activity of everyday school life. Another campaign's objective was to address the challenges of immobility and, as a solution, the impact of playing sports in daily school life for everyone as a suitable form of exercise. (Appendix 1, Question 3.)

The company has tried to consider the needs and expectations of different stakeholders in its communication. This includes emphasizing how the products promote a positive impact towards equality and inclusiveness, catering to users of various abilities, ages, and genders. Cultural groups are acknowledged through content and marketing communications, for instance, with the cultural diversity of virtual characters and players. Additionally, multilingualism has been addressed with language support translated into several languages. (Appendix 1, Questions 4 & 8.)

The company has not separated the product communication budget from the overall marketing budget (Appendix 1, Question 5). Tools and metrics have been used to measure and evaluate the effectiveness of communication, such as Google Analytics website traffic, search word advertising results, social media

advertising outcomes, email campaign results at trade fairs and events, email marketing effectiveness, and click-through rates of electronic marketing materials like flyers. (Appendix 1, Question 6.)

Based on the answer, cooperation with partners and third-sector operators is an area the company is interested in exploring more from a social responsibility perspective (Appendix 1, Question 7).

The company's challenges in implementing the communication strategy from a social responsibility standpoint include the difficulty in defining terms and concepts in the field. Another challenge is that social responsibility is not always clearly conveyed in many companies' communication, especially in the target country. However, the company believes that in the coming years, this topic will receive more emphasis in the industry. (Appendix 1, Question 9.)

According to the marketing team the company values inclusion and equality, especially in its product communication. According to the marketing manager, products contribute to social responsibility by being inclusive and providing equal access for everyone. A marketing team has already been created to complement the message of their products, fulfilling this need with several campaigns. The company sees the importance of social responsibility in communication growing in the industry in the future.

4.2.2 External Analysis

The external analysis includes conducted written interview answers from service provider for Company X's client. The client offers leisure services. Service provider's services include helping individuals with physical challenges and special needs. The purpose of the interview was to gather information about the client and service provider's operations and their perceptions and experiences regarding social responsibility, which mainly concerns inclusive services that would promote equality in service provision. In addition, the challenge added a question

about possible cooperation with the third sector, for example, with a non-profit organization that would promote more social inclusion.

According to the service provider and Company X's client value the importance of inclusiveness, equality, and diversity, although approaches and implementation might be different. Through their marketing activities, the client and the service provider have understood the importance of inclusivity. According to the service provider, they have taken steps to train staff to understand and apply these values and their importance. Furthermore, they have specially produced inclusive and adaptive services, which help to approach the inclusive principle in services and marketing, which promotes equality and diversity fundamentally and comprehensively. (Appendix 2, Question 1.)

From the service provider's view, it appears that different locations' approaches to social responsibility vary. For example, the client has organized sensory play events at selected locations. Other locations have made their websites accessible but have not emphasized sensory play events as prominently. This contrasts with two other service providers, whose websites do not mention sensory play events or emphasize inclusivity and accessibility, suggesting that these providers may not emphasize these aspects of social responsibility. (Appendix 2, Question 2.)

The service provider stated that the corporate client and its partners have already taken significant steps to meet the expectations and needs of various stakeholders, with particular attention to inclusivity and equality. For example, the corporate client introduced sensory play events in selected locations, which would demonstrate its commitment to providing a more inclusive environment. According to them, there would still be room for growth by ensuring these events are more widely accessible in all locations. (Appendix 2, Question 3.)

The service provider believes that it stands out better as a dedicated initiative, which means that, for example, it also offers services to people with disabilities. They provide certified training courses and programs that equip professionals in settings with the skills to support individuals' motor and cognitive development as

well as sensory regulation and overall well-being. They include operations to bridge the existing gap by ensuring that activities are accessible to everyone, serving as an inspiration for others. Based on the interview, they are dedicated to promoting inclusivity and equality by giving all stakeholders a voice. They aim to set an example in the entertainment industry by being more inclusive and accommodating towards stakeholders irrespective of their backgrounds. (Appendix 2, Question 3.)

According to the service provider, collaboration with third-sector organizations has mostly been grassroots efforts. For example, Infiniteach has been cited as a grassroots company focused on autism inclusion and neurodiversity. Additionally, while physical therapy and other rehabilitation therapies promote inclusivity, they typically do not encourage the use of services, but this attitude may be changing. In addition, Service provider mentioned larger non-profit organizations such as Impactful Ninja, CatchaFire, and Naedi that promote inclusion. Company X could connect with these organizations in the future. Finally, they state that while the emphasis on social responsibility, inclusion, and diversity is still growing within the leisure service sector, collaborations between these businesses and third-sector organizations are often initiated through grassroots efforts. (Appendix 2, Question 4.)

Chaffey and Ellis-Chadwick (2022) highlighted that when creating a competitive advantage, the marketer needs to know how to satisfy customers better than the competition. This means analyzing who the competitors are, what they are good at, what their strengths are, where their weaknesses are, what they are planning, where they want to take the company, and how they behave. (Chaffey and Ellis-Chadwick 2022, 70–73.) Comparing other competitors' communication helps determine how competitors communicate their inclusiveness and equality in their social media, websites, and advertisements. With comparison, it can be recognized industry best practices for communicating.

