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DESARROLLO DE UN PLAN DE MARKETING PARA LA COOPERATIVA DE  
PERSONAS EMPRENDEDORAS DE NAVARRA

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Marketing

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## 1. ABSTRACT

In this paper I will focus on the creation of a marketing plan for the cooperative of entrepreneurs of Navarra, with the aim of boosting its growth and outreach in the entrepreneurial community. I will conduct an analysis to assess the current situation and environment of the cooperative, identifying its strengths, weaknesses, opportunities and threats.

To address the needs and problems of the target audience, I will establish a clear and unique value proposition. In the medium term, the objectives of the marketing plan include increasing awareness of the cooperative, increasing the membership base and encouraging the active participation of entrepreneurs in its activities.

In terms of strategy I propose six marketing strategies: content marketing, local media advertising, public relations, social media marketing, strategic alliances, and events and conferences. I will break down each strategy into specific tactics for implementation.

I will also create a realistic budget that allocates resources to each marketing strategy. I will also include a special section for strategies that will help the cooperative reduce those costs.

To measure the success of the marketing plan, I will establish clear metrics, such as website traffic, conversion rate, social media engagements, return on investment and competitor analysis. These metrics will be evaluated on a regular basis to make adjustments and improvements to the strategy.

## 2. RESUMENES

(Castellano)

En este trabajo me centraré en la creación de un plan de marketing para la cooperativa de personas emprendedoras de Navarra, con el objetivo de impulsar su crecimiento y alcance en la comunidad emprendedora. Haré un análisis para evaluar la situación actual y el entorno de la cooperativa, identificando sus fortalezas, debilidades, oportunidades y amenazas.

Para abordar las necesidades y problemas del público objetivo, estableceré una propuesta de valor clara y única. A medio plazo, los objetivos del plan de marketing incluyen aumentar el conocimiento de la cooperativa, incrementar la base de miembros y fomentar la participación activa de los emprendedores en sus actividades.

En cuanto a la estrategia propongo seis estrategias de marketing: marketing de contenido, publicidad en los medios de comunicación locales, relaciones públicas, marketing en redes sociales, alianzas estratégicas y eventos y conferencias. Desglosaré cada estrategia en tácticas específicas para su implementación.

También crearé un presupuesto realista que asigna recursos a cada estrategia de marketing. Además, incluiré un apartado especial para estrategias que ayudaran a la cooperativa a reducir dichos costes.

Para medir el éxito del plan de marketing, estableceré métricas claras, como el tráfico del sitio web, la tasa de conversión, los engagements en redes sociales, el retorno de inversión y el análisis de la competencia. Estas métricas serán evaluadas de forma regular para realizar ajustes y mejoras en la estrategia.

(Euskera)

Lan honetan, Nafarroako pertsona ekintzaileen kooperatibarentzako marketin-plan bat sortzeari erreparatuko diot, komunitate ekintzailearen hazkundera eta irismena bultzatzeko. Kooperatibaren egungo egoera eta ingurunea ebaluatzeko azterketa bat egingo dut, bere indarguneak, ahuleziak, aukerak eta mehatxuak identifikatuz.

Xede-publikoaren beharrei eta arazoei heltzeko, balio-proposamen argi eta bakarra egingo dut. Epe ertainean, marketin-planaren helburuen artean daude kooperatibaren ezagutza handitzea, kideen oinarria handitzea eta ekintzaileek beren jardueretan parte-hartze aktiboa izan dezaten sustatzea.

Estrategiari dagokionez, sei marketin-estrategia proposatzen ditut: edukien marketina, publizitatea tokiko komunikabideetan, harreman publikoak, marketina sare sozialetan, aliantza estrategikoak eta ekitaldiak eta hitzaldiak. Estrategia bakoitza inplementatzeko taktika espezifikoetan banakatuko dut.

Marketin-estrategia bakoitzari baliabideak esleitzen dizkion aurrekontu errealista bat ere sortuko dut. Gainera, atal berezi bat sartuko dut kooperatibari kostu horiek murrizten lagunduko dioten estrategietarako.

