



# It is raining collaborations!

*Implementation plan*

Carlies Bervaes

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## Introduction

This implementation plan is based on the research 'It is raining collaborations! Graduation Thesis'. Firstly, the problem question, purpose and main question of the research will be presented to clarify the background information for establishing this implementation plan.

### Problem question

The research presented World Travel Guide (n.d.) declared Costa Rica as the greenest destination on earth. However, this research wanted to gain more insight how tourism organizations perceive the importance of corporate social responsibility. And are the tourism organizations willing to collaborate with a volunteer or non-profit organization? Adapting to the corporate social responsibility trends and developments could be an opportunity for volunteer or non-profit organizations and they could receive benefits from it.

### Purpose

The research 'It is raining collaboration! Graduation Thesis' was established to gain more information about the perceptions and believes of tourism organizations on corporate social responsibility and a collaboration with volunteer or non-profit organizations. The gained insight of the tourism industry are the beliefs of corporate social responsibility, perception of a collaboration with volunteer or non-profit organizations and which associations volunteer or non-profit organizations need.

### Main question of the research

The following main question was developed to answer the main question of this research: *"How can Green Life Volunteers react to the corporate social responsibility trends and developments from tourism organizations to grow as an organization?"*.

This implementation plan contains two implementations: brand plan and approach tourism organization. Both implementations contain the chapters action research, involvements during the change process, role during the implementation, possible risks and interventions. Furthermore, the references and appendixes are the final chapters of this research.



## 1. Brand plan

According to the results of the research 'It is raining collaborations! Graduation Thesis', tourism organizations find it important a volunteer or non-profit organization is associated as transparent, honest and organized. To research the current associations perceived by people of Green Life Volunteers, it is important to establish a brand plan. Due to a brand plan, Green Life Volunteers can increase its brand equity, attract a new market, improve image, increase market share and increase profit. This brand plan can research the current associations of Green Life Volunteers perceived by people. Furthermore, the brand plan can be a wider research of the needed associations for Green Life Volunteers, which people can identify themselves with.

### 1.1 Action research

The research of a brand plan is divided in five steps: methodology, analyses, strategy, activation and evaluation. It is important to establish the methodology which consists the problem definition, assignment description, research questions, customer analyses questions, competitors analyses questions and self-analysis questions. The methodology is the foundation of this research. The next step is the analyses which contains Green Life Volunteers' internal analysis, target group, competitors, positioning of competitors, trends and developments, results of research and insights of the results. This chapter will present the current position and associations of Green Life Volunteers. The information which will be gained during surveys and interviews may contain Green Life Volunteers' brand image, brand awareness, associations of trademark, slogan, products or service, brand loyalty, use of the products and demographic questions. It is important to research the current associations of Green Life Volunteers and to compare them with the desired associations of tourism organizations according to the research 'It is raining collaborations! Thesis Graduation'.

In the chapter strategy, the Brand Key Model, Customer Journey, Laddering model, Motivaction Model, Business Canvas Model and Brand Reputation Grid will be established. The Motivaction model will define the target group of Green Life Volunteers and The Customer Journey will present the steps and experiences of customers during the orientation, purchase and use of a project of Green Life Volunteers. The Laddering Model will reveal the final values of Green Life Volunteers based on the functional, psychosocial and instrumental values. The Business Canvas Model will present the business aspects of Green Life Volunteers and the Brand Reputation Grid will present the internal and external perception of the customers of the current brand. The Brand Key Model will be established three times to conduct several brand essences. The three different brand essences will be evaluated in the SFA – Matrix to choose the most strategical brand essence for Green Life Volunteers.

The chapter activation is based on the results of the chapter strategy. The Campaignable Concept will be established based on the new brand essence for Green Life Volunteers. The new communication activities towards the customers will be conducted on the pre-purchase experience, purchase experience and post-purchase experience. This chapter also consists a mood board of Green Life Volunteers, a balance sheet of the new communication activities, time schedule of the activities and Customer journey with the new communication activities. Furthermore the POST method will be established to present the social media activities of Green Life Volunteers. Finally, the Crossmedial concept will determine if Green Life Volunteers need to use paid owned or earned media and the storytelling of Green Life Volunteers will be established. The last chapter evaluation will present the desired changes based on Green Life Volunteers new associations with the with graphics.