There are several key competitors who specialize in providing equipments to these playgrounds. An external analysis includes comparing three competitors in the market. For competitive reasons, these companies are named Competitor A,

Competitor B, and Competitor C. Competitor A provides a technology product designed to promote activity and learning mostly in public sector. On the other hand, competitor B offers products designed for leisure centers and recreational destinations, aiming to enhance visitor engagement and enjoyment. Additionally, Competitor C offers products that focus for leisure activity and are meant for both adults and children, making it suitable for settings such as leisure centers.

Comparative analysis provides information on the findings concerning how these companies communicate and embrace inclusivity, diversity, and equality on their websites and social media. In addition, the analysis focuses on their digital presence by using the data that was provided by Company X, mainly through their websites and social media channels, to determine if and how these themes are integrated into their messaging.

Competitor A is using a website and other social media platforms such as LinkedIn, X, and Facebook. It is evident that while they exhibit their product offerings, there are no mentions of promoting inclusiveness, equality, or diversity. This suggests that either these themes are not part of their core communication strategy, or perhaps they might be addressed in a less direct, more internal manner.

Competitor B stands out with its product offerings, including more physical activity targeting leisure locations. Although their digital presence is on multiple platforms like Instagram, Facebook, YouTube, X, and LinkedIn, their content is a similar pattern to competitor A. The themes of inclusivity, equality, and diversity seem to be missing or perhaps non-existent from their external communications.

Competitor C creates technology that brings physical movement and entertainment. Their product seems to be provided to individuals of all age groups, including adults and children. The product can be found in sports facilities and public areas. When exploring their social media presence, they can be found on platforms like Facebook, Instagram, and YouTube. Their content, dominated by product demonstrations and user interactions, does not overtly address or promote inclusivity, equality, or diversity themes.

Company X can be found on all social media platforms like Instagram, LinkedIn, YouTube, TikTok, and Facebook, except X. For instance, Facebook has already highlighted how their product is suitable for everyone - from children to adults, regardless of age, background, or ability. They communicate on their website that it is essential that every person has the right to joy and movement regardless of age, gender, or ability. Their products promote well-being, maintain health, and help people learn new skills. They mention their commitment to the flagship product, providing inclusiveness, and accessibility and that it ensures everyone, regardless of physical ability, can participate and use it. Company X posted on Instagram and Facebook several publications regarding disabilities and how important it is to embrace the movement regardless of ability.

In a few posts, they include in the pictures and videos people with different backgrounds, ethnicities, ages, and skills, which creates a more inclusive perspective for viewers. Another post directly discusses the essentials of inclusivity and equality. On their website, they have a blog page where they have posted more content. They promote and educate about the importance of accessibility and equality. On other social media channels, such as TikTok and YouTube, they have brought content that includes people with different backgrounds but have not yet to promoted DEI.

These findings show the lack of communication by competitors in the industry when it comes to DEI. Although these companies promote solutions, it seems like they are not publicly advocating for these social issues. They may address these issues internally. They do not reflect that in their communications. This gives the company a chance to set itself apart by giving importance to these themes, especially if others in the industry do not consider them relevant to their operations. Having analyzed the current landscape, the thesis will move to strategy to create objectives for Company X to communicate its commitment to inclusiveness and equality effectively.

4.3 Creating the strategy

Creating a strategy or concept consists of four models. These are target groups, positioning, objectives, and positioning. These models are interdependent (Figure 5). The target group determines to whom the product or service is marketed. It helps organizations identify essential consumer segments and understand their needs and desires. (Zweers 2015, 4-5.)

In the objectives module, the PASTA method defines the campaign goals into reach goals, which focus on the effective reaching of the target group; process goals, ensuring efficient processing of the message; and effectiveness goals, which aim to achieve concrete behavior, such as purchases or registrations (Zweers 2015, 4-5).

Positioning refers to the distinctive position of the product or service in the consumer's image in relation to competitors. Organizations can choose an informational positioning that focuses on the functional characteristics of the product or a transformational positioning that focuses on consumer needs and values, especially when the products are similar. (Zweers 2015, 4-5.)

The fourth model, proposition, determines the central message and values when the target group and position are known. It reflects the total value offered by the product or service to the consumer, including visible and invisible benefits and how it creates benefits or alleviates the customer's problems. (Zweers 2015, 4-5.)



FIGURE 5. PASTA Framework Strategy (Zweers 2015, 4, modified).

The strategy focuses on the product communication of social responsibility, especially on enhancing the communication of inclusiveness, equality, and diversity through social media channels and traditional marketing communication channels. The goal is to increase awareness and add the strategy to all channels, including the company's new channels such as LinkedIn, TikTok, and X, while maintaining communication on Instagram and Facebook. The thesis uses the IMC approach in marketing communication, where the aim is to combine different forms of marketing communication, such as advertising, sales promotion, PR, direct sales, and digital marketing, to work together and consistently.

Communication activities remain consistent and support the same message and concept. This improves the effectiveness of communication and clarifies for the target group. The purpose is to highlight how the company can have a positive impact on society through its products and services and promote social responsibility from this point of view.