Marketin-planaren arrakasta neurtzeko, metrika argiak ezarriko ditut, hala nola webgunearen trafikoa, konbertsio-tasa, engagementak sare sozialetan, inbertsio-itzulera eta lehiaren azterketa. Metrika horiek erregulartasunez ebaluatuko dira, estrategian doikuntzak eta hobekuntzak egiteko.

### **3. INTRODUCTION**

In this final project, I present a research focused on a marketing plan for the cooperative of entrepreneurs of Navarra. As a student of the international degree in Business Administration and Management, my objective is to share my knowledge and perspectives on this highly relevant topic.

Throughout my studies, I have developed a deep interest in the Marketing module. This TFG gives me the opportunity to apply the theoretical and practical knowledge acquired during my academic training.

In this work, I will analyze marketing strategies from different perspectives and gain knowledge from the aforementioned cooperative.

I hope that this research will contribute to the existing knowledge and generate innovative ideas for the cooperative. I thank my tutor Alfredo Chourraut Aguirre and all the people who have supported me in this process.

Through the following sections, I will present the objectives, strategies, metrics and conclusions of this study. I hope this research will be of interest and useful to those interested in promoting their business through marketing.

Next, I leave you with my final thesis.

### **4. OBJECTIVES OF THE MARKETING STRATEGY**

The cooperative of entrepreneurs in Navarra is currently aiming to attract new clients. Especially young people who want to make use of the services they provide. In this work, I will carry out an in-depth study of this cooperative and its environment. Then, I will create a specific marketing plan to meet their objectives. In the following sections I will explain these objectives in more detail.

## 5. BACKGROUND

### 5.1. Entrepreneurs' Cooperatives

Entrepreneurs' cooperatives (EC) are support tools for the creation of social economy enterprises, which integrate groups of entrepreneurs as partners. They allow entrepreneurs to live a real experience of entrepreneurship, without the need to create a company, so that they act in the market in a real and legal way, postponing the moment of creation of the cooperative until after the feasibility of the business idea has been tested from the technical, commercial and economic-financial point of view.

During the period in which the groups of entrepreneurs are part of the ECs, they receive advisory services aimed at the implementation of the business idea. This support is usually related to the provision of physical resources to develop the idea, support for the definition of the business model and governance model, commercial support to test the ideas, administrative support...

The ECs in our country have been promoted by entities representing the social economy which, although they have adopted different legal forms, all have a common social purpose: to support the creation of cooperative enterprises, ensuring their future viability. The first Cooperative of Entrepreneurs was created in Navarra in 2013. Subsequently, other Autonomous Communities have created their own, inspired by the one in Navarra and other EC models at the European level.

Most of the ECs have adopted the form of non-profit service cooperatives where the entities that promote them, entities or persons collaborating with them and the entrepreneurs themselves form part of the cooperative's corporate base.

A very interesting aspect of this tool is that it makes it possible to delimit responsibilities when acting in the market in a real way and that the assets (current or future) of the members are not affected by the business activity that is carried out in a real way and with legal protection. The EC not only offers groups of entrepreneurs a legal form with which to operate in the market, but also the security that this activity is carried out in compliance with the requirements of the LOPD, civil liability insurance, social security...

The benefits that the EC bring to the people who participate in the cooperative are:

- They provide legal protection at the time of undertaking, guaranteeing that groups of entrepreneurs act in the market with the legal coverage of any company.
- They allow real entrepreneurship without the need to create the company. First, the viability (in a broad sense) is analyzed and, once this issue is resolved, the cooperative is created if necessary.
- They identify the risks of entrepreneurship since the cooperative company is created once it has been assessed that there is a market for the business idea and that this market is willing to pay a reasonable price, which makes the future company viable.
- They offer a legal framework. The groups of entrepreneurs act under the umbrella of their own EC without the need to have their own tax, labor, mercantile obligations...or any other type of obligations that all types of companies have and that are normally unknown at the time of starting a business.
- They allow groups of entrepreneurs to live a real experience of entrepreneurship, and what is more important, to get to know each other as partners prior to the creation of the cooperative.
- They allow access to physical resources at zero cost or well below market prices.
- Networking actions are articulated among the EC projects, making possible collaborations among the projects that are part of the same EC and even with projects of other ECs.
- In some cases, the ECs offer projects the possibility of accessing financing through different instruments: agreements with financial institutions, seed capital, financing rounds with investors...

