

## Module 5 – Entrepreneurial competencies – new dreams and opportunities

### Introduction:

The second part of Module 5 focuses on sustainability and inclusiveness, as it aims to explain how to create sustainable and inclusive marketing campaigns in business models. In addition, it will provide useful insights on the use of technological innovations and digital tools within a social entrepreneurship, while also providing tips on building a strong team.

### Module Objectives:

- Learn how to develop a sustainable and inclusive method of social entrepreneurship.
- Be aware of strategic planning and marketing methods and how to implement them.
- Use technological Innovations to improve a business model.

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## PART 2 – Strategic Planning and the Market

Objectives:

- Learn how to create an inclusive marketing policy.
- Obtain knowledge about Digital Leadership.
- Learn tips on how to create a strong team.

### Chapter 1: Inclusive Marketing

Marketing is a complex process that encompasses different disciplines, strategies and tactics. Marketing is the process of creating a profitable customer action, and it aims to motivate the target audience to buy a good or a service ([Sailer, n.d.](#)).

Research on consumer trends in 2020 showed that an increasing number of consumers place more value on individual needs and experiences ([Chadha, 2021](#)). This has resulted in inclusive marketing becoming the new trend for almost all new businesses and start-ups.

Inclusive marketing sets the grounds for inclusion to become one of the main aspects of a business strategy ([Google, n.d.](#)). In simple terms, inclusive marketing wants to make sure that a brand connects with the largest possible audience ([texthelp.com, n.d.](#)). As audiences become more diverse, they want to see themselves and their lifestyles reflected in the products and

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services they use ([Sukhraj, 2021](#)). A Google survey from 2019 found that more than 60% of Black consumers are more likely to use goods and services from brands that positively reflect their race and/or ethnicity in advertising ([Zalis, 2019](#)). Similarly, 71% of LGBTQ+ consumers are more likely to interact with online advertisements that authentically represent their sexual orientation (ibid.).

As underrepresentation, systemic discrimination and stereotypes are well-documented in the history of marketing and advertising, inclusive marketing is needed now more than ever ([Tezcan, 2021](#)). Yet, inclusive marketing is not a simple process; replacing images of white people with ethnic minorities, changing packaging colouring to pink, and adding a rainbow flag to a campaign won't make such campaigns more inclusive (ibid.). Inclusive marketing is about making people feel that an initiative, a business or an organisation truly understands them; the process starts from understanding the client and their experiences, and it shares their ethics (ibid.).

### Tips on developing an inclusive campaign:

1. **Know your clients:** A truly inclusive marketing policy aims to understand the profile of its clients and identify their unique economic, political and cultural perspectives. This knowledge will allow the company to form its marketing messages accordingly in an authentic and engaging manner ([Tezcan, 2021](#)).

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2. **Build a diverse team:** Advertisements are a form of human experience and, as a result, speaking to people from various backgrounds is not possible if diversity is not mirrored within the marketing team ([Tezcan, 2021](#)).
3. **Promote inclusion for everyone:** Inclusive marketing shouldn't be viewed as something that it is targeted to certain ethnic groups, genders or social class. Rather, it is something that should speak to everyone; in order to achieve this there should be a message that connects with people on an emotional level ([Tezcan, 2021](#)).
4. **Be mindful of the language and tone you use:** The language used in a marketing campaign is a very powerful tool which, when used in the right way, can attract a wide range of audiences. However, when used in the wrong way, it can be seen as offensive. When choosing what words and phrases an advertisement should include, the marketing team should make sure the language is used appropriately ([texthelp.com, n.d.](#)).
5. **Be authentic:** Last but not least, when using a story as part of a marketing campaign try to be as authentic as possible, getting real users' insights whenever possible ([Chadha, 2021](#)).

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## Chapter 2: Forming a successful team

Creating the right team is a critical part of the success of any new initiative (whether a business or a start-up) ([Shih, 2014](#)). According to research by [Klotz et al. \(2013\)](#), 60% of start-ups' fails are due to poorly constituted teams. This shows that behind every successful entrepreneurship, there is a successful team of employees ([Shenoy, 2019](#)).

Knowing the importance of having a strong team is straightforward, but the persistent question is: How do you choose your team? According to a survey conducted by Harvard Business Publishing, only 32% of global leaders are confident in the skills and talent of their employees ([McClain, 2017](#)).

Answering the question "How do you choose your team?" might not be a simple process, but there are some simple steps any start-up should keep in mind:

1. **Start small:** As Jason Fried – an entrepreneur – said "There's nothing wrong with staying small. You can do big things with a small team" ([Shenoy, 2019](#)). The beginning of a new start-up initially starts with its founder; therefore, it is crucial for the new leader to identify their main characteristics as a leader before recruiting their team (ibid.).
2. **Set the vision and the values of the start-up:** Before moving on to the recruitment phase, it is essential to know who you are looking for. Having a clear vision for your new start-up and knowing the values of your company will attract future collaborators

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and/or employees with the same mindset and ethics, and will allow you to build a team devoted to the values of the company ([Shih, 2014](#)).

3. **Identify skills:** When recruiting a new team, one of the first things you are looking for are the skills of the future employees. Each position comes with a set of needed skills in order to help the company thrive and work towards success ([McClain, 2017](#)).
4. **Evaluate Experience:** Once you have found the right skills, you need to evaluate the experience of the future employee. What matters most, the skills or the experience, is a question with no clear answer. This will depend on the type of position you are recruiting for and on the vision you have set for your company ([McClain, 2017](#)).
5. **Read the potential:** Perhaps the most crucial aspect of the recruitment phase is to be able to guess if the future employee has the ability and the willingness to grow within your company and to help you maintain your values moving forward ([McClain, 2017](#)).
6. **Training:** Providing training opportunities to your team of employees is a good way to ensure that your team continues to grow and that everyone remains enthusiastic about the vision and the values of the company ([Shenoy, 2019](#)).
7. **Team building:** Last, but not least, is the process of team building. Team building can help minimise stress and it will also increase interpersonal communication between the leadership and the employees, as well as between the employees themselves ([Shenoy, 2019](#)). Many studies have showed that team-building activities increase the creativity of a team, build confidence, enhance teamwork and increase the overall productivity of a team ([Irshad, 2017](#)).

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## Digital Tools for Module 5 – PART 2:

Tool 2: Psychometric Serious Game for the development of a team

Tool 4: Maintaining your public image

Tool 5: Marketing Plan

Tool 6: Inclusive Tourism

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