Consequently, the focus is on examining the company's target groups from the perspective of the PASTA model. The plan will examine which target groups are central, how they are defined, what kind of needs they have, and how they are involved in the product. In addition, it is discussed what benefits these target groups seek and what is essential to the product from their point of view.

Furthermore, what kind of media do the target groups use, who are potential partners, and how does the target group usually get information? (Zweers 2015, 4-5.)

Locations are included as Company X's main customers in the target market. The target group consists of individuals and organizations responsible for the daily operation and management of leisure and entertainment locations. Their decisions greatly influence what equipment and solutions are used in these facilities. The marketing team can communicate to them how their products can enhance the customer experience and security measures and foster inclusivity and equality. Company X's products can give solutions and assist owners and managers in attracting a range of customers while also improving accessibility within their facilities. The focus is on explaining how the products provide solutions and can assist these owners and managers in attracting a range of customers while also improving accessibility within their facilities.

This target group also includes all those who work daily in leisure locations. This includes managers, instructors, maintenance workers, and other personnel in the leisure locations. They may be interested in how the company's products can facilitate their work and ensure that their locations are safe and inclusive. In Company X's communication with this group, it is essential to highlight how their solutions can make daily work smoother and give customers the opportunity to offer better experiences.

Cooperation with non-profit organizations can strengthen Company X's commitment to inclusiveness and social responsibility. Partnerships or engagements may include joint ventures, jointly organized events, or marketing campaigns that showcase how Company X's products align with broader social goals. This collaboration not only strengthens Company X's message but also strengthens its credibility as a socially responsible company while helping nonprofit partners create positive social change.

Potential non-organizations, like the YMCA, The Boys & Girls Clubs of America, and the National Inclusion Project, offer significant benefits to the company in

cooperating. For instance, on the YMCA website, the organization mentions social responsibility programs to promote positive change in inclusivity and connect people of all generations, backgrounds, and perspectives (YMCA n.d.). The Boys & Girls of America also has messages about inclusion, and on their webpage, they mention being committed to promoting safe, positive, and inclusive environments supporting all youth and teens (The Boys & Girls of America n.d.) The National Inclusion Project promotes inclusivity, especially for children. Their mission is to make the inclusion of children with disabilities an expectation. (National Inclusion Project n.d.) YMCA is present on Facebook, Instagram, X, and YouTube. The Boys & Girls Clubs of America can be found on Facebook, Instagram, LinkedIn, X, and YouTube. The National Inclusion Project is present on Facebook, X, Instagram, and YouTube.

End users, meaning individuals who are using the product in leisure locations, where Company X's products are used, forms a significant target group. Company X strives to deliver its message directly to these end users, including those with physical limitations or disabilities. The goal is to offer versatile and accessible leisure experiences for all backgrounds and abilities. End users, especially people with reduced mobility, can be informed more about where they can find these locations to feel included better.

Conferences and organizations within the sports industry are target groups in Company X's strategy by offering support and resources to enhance its advertising efforts and strengthen its market presence in the sports and leisure industry. By attending industry conferences, Company X can establish connections with professionals and potential collaborators, emphasizing the importance of their products in equipping leisure locations. Working with these organizations can result in initiatives and marketing endeavours that highlight Company X's products.

Positioning creates a distinctive position compared to competitors in the consumer's perception. Zweers (2015) points out that an organization can choose an informational positioning focusing on the functional attributes and benefits of the product. However, choosing a transformational positioning responds to the

customers' needs. (Zweers 2015, 5.) Company X is positioning itself as a company that actively promotes DEI and communicates the practical benefits of its products. Company X's products provide solutions to meet the demands of customers who prioritize an accessible and more responsible environment, that provides comfort and easy-to-use services for everyone. This creates an advantage in positioning Company X as a company that provides solutions tailored to market needs.

The proposition defines how it can offer a unique and attractive overall message to its customers, especially in its communication of inclusivity and equality (Zweers 2015, 5). In Company X's product communication, the value proposition is strongly related to DEI and accessibility. The company's central message is to offer its customers a total solution that emphasizes these values and enables all customers to participate effortlessly. Company X strives to communicate openly and effectively that its products and services support diverse needs and that play leisure locations are accessible and enjoyable for all customers. This value proposition attracts customers who share these values and want to support a company that takes responsibility for societal and social issues.

4.4 Setting tactics

Tactics include determining communication tools, devices, and techniques that will be used in the communication strategy. Devices mean what channels are used to achieve the desired goal. Channels can be traditional, such as print newspapers and magazines, television, or digital devices, meaning desktop, laptop, and smartphone with internet access. Communication tools are tools that marketers use to communicate. These are advertising, sales promotion, radio, direct mail, and retail promotion. Websites, apps, emails, banners, and mobile marketing work as digital communication tools. (Zweers 2015, 5-6.)

According to Zweers (2015), techniques determine how these communication tools are used. For instance, these can be search engine marketing, behavioral targeting, and affiliate marketing. In other words, once the strategy is defined,

which is to increase awareness of inclusivity and equality and promote it in the target markets, in the tactics phase, we decide which concrete tools and methods will be used to achieve this goal. (Zweers 2015, 5-6.)