## 1.2 Involvements during the change process

The involved organizations will be Green Life Volunteers, interviewees and the organizations which establish the brand plan. Green Life Volunteers does not have an employee who has the knowledge and time to establish a brand plan. Unless Green Life Volunteers will hire a new employee or intern with knowledge of branding.

## 1.3 Role during the implementation

The role of Carlies Bervaes, the auteur of 'It is raining collaborations! Graduation Thesis and Implementation Plan' will not have role during the implementation brand plan. Carlies has conducted research which associations tourism organization perceive as important for a volunteer or non-profit organization. Green Life Volunteers is responsible to establish the brand plan and to perform the new communication activities.

## 1.4 Possible risks

Risks may occur during the process of establishing a brand plan. Risk might be:

### **Lack of knowledge**

Green Life Volunteers' current staff does not have the knowledge of branding or conducting a brand plan. This means Green Life Volunteers has to hire an employee or intern with the knowledge of branding or has to hire an external organization which will execute the brand plan.

### **Financial resources**

Establishing a brand plan will most likely be executed by an external organization since Green Life Volunteers does not have employees who have knowledge of branding. Also, the new communication towards the volunteers may cost more money than Janina wants to spend. This is an investment for Green Life Volunteers, however available budget for promotion and investments is unknown.

### **Different associations**

The results of the brand plan might result in other associations than the tourism organizations mentioned in the research 'It is raining collaborations! Graduation Thesis'. The interviewed tourism organizations find transparent, honest and organized the most important associations for a volunteer or non-profit organization. However, the interviewees of the brand plan may find other associations more important for Green Life Volunteers. On the other hand, the tourism organizations may find the associations according to the interviewees of the brand plan also important. Green Life Volunteers can introduce itself and its associations by organizing a focus group or meeting with the tourism organizations. During this meeting Green Life Volunteers can receive feedback on the associations of the tourism organizations.

## 1.5 Interventions

An intervention is one or more coherent procedures in an organization to implement and realize a change (Kempen & Keizer, 2011). The following interventions can occur during establishing a brand plan.

### **External authorities**

External authorities can appoint the needed associations of Green Life Volunteers during the research of the brand plan. The feedback of customers will most likely leave a bigger impression. The brand plan will result the opinions, beliefs and associations of Green Life Volunteers' trademark, brand image and associations. It will leave a bigger impression if customers inform Green Life Volunteers' instead of an employee or external organization.

### **Pilot**

Green Life Volunteers can organize a focus group or meeting with tourism organizations to present itself and to present the old and new associations. It is important to see the reaction of the tourism organizations about the new associations. During the research 'It is raining collaborations! Graduation Thesis', tourism organizations believe transparent, honest and organized are important associations for a volunteer or non-profit organization. However, they may react positive on the new associations according to the brand plan.

### **Feedback**

The interviewees and tourism organization are able to provide feedback towards Green Life Volunteers during the surveys, interviews and focus groups. The interviewees provide their perception of Green Life Volunteers' brand image, trademark and associations. Also, the interviewees can provide Green Life Volunteers information about their needs and satisfactions during the surveys and interviews. Furthermore, the tourism organizations are able to provide feedback during the focus groups. They can provide Green Live Volunteers their perception of the new associations according to the brand plan.



## 2. Approach tourism organization

According to the results of the research 'It is raining collaborations! Graduation Thesis', tourism organizations perceive corporate social responsibility as important. However not all tourism organizations know how to practice corporate social responsibility activities or believe they do not have the time to practice them. Furthermore, the interviewed tourism organizations do not know how to collaborate with volunteer or non-profit organizations, but want to collaborate with such organizations. They want to collaborate with volunteer or non-profit in order to earn the Certification for Sustainable Tourism or to receive more customers, publicity and positive image. The tourism organizations also want to collaborate with volunteer or non-profit organizations because they want to help the community which also will benefit their own organization.