This instrument is valid and applicable in a VET educational environment where students develop services and produce goods that may have a place in the markets of the different training families.

We can therefore say that the EC is a model of social innovation that promotes entrepreneurship in the social economy through training, counseling, and learning from the insertion of entrepreneurs as members of the EC. It is an instrument of social innovation because it satisfies social needs (entrepreneurship) that are not adequately covered by the market or the public sector.



Consequently, the EC can be an instrument for the labor market insertion of vocational training students and contribute, due to the characteristics mentioned above, to solving one of the main challenges of the labor market in our country: youth unemployment.

Its link to an educational environment allows the teaching-learning process to develop in a real way. The students learn to do business in a completely real way and acting as entrepreneurs, in this sense we can infer that the EC can be used with a pedagogical approach.

## **5.2. Entrepreneurs' Cooperatives in Europe**

The EC has as a reference the Activity and Employment Cooperatives that existed in Europe (specifically in France and Belgium) and the Business Promotion Cooperatives that some Autonomous Communities have incorporated into their cooperative legislation.

### *5.2.1. European Activity and Employment Cooperatives*

The ECs in Spain have been inspired by the models of Belgian activity and employment cooperatives (Coopératives d'Activités et Coopératives d'Emploi) and French activity and employment cooperatives (Coopérative d'Activité et d'Emploi). The Belgian and French models of Activity and Employment Cooperatives (CAE's from now on) started to be constituted under the cooperative form in the mid-nineties of the last century and were constituted as purely pedagogical models. The main objective of the CAE's is to support the creation and development of economic activities by enterprising individuals, for which they offer individualized accompaniment to these individuals and shared services.

The CAE's have constituted an original form of accompaniment that makes it possible to ensure a collective entrepreneurial process within a wage framework and with an educational orientation. They are instruments to support entrepreneurs in the process of setting up their business, providing the necessary technical support in business management, accounting, marketing, legal and tax aspects, etc. In exchange, the entrepreneur undertakes to follow a training program on business creation for the duration

of the contract. The entrepreneur signs a contract with the cooperative, which is not an employment contract, but allows him/her to enjoy the benefits of salaried workers, such as those of the general social security system.

The CAE's, as in the Spanish case, bear all the legal, regulatory and contractual obligations inherent to the exercise of the economic activity of each salaried entrepreneur with whom they sign a "salaried entrepreneur contract". In particular, they assume the fiscal, social and accounting obligations related to the activity of the entrepreneur for the duration of the accompaniment process with the groups of entrepreneurs working in them. The process concludes with the creation of the cooperative if the business projects and teams are viable.

### *5.2.2. Business Promotion Cooperatives*

Business Promotion Cooperatives (hereinafter referred to as CIE) are regulated for the first time in the Andalusian Cooperative Law and, subsequently, in the cooperative laws of Cantabria, Catalonia and Extremadura.

The purpose of the CIE is to channel the entrepreneurial concerns of its eventual members, assuming the objective of contributing to the regular and collective emergence of services that would eventually be provided in the informal economy.

The social purpose of the EICs is to channel the entrepreneurial initiative of their members through: professional guidance, the provision of business skills necessary for the development of each of their activities, the tutoring of these activities in the first years of their exercise or the provision of certain common services to the members that provide them with an environment where they can regularly carry out their professional activity.

Two types of members "may" coexist in these cooperatives: those who provide guidance, training, tutoring or complementary services (who may be individuals or legal entities, public or private, as well as civil societies and communities of goods and rights) and those who are beneficiaries of such services, who must be individuals.

## **5.2 The Entrepreneurs' Cooperative of Navarre (CEN)**

### *5.3.1. Origin*

The cooperative of entrepreneurs of Navarre has its origin in the collaboration between entrepreneurs and the Asociación Navarra Empresas de Economía Social (ANEL), who promoted this initiative designed as a response to the need detected in the groups of entrepreneurs to test in a real and legal way their business idea before setting up their own company.