Tactics include email marketing, such as newsletters and promotional emails. Social media is important when trying to communicate these themes. This includes social networking sites like Facebook and LinkedIn, microblogging platforms like X, video and image-sharing platforms like Instagram and TikTok, and social communication apps like WhatsApp. The marketing team should use content marketing and online advertising. Content marketing includes blog posts, infographics, and webinars. In addition, influencer marketing and search engine marketing will be used.

Company X must use the integrated marketing communications (IMC) approach, which means that the company combines different communication channels into one unified and consistent message so that the brand's message is constantly consistent at different touch points. For social media platforms like TikTok, Instagram, LinkedIn, Facebook, YouTube, and X, it is essential to consider how each channel works to convey messages to their audiences. For example, TikTok and Instagram emphasize visual content and can offer playful, short clips, while LinkedIn focuses on professionalism and allows for more in-depth conversations and collaboration. The whole company, especially the ones who are involved in implementing marketing communication, has to be educated and aware of these terms so everyone is aligned on how to execute the campaign.

4.5 Taking action

When the problem has been defined, analysis gathered, strategy determined, and tools and resources have been established, content can be developed to carry out the messages. This includes creating ads, designing e-mail campaigns, and ensuring that websites and social media channels are updated and developed. The action step includes creating a schedule, determining a budget, and designating people, and which channels are being used. (Zweers 2015, 6.)

Company X's marketing approach is centered around developing social media campaigns and creating content that promotes its objectives in the target market. The company should first train its employees on the ideas and concepts regarding social responsibility and what the company is trying to obtain with the campaign. When everyone in the marketing team is well informed regarding the concepts, the team can start the process by auditing social media platforms and websites. This means examining their current social media channels, for example, to see how they communicate inclusiveness and equality across all their channels and what needs improvement. The goal would be to identify possible shortcomings or areas where inclusiveness and diversity are not clearly visible or consistent.

At the beginning of the campaign, the marketing team should create a clear message that helps to resonate with and engage customers. Kotler et al. (2020) pointed out that there are three types of appeals: rational, emotional, and moral. Rational appeals connect with the audience's self-interest, which means that the product produces the desired benefits. (Kotler et al. 2020, 429.) For the company, this means communicating clearly how the product benefits from achieving DEI. Emotional appeals attempt to awaken negative and positive emotions to motivate a purchase. Company X could use storytelling in their communication, which strikes an emotional chord. Moral appeals are directed to the audience to determine which is right and which is proper. The marketing team can include messages that urge people to support social causes, for example, by creating more accessible places.

According to Kotler et al. (2020), a marketing communicator needs to create a vital format for the message. This means using headings and subheadings to make the text easier to follow and understand. Headings make it easier to emphasize the crucial points of the message. Kotler et al. (2020) recommend using eye-catching pictures and headlines, distinctive formats, message size and position, and color, shape, and movement to attract attention. (Kotler et al. 2020, 429.)

The marketing team must make sure to include a picture of the diversity of people, particularly people who use wheelchairs, when publishing content regarding inclusivity. A clear and readable font and size should be defined, and the font

should be made large enough so that it is easy to read on different devices. Hashtags need to be designed so that they represent the publication well. Using hashtags on social media can boost your visibility. They serve to categorize and organize posts related to topics. This will help the company reach out to target audiences who share an interest in promoting inclusivity and equality. Moreover, hashtags play a role in raising awareness, fostering recognition, building a sense of community, and ultimately encouraging participation. Communication should consist of sentences that are concise and ensure the company's line to promote diversity and equality. Examples of such statements could include:

- “We value the backgrounds and experiences of everyone and strive to provide equal opportunities for all.”
- “We are committed to creating an environment where everyone feels heard and valued.”
- “We are eager to hear diverse perspectives and consider them in our decision-making.”
- “We respect and value diversity and continuously strive to promote equality and inclusiveness in our operations.”
- “It is important to us that our services are accessible and understandable to everyone.”
- “Welcome to our event! It is open to all.”






The marketing team should use images and visual elements in the posts that showcase DEI. The individuals represented in the pictures should encompass all age groups, genders, ethnicities, and backgrounds. As Fill & Turnbull stated, carefully crafting messages is an essential part of messaging strategy, as it helps avoid objections and opposing views. It is important to design messages so that they do not encourage objections or negative views, which in turn can affect the effectiveness and reception of the message among the target audience. (Fill & Turnbull 2016, 554.)

Companies should avoid creating stereotypes in their messages. The bright colors are aesthetically pleasing and easy on the eyes. The length of the text should be reasonable depending on the social media platform or website. The company

must include inclusive language, avoid gendered language, and use neutral terms when possible. When referring to a person who uses a wheelchair, it is better to use a person who uses a wheelchair and not a person in a wheelchair. In a gender-neutral context, the marketing team should avoid gender-specific expressions such as 'man' or 'woman' when 'person' or 'individual' works just as well. Respecting the names and terminology of different cultures is essential. When referring to external sources, the marketing team should ensure the links work, the sources are reliable, and they link to referrals that support the theme of DEI. Furthermore, the marketing team will be well-equipped to understand the significance of using language and have the required tools to acquire and implement it. This could include training, workshops, or resource lists.