### 2.1 Action Research

To approach tourism organizations, Green Life Volunteers can provide emails with information about corporate social responsibility, an introduction of Green Life Volunteers and an invitation for contact. This email is already established and can be found in [Appendix 1](#). The purpose of this email, is to increase the awareness of corporate social responsibility in the tourism industry and to question the organizations if they are already corporate social responsible. Green Life Volunteers also established an article about corporate social responsibility which can be shared via email, Green Life Volunteers' website and social media to increase the awareness.

If there is a lack of response, Green Life Volunteers can approach the tourism organizations again. This time Green Life Volunteers could send the organizations a personal email to ask about the tourism organizations' corporate social responsibility practices or an invite for a focus group about corporate social responsibility collaboration. It is recommended Green Life Volunteers practices the focus group before inviting the organization. This gives Green Life Volunteers the opportunity to practice to hold structure and to receive all the needed information of the participants. During this focus group Green Life Volunteers' staff members may also brainstorm with the tourism organizations for new collaboration activities between the tourism organization and Green Life volunteers.

Another recommendation mentioned in the research 'It is raining collaborations! Graduation Thesis', is providing short term volunteering projects in collaboration with the tourism organizations. Providing projects to volunteer only one day to three days, may tourist want to book in their vacation to experience Costa Rica in a new way. The results of the research show tourists in Costa Rica are more aware of corporate social responsibility and environment. By providing an one-day volunteer project the tourists can enjoy their holiday combined with doing something good for the local resources. Offering short term volunteer projects will have benefits for Green Life Volunteers, since the projects will be offered via Green Life Volunteers' website and the tourism organizations' offline and maybe even online platforms. This will increase the number of volunteers of Green Life Volunteers.

Offering short term projects will also benefit the tourism organization, since they will have more profit by selling the short term tours. Furthermore, tourists and their customers can see they care about corporate social responsibility and may even receive the Certification for Sustainable Tourism. According to the results of the research 'It is raining collaborations! Graduation Thesis', tourism industries want to earn the certification for corporate social responsibility. They want to earn such

certifications so tourists can see they care, to distinguish itself from competitors and to improve its' image and reputation.

When Green Life Volunteers collaborates with tourism organizations it is important to maintain the contact with the organizations. Therefore, it is recommended to have meetings with the organizations every six weeks to discuss the results and possible improvements of the collaboration. Furthermore, it is important to maintain the relationship between the tourism organizations for a successful collaboration.

## 2.2 Involvements during the change process

The involved organizations will be Green Life Volunteers and the tourism organizations. The tourism organizations will be contacted to provide information and invited for contact and focus groups. If there develops a collaboration with Green Life Volunteers, tourism organizations will also be involved in the new relationship.

## 2.3 Role during the implementation

The role of Carlies Bervaes, the auteur of 'It is raining collaborations! Graduation Thesis and Implementation Plan' did only have a small task for the implementation of approaching tourism organization. Carlies has conducted research about the perception and opinions of tourism organization of corporate social responsibility and collaborating with a volunteer or non-profit organization. She also conducted the information email about corporate social responsibility and an introduction of Green Life Volunteers. However, Green Life Volunteers is responsible to contact the tourism organizations, persuade the organizations and to maintain the relationship during collaborations.

## 2.4 Possible risks

Risks may occur during the implementation of approaching tourism organizations. Risk might be:

### **Lack of response**

It may occur Green Life Volunteers receives a lack of response on the send information email about corporate social responsibility. This email is already conducted and presented in [Appendix 1](#). It is important Green Life Volunteers' invests time in sending a subsequent email.

### **Lack of time**

Contacting information and maintaining the relationships with the tourism organizations will be an important task for Green Life Volunteers. However, in the future it occurred Green Life Volunteers did not maintain the relationship or did not respond on emails. If this happens tourism organizations may not want to collaborate with Green Life Volunteers or may stop the collaboration.