The history of ANEL dates back to the 1980s, when it emerged in response to the need to promote and strengthen the social economy model in Navarre. Since then, ANEL has been actively working to promote and support social economy enterprises in the region, fostering cooperation, solidarity and sustainability as core values.

In 2013 and after an exhaustive analysis by ANEL's technical team of the commercial, labor and tax regulations that affected the implementation of this project, ANEL submitted for approval a proposal for the legal articulation of the Entrepreneurs' Cooperative to the Navarra Cooperative Registry, the State Public Employment Service, the General Treasury of the Social Security and the Labor Inspectorate.

Thanks to the understanding and support of the aforementioned bodies, the Cooperativa de Emprendedores de Navarra, S. Coop. was created as a company with its own legal personality, configured as a mixed cooperative of social initiative services.

The collaboration between ANEL and the entrepreneurs of Navarre is materialized in the creation of the cooperative of entrepreneurs. This initiative arises as an extension of ANEL's commitment to promote and support social and cooperative entrepreneurship in the region.

The cooperative offers a space where entrepreneurs can find support and guidance, as well as access to training programs and business advice. It also facilitates networking and knowledge sharing among entrepreneurs from different sectors and stages of development, thus fostering the creation of synergies and opportunities for collaboration.

The collaboration between the entrepreneurs' cooperative and ANEL is based on the shared vision of promoting a business model based on cooperation and social responsibility. Both entities share the objective of contributing to the economic and social development of Navarra through the promotion of entrepreneurship and social economy.

### *5.3.2. What is it*

The Entrepreneurs' Cooperative of Navarra is a tool to support the creation of social economy enterprises, through which groups of entrepreneurs start their activity in the market in a real and legal way, before creating their social economy enterprise, reducing the risk of entrepreneurship and making their business model more consistent with the experience lived during their stay in it.

To this end, the entrepreneurs become members of the Entrepreneurs' Cooperative (up to a maximum of one year), at which time they begin to work on developing their entrepreneurial project while they are trained in the management of their future company, and until they make the decision to start up their own company or abandon the idea if they consider it appropriate.

Once the decision to start their company has been made, the entrepreneurial group leaves the Entrepreneurs' Cooperative and is assisted by ANEL's business creation team to accompany them in the incorporation process.

### *5.3.3 What do they offer*

The Entrepreneurs' Cooperative provides entrepreneurs with a range of valuable services to support their business endeavors. These services include:

- **Legal Framework:** Entrepreneurs can benefit from a well-established legal framework that enables them to efficiently handle tasks such as invoicing and contracting with clients. By working through the cooperative, entrepreneurs can ensure that their legal and contractual obligations are met.

- **Administrative Support:** The cooperative offers assistance in handling administrative, labor, commercial, and tax management tasks that arise from the entrepreneurs' business activities. This support allows entrepreneurs to focus on their core business functions while delegating these essential but time-consuming responsibilities to the cooperative.
- **Shared Workspaces:** The cooperative provides access to fully equipped shared workspaces. These workspaces offer entrepreneurs a professional environment to conduct their business activities, with amenities and resources such as office equipment, meeting rooms, and high-speed internet.
- **Commercial Accompaniment:** Entrepreneurs can receive valuable guidance and support in the commercial launch of their activities. The cooperative offers commercial accompaniment services, which may include assistance with market research, branding, marketing strategies, and business development, helping entrepreneurs effectively introduce their products or services to the market.
- **Knowledge Sharing:** Entrepreneurs have the opportunity to participate in workshops, meetings, and networking events organized by the cooperative. These gatherings provide a platform for entrepreneurs to exchange experiences, share knowledge, and learn from one another. The cooperative fosters a collaborative environment where entrepreneurs can benefit from the collective wisdom and progress together.
- **Business Management Training:** The cooperative offers training programs focused on various aspects of business management. Entrepreneurs can enhance their skills and knowledge in areas such as financial management, marketing, operations, and strategic planning. This training equips entrepreneurs with the necessary tools to effectively manage their businesses and make informed decisions.

#### *5.3.4. Advantages*

ANEL offers the Entrepreneurs' Cooperative to people who want to undertake collectively (at least 2 people participating in the project), and to whom we have previously informed about the Social Economy business model.