Planning a content calendar helps the marketing team stay up-to-date and consistent on the campaign, which will ensure that the content is versatile and shared regularly. Each week should focus on a specific theme of DEI. The marketing team should prioritize promoting interactive discussions where people are encouraged to join. This will significantly boost engagement and create a sense of community. If the team has planned the calendar, it must still be flexible and ready to change if new trends and new information emerge. The team must plan the content, considering the events and the campaign and ensuring all available resources. Finally, the content can be produced according to the calendar. Table 1 is an example of a content calendar and how the marketing team could implement it. The calendar includes month by week, what is implemented in different digital marketing channels. The calendar also shows that the function of different channels is dependent on one another. For instance, social media and email marketing can be used to invite individuals to events or to encourage them to read the latest information or articles on a company's website or blog page. For example, when a company publishes a blog post that promotes inclusivity and equality for people with reduced mobility, it must notify customers and end users through other channels so that they know about the blog post.

TABLE 1. Proposed content calendar for DEI campaign.

Month	January				February		
Week	1	2	3	4	5	6	
Website 	Update websites with current information.	Publish a blog post that elaborates on the infographic and provides a deeper analysis of inclusivity in the industry.	Create a white paper about the lack of awareness of inclusivity and accessibility.	Post an in-depth interview with a company leader or employee focusing on the importance of inclusiveness and equality in the company's values.		News release about the partnership and its significance.	
Blog Posts 	Analyze market research results on inclusivity and equality in product communication in North America.	Create a blog post about the importance of inclusivity and accessibility.	A post about North American market trends from the point of view of inclusiveness and equality.	Deep exploration of how the company considers different needs and cultures in its product development.		An article describing how a company trains its staff to understand the needs of different cultures.	
Events 				Create a structure for a webinar/seminar regarding inclusivity. Create pitch or PowerPoint for the seminar/webinar.		A seminar/webinar is scheduled to be held.	
Social Media 	Share the same video/article with a text about the company's commitment to diversity. Post a story about how CSE Entertainment's products support equality and inclusiveness in North America.	Twitter: Share an informative infographic about the significance of inclusivity in your industry. Include a link to your website for in-depth information.	Instagram Stories: Introduce a product, maybe a quick demo video or customer feedback. LinkedIn: Publish an article highlighting best practices in inclusivity and equality in the North American market.	Facebook & LinkedIn: Publish a post about CSE's efforts to promote equality and inclusiveness.	Instagram: Photo of the team participating in an event promoting equality.	Facebook & LinkedIn: Share an article about the importance of diversity in business.	LinkedIn: Introduction of a partner and their contribution to equality.
Email Marketing 			Send a targeted newsletter to your B2B clients , featuring case studies of how inclusivity and diversity have positively impacted businesses in your industry.	Send a newsletter highlighting the interview and inviting customers to share their experiences with inclusivity.	Newsletter inviting customers to join seminar/webinar regarding the significance of inclusivity and equality in the industry.	A newsletter highlighting the company's weekly efforts to promote inclusivity and equality in North America.	

The company's website is an essential source for getting more information. The proposed action could be to have the marketing team create consistent articles on the blog page and LinkedIn. The marketing team can, in this way, write more widely, for example, about the importance of inclusiveness and accessibility in locations and include instructions for a more accessible environment. In addition, it is essential to have articles with resources. Adding sources to publications can heighten the meaning of the message. For example, the publication can mention research results related to the lack of accessibility in locations or based on the company's own interview related to how generally the location is. This way, it can create a reason for customers to take it more seriously by being the first to take a step towards being more accessible and having a competitive advantage. These subject areas will be more widely considered in the target market.

Each social media channel has unique features, which means that communication must be created accordingly. Conversations, long texts, images, live broadcasts, events, and video clips work on Facebook. The marketing team can create Facebook events for seminars and webinars and share success stories about promoting inclusiveness in companies. On Instagram, the marketing team can use Instagram stories to highlight the company's perspectives and stories about the importance of diversity. In addition, publish pictures and events or situations where inclusiveness and equality are highlighted. TikTok has short, entertaining, and often trendy videos that the marketing team can use to create fun and educational content that emphasizes inclusivity and the importance of equality. There can be interviews, product presentations, and small stories. LinkedIn has expert content, articles, long texts, discussions, and company news.

Facebook is one of the social media platforms out there, presenting an excellent chance to establish communities and create connections with clients. The marketing team can use the Facebook group feature to create communities focused on promoting inclusive exercise and entertainment. Moreover, Facebook's advertising tools offer us the opportunity for targeted promotions that appeal to customers who value inclusivity and equality. Regularly sharing articles, videos, and images that showcase the inclusiveness of products and communicate the commitment to equality is another way company can engage with its audience on this platform.

YouTube offers company the opportunity to publish longer videos that focus on promoting their products and the theme of inclusivity. YouTube provides a platform that delivers more detailed content, including products, interviews, and events, which will deeply engage viewers and resonate on a level.

X, before known as Twitter, is a channel for communication and staying up-to-date with ongoing topics. It is recommended that the marketing team creates an X account, since it is one of the most popular social media platforms in the target market and is used by business-to-business customers. It allows the marketing team to engage with consumers and industry players in time. Through X, the marketing team can share news, updates, and thoughts on inclusivity and

equality while actively participating in discussions and trends. By interacting with their audience, company can enhance their brand's transparency and dedication to inclusion.