### **Unable agreement in collaborations**

It may occur tourism organizations do not want to participate with a focus group or collaborate with Green Life Volunteers. This risk can occur when the tourism organization is not interested in corporate social responsibility, or does not want to collaborate with a volunteer or non-profit organization. The recommendation is to approach the organization who does not want to be corporate social responsible or in a collaboration with volunteer or non-profit organization again to collect the information why they turn Green Life Volunteers down. If they are not interested in corporate social responsibility, the information email may need more clear information or use another communication channel. If the organization does not want to collaborate with a volunteer or non-profit organization, the tourism organization may had a bad experience or a negative image of such a collaboration. Then it is important to inform the tourism organization of the benefits they will receive. Finally, if the organization does not want to collaborate with Green Life Volunteers, it is important to collect its reasons and negative associations with Green Life Volunteers. It is important to collect this information in order to improve Green Life Volunteers and its image.

### 2.5 Interventions

An intervention is one or more coherent procedures in an organization to implement and realize a change (Kempen & Keizer, 2011). The following interventions can occur during the implementation of approaching tourism organizations.

#### **Pilot**

It is important Green Life Volunteers establish a pilot of the focus group for tourism organizations. Green Life Volunteers' staff can practice to organize, maintain order and to receive all important information during a focus group. Also, it is important to practice how Green Life Volunteers' staff members want to introduce the organization, vision, mission and beliefs. The staff members of Green Life Volunteers are also advised to practice brainstorming during the pilot because this may give the most and innovate ideas during the focus group.

#### **Executing campaign**

Green Life Volunteers needs to promote the information and importance of corporate social responsibility via many communication channels. It is important to send the message of corporate social responsibility towards their target group, the tourism organizations. It is recommended to send them a professional email, which is already conducted and presented in [Appendix 1](#). However, it is important to execute the campaign also via several social media platforms such as Instagram, LinkedIn and Facebook. Via this campaign, tourism organizations can see Green Life Volunteers is involved with corporate social responsibility and have knowledge about it.

### **Feedback**

It is important for Green Life Volunteers to introduce the organization during the focus group. Green Life volunteer needs also to introduce its vision, mission and beliefs. Furthermore, it is important to explain corporate social responsibility and the importance of corporate social responsibility practices towards the tourism organizations. Finally, it is important to brainstorm with the organizations about a new collaboration between tourism organizations and Green Life Volunteers. The tourism organizations are able to provide feedback toward Green Life Volunteers during the focus group about corporate social responsibility, a collaboration and for the organizations itself.

### **Create extraordinary challenges**

It is important for Green Life Volunteers to create extraordinary challenges during the focus group. Green Life Volunteers needs to present not only the importance of corporate social responsibility, but also the benefits of having corporate social responsibility activities. Furthermore, it is important to emphasize tourism organization can distinguish themselves from competitors with corporate social responsibility activities and a collaboration with Green Life Volunteers. Also, the results of the research have shown tourism organizations want to earn the Certification for Sustainable Tourism. This certification can be earned by organizations which are sustainable and corporate social responsible. Therefore it is important to inform the tourism organization they may earn the certification by collaborating with Green Life Volunteers.

## Reference

Kempen, P., & Keizer, J. (2011). *Competent afstuderen en stagelopen*. Groningen: Noordhoff Uitgevers.

World Travel Guide. (sd). *The 20 greenest destinations on Earth*. Opgeroepen op May 18, 2016, van [www.worldtravelguide.net](http://www.worldtravelguide.net): <http://www.worldtravelguide.net/holidays/editorial-feature/feature/20-greenest-destinations-earth>



## Appendixes

### Appendix 1: Corporate Social Responsibility information email

Use this area to offer a short preview of your email's content.

[View this email in your browser](#)



## **It is time to be corporate social responsible!**

Did you always wanted to have an organization which is more than only a sustainable organization? Green Life Volunteers can help you by becoming corporate social responsible!

### **Why corporate social responsibility?**

This trend will lead to positive effects for your organization, for example on the strategic, human resource management, image of the organization company, employees and relationship with customers. Furthermore, you also need corporate social responsibility activities to earn the Certification for Sustainable Tourism (CST).



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#### **Green Life Volunteers**

We are a small local volunteer organization in Puerto Jimenez, Costa Rica. We offer fair prices to our target group and we have a non-profit status in Costa Rica. Green Life Volunteers can help your organization to become corporate social responsible by introducing you into our world!

**Do you want more information? Please call or email us to establish a meeting in our Green Life Volunteer office in Puerto Jimenez!**

**Pura Vida!**

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