The Cooperative of Entrepreneurs has important advantages for people who want to undertake collectively:

1°- They reduce the risk because:

- They contrast the business model with real clients and adapt it to the real needs detected.
- They make their current work situation compatible with the start-up of the entrepreneurial project.
- They focus on the development of their project, since they have support in the day-to-day management until the start of the project.

2°- They reduce the cost since:

- No initial company incorporation costs are incurred.
- Common services to the projects, so the cost is tighter.

3°- They previously know the people with whom they intend to set up a company.

5°- They live a learning experience in entrepreneurship.

6°- They are not alone, they undertake accompanied by a team of professionals and together with other entrepreneurs.

## 6 MARKETING STRATEGY

The development of a marketing plan for an entrepreneurial cooperative can be a complex process, first there are certain points we need to be clear about.

### 6.1. Analysis of the market and the company

As a business model focused on supporting entrepreneurship, the current situation of the Cooperativa de Personas Emprendedoras de Navarra (CPEN) is influenced by the economic and social context in which it operates. Currently, Navarra is a region with a diverse economy and a good level of entrepreneurial development, which can be an opportunity for CPEN. However, there is also significant competition in the business counseling and accompaniment sector.

To analyze this situation a little more in depth, I will perform the well-known SWOT analysis.



Figure 1: SWOT ANALYSIS OF CPEN

The CPEN has a number of strengths that enable it to offer quality services to entrepreneurs and companies in the region. Firstly, its participatory and self-managed management model, based on values such as solidarity and democracy, gives it a competitive advantage. In addition, its range of advisory, training and support services for entrepreneurs and established companies is broad and diverse, and it has a wide network of collaborators and associated companies that offer complementary services.

However, the cooperative also faces a number of challenges and threats that must be addressed to ensure its growth and sustainability. Among the weaknesses is the difficulty in reaching its target audience, especially those entrepreneurs who are unaware of the benefits and opportunities of joining a worker cooperative. It also faces significant competition in the business counseling and accompaniment sector, and a lack of visibility and recognition in the sector.

Among the opportunities for the cooperative, the favorable economic context in Navarra, with a diverse economy and a good level of business development, stands out. In addition, there is an increase in the number of entrepreneurs looking to start a business or improve their business skills, which can be used by the cooperative to expand its service offerings through collaborations with other companies and organizations. The cooperative can also take advantage of new technologies to offer more efficient and attractive services.

Finally, among the threats facing the cooperative is the possibility of changes in legislation and the economy that could affect the cooperative's business model. It also faces significant competition in the business advisory sector and possible changes in the needs and demands of entrepreneurs and businesses in Navarra. In addition, there may be difficulties in adapting to new technologies and digital tools.

In conclusion, the Cooperativa de Personas Emprendedoras de Navarra has a privileged position in the market, but it needs to address its weaknesses and threats to ensure its long-term growth and sustainability. To do so, it can strengthen its presence and visibility, expand its range of services and collaborations with other companies and organizations, and adapt to new technologies and digital tools.

## **6.2. Definition of objectives and goals**

Setting up specific and feasible medium-term goals will help CPEN develop an effective marketing strategy. The following goals may be applicable to the cooperative:

1. Increase online visibility: It might be challenging for new members to find the cooperative if it doesn't have a strong online presence. Therefore, increasing the credit union's online visibility could be one of the objectives. This might entail



making adjustments to the website, producing interesting content for social media, and running online marketing campaigns.

2. Increase the cooperative's membership: Increasing the cooperative's membership would seem to be one of its primary goals. The cooperative could concentrate on enhancing its online presence through social media and online advertising in order to accomplish this goal. Additionally, it could advertise itself at regional gatherings and to other associations with comparable goals and values.
3. Raise member involvement: One of a cooperative's advantages is its capacity to involve members in decision-making and project execution. Therefore, increasing member involvement in the cooperative's activities could be another goal. This might entail setting up workshops, conducting surveys to find out what the members' needs and desires are, and providing chances for members to work together on group projects.
4. Increase the cooperative's favorable perception in the community: To sum up, raising the cooperative's favorable perception in the community could be an important goal. This could be done by becoming more visible online and at neighborhood events, as well as by taking part in initiatives that benefit the neighborhood. To find out how the cooperative is viewed and how it can enhance its public image, it may also be helpful to ask members and the general public for feedback.
5. Create a solid branding strategy: It's critical to create a solid branding strategy for the cooperative if it wants to be known for its contributions and core principles. This might entail creating a slogan and logo that are memorable and convey the cooperative's principles.