TikTok and Instagram Reels are fast-paced channels that focus on visual content. These platforms provide an opportunity to create entertaining videos while creating a meaningful impact on viewers. Company X can showcase its products in a fun and vibrant manner, particularly highlighting how individuals with disabilities or unique characteristics can also partake in these activities. By sharing content, it helps solidify the notion that Company X's products are inclusive and accessible to all.

LinkedIn is a useful social media platform to connect with businesses and industry professionals. Company X can use this platform to share studies and articles about the importance of inclusiveness in business life. In addition, invite other industry professionals to the discussion and openly discuss the company's efforts in these areas. LinkedIn also has the option of writing blog posts with wider content including pictures and hashtags. It is recommended that the marketing team uses this possibility, which can attract customers to find more in-depth information regarding the issues.

In email marketing, it is vital to create awareness. At first, the marketing team can create a catchy and engaging headline. It is the first thing the reader sees and decides whether to read the whole message. Next, after the greeting, the company creates a short introduction introducing the main topic of the importance of inclusivity and equality and how their products promote these topics. For example, this could be an announcement about a new inclusivity initiative or an invitation to an event about inclusivity and equality. The main content can be thorough but concise. The company explains how the products contribute to these subject areas, why they are essential, and their benefits. Using visuals such as pictures and infographics in the message is good. Images and infographics should be relevant and increase understanding. At the end of the message, the company can suggest participation in a webinar, read more from the blog, or give feedback. A clear and inviting call to action encourages action. Finally, it is necessary to

thank the customer for his time and add contact information if there are questions or feedback.

When the company is presenting at the trade show, it is essential that stands and equipment are built to align with the message of what the company verbally stands for. This means the company makes the stands accessible to use and encourages all kinds of visitors to participate, including everyone. This way, the message resonates stronger when actions are aligned with it.

A partnership with the intellectual disability association could provide an opportunity to reach the target audience directly and communicate to them how Company X's products are designed with their needs in mind. Organizations such as the American Association on Intellectual and Developmental Disabilities are often connected to many people who are affected by their activities. They can share information about Company X products in their newsletters, social media, and events. For example, the organization could inform its members about where the nearest testing points for Company X's products are located and even organize joint events or demo days where members can try the products in person.

Company X can map out potential partners, including organizations and influencers with similar values. With each potential partner, it is necessary to assess how their world of values and target groups are suitable for Company X's vision and mission. After this, a personal and value-emphasizing approach is used to create a connection with these actors. After creating connections, it is important to define a common vision and make an action plan that covers all the details of the cooperation. In the implementation phase, continuous communication with the partner must be taken care of so that cooperation runs smoothly.

Collaboration with recognized non-profit organizations like the YMCA, the Boys and Girls Club of America, and the National Inclusion Project could benefit Company X. These organizations can provide Company X access to wider audiences, strengthen its reputation, and boost the message of its commitment. Forms of cooperation could include, for example, organizing joint events or developing special product lines to improve accessibility. Joint marketing, such as the

Company X-sponsored YMCA event in the target market, could also increase the visibility of both parties. However, for the cooperation to be successful, both parties must share the same values and commit to a common goal. Based on the service provider's answers in interviews, there are other larger non-profit organizations promote inclusivity. These are Impactful Ninja, Catchafire, and Naedi. These all promote DEI, and it is recommended that company X contacts these organizations. Company can get valuable information and cooperation when promoting DEI.

Company X could use influencer marketing effectively in cooperation with a former or current Paralympic athlete. Already well-known para-athlete in the world, could act as a powerful brand ambassador, emphasizing the inclusivity and accessibility of X's products in social media posts and events. The athlete's personal experiences and status in the sports community would increase credibility and resonance for the target audience. For example, TikTok could produce entertainment videos where this influencer competes against another person who uses a wheelchair, showing in practice how Company X's products promote equality and inclusiveness. In addition, the partner could participate in seminars and webinars to share their own story and views, giving a unique perspective on the Paralympian's experiences and how X's products concretely support equality and accessibility. This strategy would not only increase awareness of X's products but also build deeper emotional connections between consumers and the brand.

When the marketing team executes critical word advertising, for instance, Google Ads, it should reach the targeted country. The team could take the same approach as done in domestic markets to use message content, for instance, equal exercise opportunities, inclusive exergaming, and accessible exergaming for everyone. Investing in this can bring more visibility.

With seminars and webinars, the company can emphasize its commitment to promoting DEI. These provide an opportunity to share information about the company's products and their design and to discuss issues related to these values more deeply. For example, Company X can present concrete case examples of how their products support the needs of diverse users and promote participation. In

addition, the interactive discussion with the audience creates versatile communication and the sharing of different experiences. Cooperation with different stakeholders, such as disability organizations or organizations promoting equality, can diversify perspectives and strengthen the message. On the other hand, presenting new products or features arouses the audience's interest and concretely shows the company's commitment to its values. Follow-up actions, such as providing additional resources or special offers, can improve long-term relationships with audiences. These measures can help Company X strengthen its reputation and highlight its commitment to inclusivity and equality.

4.6 Measuring the performance

Feedback is essential in order to know if a marketing communication plan is performing well. It suggests changes in the content. According to Kotler et al. (2020), this involves asking target audience members whether they remember the content, how many times they saw it, what points they recall how they felt about it, and their past and present attitudes towards the brand and company. The company can measure the behavior that results from the content and fulfill the unmet expectations. In addition, going through questions such as “How many people bought the product, talked to others about it, or visited websites?” helps to understand how effective the message was. (Kotler et al. 2020, 426.)

One way to evaluate marketing communication is to use the RACE KPI model, which Dave Chaffey developed. The RACE model stands for reach, act, convert, and engagement. It was developed to help integrate digital marketing and traditional marketing activities. Conducting an evaluation through the KPIs of the RACE model is a key part of the process after Company X has implemented actions in the PASTA plan. The reach stage looks at how widely Company X's marketing communications have reached its target audience, including website traffic, social media followers, and search engine visibility. In the act phase, the target audience's reactions and interactions with marketing messages and measures, such as the site's click-through rate and user participation in these activities, are evaluated. In the convert phase, the focus is on measuring

conversions, such as purchases or lead generation, using metrics such as conversion rate and acquisition of new customers. In the engagement phase, customer commitment to the brand is evaluated after the campaign by looking at customer satisfaction, customer feedback, and reuse rates. (Chaffey 2023.)

With the help of RACE KPI metrics, the marketing team can get a clear picture of the effects of the implemented measures, compare the results of the action phase with the original goals, and thus plan strategic improvements for future campaigns and measures. This evaluation and optimization process supports the marketing team's efforts to improve marketing communications performance continuously.

When the company evaluates how widely the marketing communication has reached its target audience in the reach stage, the tools that can be used are, for example, Google Analytics, which gives information for reviewing website traffic. Many social media analytics tools provide information for tracking follower numbers and engagement. In addition, with search engine optimization tools, the company can analyze visibility in search engines.

In the act phase, when evaluating the target audience's reactions and interaction with marketing messages, the aim is to find user experiences, content analysis, and target audience feedback. Content testing is essential here. The marketing team can use A/B testing. The A/B testing method means comparing to find the best working option or message. For example, the company can compare two different contents or messages from a website or individual ads and then find out which works best in specific metrics, such as clicks or sales. In practice, the marketing team can use search word advertising, for example, by using Google artificial intelligence analysis, which tells which combinations work best and shows them more frequently. (SDM n.d.)

The convert phase measures concrete actions, which means purchases and generated leads. The marketing team can analyze it by using Google Analytics conversion tracking and customer relationship management systems depending on what suits the best use and budget. They give information on how many visitors have turned into customers with this marketing communication performance.

Following the engagement step, the marketing team analyses the long-term commitment to the brand after the campaign. Tools that can be used are customer satisfaction surveys, Net Promoter Score measurements, and customer feedback management systems, which give information on how satisfied customers are with the brand and the product and the effort they are making with the communication to promote DEI. In addition, what kind of value have the marketing activities produced for their audience in the long term?

When measuring websites and search-word advertising, the marketing team can follow the same practices as they have done before. This includes tracking website traffic with Google Analytics, which monitors users and new users, traffic sources of income, user data, user paths, and traffic acquisition. With Google Ads, the marketing team measures impressions, click-through rates, and cost-per-click metrics. To monitor social media advertising, the company uses coverage, impressions, clicks, received forms, and messages. At trade fairs and events, the marketing team can evaluate the results of email campaigns, surveys, and the leads received for which meetings have been booked. In email marketing, the marketing team still uses open rates and click-through rates and click-through rates which are measured in electronic marketing materials such as flyers.

Collecting feedback from business customers and end-users about their experiences, as well as non-profit organizations' views on the effectiveness of communication, helps to improve and enhance communication. This means collecting feedback through surveys and Q&A sessions. If working with stakeholders, like disability organizations, gather feedback from them as well. Their expertise can offer a unique perspective on the effectiveness and inclusivity of the content presented.

5 CONCLUSION

The main goal of the thesis was to create a marketing communication strategy that promotes social responsibility, which focuses on supporting inclusiveness, equality, and diversity in the community. The thesis included the concepts of social sustainable development and social responsibility as well as social inclusion, which is affecting these concepts. Understanding these is important because everything that is done at the level of business life affects it on a larger scale, locally, nationally, and internationally.

Based on the collected studies and literature reviews, as well as the interviews of the marketing team and the service provider at the location, it has been noticed that locations need improvement in promoting inclusivity. This will create equality, and the customer service range will be broader. Focusing on communication company can bring attention and drive positive changes in how locations operate, making them more accessible and inclusive.

In addition, no progress has been noticed in marketing communications regarding these themes from other competitors or customers. Company X will gain a competitive advantage compared to competitors who have not taken this communication into account. In addition to everything, it sets an example for other organizations that can start to help ensure all people are considered in services, regardless of their background, ability, age, gender, religion, or ethnicity. Company X can also implement this plan for other business sectors. The author strongly suggests taking action to improve communication regarding diversity, equality, and inclusivity in marketing communication due to the fact that it significantly positions the company as making a change and representing by bringing the voice of unheard people.