### **6.3. Identification of the target audience**

The Cooperativa de Emprendedores de Navarra must segment its target market in order to be able to tailor marketing messages and actions to the needs, traits, and purchasing patterns of each group. The following list of potential target audience segments and their characteristics:

- Young entrepreneurs: This market segment consists of college students or recent graduates who want to launch their own companies. They require assistance with finding funding, locating market opportunities, and starting a business. This audience is probably younger, less resourceful, and business-experienced.
- First-time entrepreneurs: This group consists of those who are just starting out and require assistance with business planning and startup. Their needs include guidance on how to launch a business, how to secure financing, and how to spot market opportunities. This audience is probably younger, less resourceful, and business-experienced.
- Entrepreneurs with established businesses: This market segment consists of business owners who already have a successful enterprise but need assistance expanding it. They require guidance on how to grow, how to enhance operations, and how to boost sales. This audience is most likely older and more experienced in the business world.
- Nonprofit Organizations: Included in this category are nonprofit organizations that require help finding funding and forming partnerships. They require assistance with managing their organization, finding potential partners, and submitting funding proposals. This audience probably has a distinct organizational structure and a well-defined mission.
- Self-employed: Individuals who are self-employed and require assistance in managing their businesses are included in this segment. They require assistance with personal finance, tax preparation, and health insurance. This group of people is likely to range in age and level of business experience.

The cooperative's marketing initiatives and messages can be modified for each of these segments to meet the unique requirements of each group. For instance, the cooperative might provide workshops on how to launch a business for first-time business owners, while it might also provide guidance on tax and health insurance planning for independent contractors. To effectively reach each group, it is also crucial to take into account their demographics, such as age, gender, and location.

#### **6.4. Development of a value proposition**

The CPEN bases its value proposition on its self-managed and participative management model, which enables its members to actively manage their work and cooperatively develop their entrepreneurial skills. The cooperative also provides a wide range of advisory, training, and business support services that are specifically catered to the requirements of each entrepreneur and business.

The cooperative places a strong emphasis on using a close-knit approach to address the issues and needs of its members and clients. This translates into providing each client with specialized service catered to their needs as well as access to a large network of associate businesses and collaborators who provide services that are complimentary to the cooperative's own.

Additionally, the cooperative's management model offers an ethical and sustainable approach, supporting principles like solidarity, democracy, and corporate social responsibility. This might be appealing to business owners and organizations looking for an equitable replacement for traditional work models.

In conclusion, the CPEN's value proposition is based on its participatory management model, its individualized and attentive approach, its extensive service menu customized to meet the individual needs of each client, and its management model's ethical and sustainable approach. As a result, it stands out as an appealing and distinctive option for Navarra's business owners and organizations seeking advice and support.

#### **6.5. Selection of marketing strategies**

Next, we will find different marketing strategies that will help us to achieve our objectives. In each of them we will find specific guidelines to carry them out. In addition, we will see examples in all of them.

### *6.5.1 Content Marketing*

This strategy focuses on producing and disseminating valuable content for the cooperative's intended audience. Blog posts, videos, infographics, guides, and e-books are a few examples of content types. As it offers them pertinent and useful information on topics of interest, this kind of content can be used to draw new patrons and members to the cooperative. This plan can also help the cooperative establish itself as a pioneer in its field and raise awareness of it in Navarra.

- ✓ Identify the topics of interest to the cooperative's target audience and create an editorial calendar. Develop a content strategy focused on the needs and problems of our target audience, creating relevant and valuable content for them.
- ✓ Create blog articles, videos, infographics, guides and other useful resources for the target audience, such as "10 tips for start-up entrepreneurs". You could also publish success stories of entrepreneurs who have worked with the cooperative.
- ✓ Post regularly on the co-op's blog, enriching the content with images and videos.
- ✓ Offer free downloads, such as guides or templates, to attract potential customers to a registration form that captures their contact information. For example, you could offer a guide to creating a successful business plan.
- ✓ Promote content through social media and email to expand your reach. You could share blog posts on the cooperative's social networks and send email newsletters to your contact database. Relevant online discussion groups may also be useful.
- ✓ Use SEO techniques to improve search engine rankings by including relevant keywords in content.
- ✓ Measure the performance of the content using analytics tools and adjust the strategy according to the results obtained.

Example: Create a free guide for entrepreneurs on how to create a business plan. Promote the guide on social networks and online entrepreneur groups. Use SEO techniques to ensure that the guide appears in Google search results when users search for information about business plans.

### *6.5.2. Advertising in local media*

Local media advertising can be used to promote events, programs, and services of the cooperative as well as to attract new customers and members. This strategy is based on advertising in local media, such as newspapers and radio, to increase the cooperative's visibility in Navarra. It can also help the cooperative increase its reach in Navarra and improve its reputation.

- ✓ Identify the local media most relevant to the cooperative's target audience.
- ✓ Contact them (newspapers, magazines, radio, television) to find out what advertising options are available. For example, the local newspaper could be contacted to place an advertisement in its business section.
- ✓ Design an advertising campaign that is tailored to the needs and characteristics of each media outlet. That is, create media-specific ads tailored to the target audience and marketing objectives. For example, a radio advertisement could be created that targets entrepreneurs in Navarra.
- ✓ Monitor and adjust the advertising campaign according to the results obtained. That is, monitor and analyze the results of the advertising to optimize the budget. The number of clicks or conversions generated by each ad could be tracked and the advertising investment adjusted accordingly.

Considering other types of advertising, the following points could be taken into account:

- ✓ Use online advertising, such as Google Ads or Facebook Ads, to reach our target audience.
- ✓ Use print and digital media advertising relevant to our target audience.
- ✓ Offer discounts and promotions to new members of the cooperative.

Example: Create an ad on Facebook Ads to promote our advisory services to entrepreneurs in Navarra. Define the target audience for the ad based on geographic location and relevant interests. Include a special discount for new members of the cooperative.

### *6.5.3. Public Relations*

In order to increase the cooperative's visibility in Navarra, this strategy relies on cooperation with local media, bloggers, and other influencers. To gain more exposure in the local media, the cooperative might offer interviews, opinion pieces, or collaborations on joint projects. Additionally, the cooperative can improve its reputation and expand its impact in Navarra by planning events and taking part in CSR initiatives.

- ✓ Identify media and journalists relevant to the cooperative and establish contact with them. For example, journalists specialized in entrepreneurship and business could be contacted.
- ✓ Collaborate with influencers and bloggers in the sector to increase the visibility and credibility of the cooperative. Collaborate with entrepreneurship bloggers or influencers who share the values and objectives of the cooperative.
- ✓ Work in collaboration with other relevant organizations and companies in our field.
- ✓ Establish a collaboration strategy with the media, bloggers and other influencers that includes interviews, opinion articles and collaborations on joint projects.
- ✓ Create and distribute press releases to publicize the cooperative's achievements and relevant news. For example, a press release could be sent to announce the opening of a new cooperative office in Navarra.
- ✓ Monitor and adjust the public relations strategy based on the results obtained.

Example: Write an opinion article on the importance of collaboration between entrepreneurs for business development in Navarra. Submit the article to local media and relevant blogs in our field. Participate in a trade fair for entrepreneurs in Navarra to publicize our services and establish contacts with other entrepreneurs.

#### *6.5.4. Social Media Marketing*

In order to effectively reach its target audience, this strategy is based on the creation and management of social media profiles on sites like Facebook, Instagram, and Twitter. Social media could be used by the cooperative to advertise upcoming events, programs, and services as well as to stay in touch with its members and clients. Social media marketing can also aid the credit union in generating discussions and boosting engagement with its target market.