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APPENDICES

Appendix 1. Interview questions for Sales and Marketing team

1. Millä tavoin nykyinen tuoteviestintänne heijastaa sosiaalista vastuuta? (Inklusiivisuus, tasa-arvo ja monimuotoisuus)
2. Mitkä ovat strategianne keskeiset tavoitteet sosiaalisen vastuun tuoteviestimisessä?
3. Voitteko antaa esimerkkejä kampanjoista, joissa olette edistäneet sosiaalista vastuuta?
4. Miten otatte huomioon eri sidosryhmien odotukset ja tarpeet liittyen sosiaalisen vastuun edistämiseksi tuoteviestinnässä? (ml. eri liikuntarajoitteiset, kulttuuriset ja kielelliset ryhmät, ikäryhmät, sukupuolet ja seksuaalivähemmistöt)
5. Minkälainen budjetti teillä on vastuullisen tuoteviestinnän kehittämiseen?
6. Millaisia mittareita käytätte viestinnän tehokkuuden arviointiin?
7. Kuinka hyödynnätte yhteistyökumppaneita ja kolmansien sektorien toimijoita sosiaalisen vastuun edistämässä?
8. Miten otatte huomioon monikulttuuriset ja eri kieliset asiakasryhmät viestintästrategiassanne?
9. Mitä haasteita olette kohdanneet viestintästrategiianne toteutuksessa sosiaalisen vastuun suhteen?

Sertifikaatin Hankinta:

1. Onko yrityksellänne jo olemassa tuotesertifikaatteja?
2. Kuinka tärkeänä näette sertifikaattien merkityksen kilpailuedulle?
3. Minkälainen budjetti teillä on käytettävissä sertifikaattien hakemiseen?
4. Onko yrityksellänne valmius hakea sosiaalisen vastuun tuotesertifikaatteja?
5. Minkälaisia haasteita ja mahdollisuuksia näette sosiaalisen vastuun sertifikaattien hankinnassa?
6. Näkisittekö mahdollisuuden sisällyttää markkinointiin ja viestintään asiakkaan oman sertifikaatin hakuprosessin edistämisen?

Translated version:

Marketing communication measures:

1. In what ways does your current product communication reflect social responsibility? (inclusivity, equality, and diversity)
2. What are the key objectives of your strategy for social responsibility in product communication?
3. Can you provide examples of campaigns where you have promoted social responsibility?
4. How do you consider the expectations and needs of different stakeholders in promoting social responsibility in product communication? (Including different physical disabilities, cultural and linguistic groups, age groups, genders, and sexual minorities)
5. What is the budget allocated for developing responsible product communication?
6. What metrics do you use to assess the effectiveness of communication?
7. How do you collaborate with partners and third-sector actors to promote social responsibility?
8. How do you consider multicultural and multilingual customer groups in your communication strategy?
9. What challenges have you encountered in implementing your communication strategy regarding social responsibility?

Certificate Acquisition:

1. Does your company already have product certifications?
2. How important do you consider certificates in gaining a competitive advantage?
3. What budget is the available budget for applying for certificates in the company?
4. Is your company prepared to apply for social responsibility product certificates?
5. What challenges and opportunities do you see in acquiring social responsibility certificates?
6. Would you consider integrating the promotion of the customer's own certificate application process into your marketing and communication?

Appendix 2. Interview questions for corporate client's service provider

1. How do client and other service providers perceive the importance of inclusivity, equality, and diversity within their operations in locations and the community?
2. Could you provide examples of campaigns within the client or by related providers where social responsibility, especially emphasizing inclusivity and equality, has been highlighted?
3. How do the client and its associates, including the service provider, address diverse stakeholders' expectations and needs, especially regarding inclusivity and equality? (Considering people with different physical abilities, cultural and linguistic groups, age brackets, genders, and sexual minorities)
4. Have there been collaborations between the client, service provider, or other entities and third-sector organizations to emphasize social responsibility?
5. Is obtaining a social responsibility certificate considered significant for services if company X's products are geared towards inclusivity, diversity, and equality?

Appendix 3. List of certificates

Certificate	Additional information	Links
SA8000	Focuses on social responsibility practices of the organization's workplace.	https://certification.bureauveritas.com/needs/social-responsibility-and-responsible-sourcing-certification
IQNet SR 10	Certificate of the social responsibility management system.	https://www.dqsglobal.com/intl/certify/iqnet-sr-10-certification
B Corporation	Organization-wide social responsibility certification system that assesses companies' overall impact on communities and the environment.	https://www.bcorporation.net/en-us/certification/
ISO 26000 standard and ISO 26000:2010 guidelines	International standard that is more of a social responsibility guideline for general business operations.	https://www.iso.org/iso-26000-social-responsibility.html
LER Inclusive Design: Product Certification by Digital Promise	Product certificate that promotes inclusivity, equality and accessibility.	https://productcertifications.microcredentials.digitalpromise.org/explore/ler-inclusive-design-product-certification
The Corada Product Certification	Product certificate that reflects on products accessible features.	https://www.corada.com/blog/certification-process
Certified Professional in Accessibility Core Competencies (CPACC)	Accessible certification is meant for professionals. Can be used in marketing product communication to promote that products are designed by certified professional.	https://www.accessibilityassociation.org/s/certified-professional