- ✓ Identify the social networks that are most relevant to the credit union's target audience.
- ✓ Create and manage social media profiles that adapt to the needs and characteristics of each social network. Keep in mind which are the main social networks such as Twitter, LinkedIn, Facebook and Instagram.
- ✓ Create specific content for each social network, adapting it to the format and characteristics of each platform.
- ✓ Regularly publish relevant and valuable content for the target audience, such as news about the cooperative, promotions, events and its services. For example, you could post photos and videos of events organized by the cooperative for entrepreneurs, or even tips and news related to entrepreneurship.
- ✓ Use segmentation and advertising techniques in social networks to reach a wider and more specific audience, for example, create Facebook ads that target entrepreneurs in Navarra.
- ✓ Interact with our community on social networks, answering questions and comments.
- ✓ Monitor and adjust the social media marketing strategy based on the results obtained.

Example: Create an Instagram account for the cooperative and share images and videos of events and activities relevant to entrepreneurs in Navarra. Share content about entrepreneurship in Navarra, such as news and relevant events. Use Instagram Ads to reach our target audience with relevant advertising messages.

#### *6.5.5. Strategic Alliances*

In order to broaden the scope of services provided and draw in new customers and members, this strategy is based on the formation of strategic alliances with other businesses and organizations in Navarra. Strategic partnerships can be used to expand the cooperative's audience and visibility, as well as to promote shared events and programs. The cooperative can strengthen its position in the market and create new business opportunities with the aid of this strategy.

- ✓ Identify the most relevant companies and organizations to establish strategic alliances.
- ✓ Establish collaboration agreements that include the expansion of service offerings, the organization of joint events and programs, and the mutual promotion of both parties.
- ✓ Promote strategic alliances in social networks, newsletters and other communication channels of the cooperative.
- ✓ Referral marketing: Establish a referral program for cooperative members who recommend our services to other entrepreneurs.
- ✓ Monitor and adjust strategic alliances based on the results obtained.

#### *6.5.6. Events and conferences*

- ✓ Organize events and conferences for entrepreneurs in Navarra. For example, a conference on financing for entrepreneurs could be organized.
- ✓ Invite industry experts and thought leaders to speak at events and conferences. For example, a venture capitalist could be invited to speak at events and conferences.



## 6.6. Budget

To define a realistic budget for the marketing plan of the cooperative, it is necessary to consider several factors, such as the size of the cooperative, the stage of development, the marketing objectives and the strategies selected.

It is true that a considerable amount of money is required for this type of strategy, and the cooperative, being small in size, may not have it. That is why in this section, in addition to presenting an approximate cost, we are going to look for strategies to reduce the cost of each strategy mentioned in the previous sections. Keep in mind that the cooperative is in a growth stage and the marketing objectives are to increase the number of members and generate more sales.

**Approximate budget for advertising: 8,000 euros per year** for advertising in digital media, such as Google Ads and Facebook Ads, as well as in local print media.

In order to reduce costs in this area, instead of advertising in local print media, the cooperative could focus more on digital advertising on Facebook and Google Ads, where the daily budget can be adjusted. In addition, audience targeting can be used to address a specific target audience and increase advertising effectiveness.

**Approximate budget for content marketing: 3,500 euros per year** for the creation and promotion of content on the cooperative's blog and social networks, including the hiring of a copywriter and a graphic designer for the creation of visual materials.

In this case, the strategy to reduce costs would be to reduce content production costs by maintaining a more spaced publication strategy, for example, publishing one blog post per month instead of one per week. In addition, in-house productions can be done, avoiding the costs of outsourcing copywriters and graphic designers.

**Approximate budget for public relations: 3,000 euros per year** for hiring a public relations consultant and for organizing events to attract new members and improve the image of the cooperative.

Instead of hiring a public relations consultant, this task could be assigned to a member of the cooperative with experience in public relations or be done on one's own. In addition, look for free event venues and collaborate with local organizations to reduce rental costs.

**Approximate budget for social media marketing: 2,000 euros per year** for the promotion of the cooperative on social networks, such as Facebook, LinkedIn and Instagram, through sponsored posts and collaborations with influencers.

As a cost reduction strategy, the social media marketing budget can be reduced by focusing on a particular social platform, instead of being present on several platforms. In addition, you could look for collaborations with micro-influencers who charge less than large influencers, or use social networks for free without advertising.

**Approximate budget for market research: 1,500 euros per year** for conducting surveys and market research to better understand the needs of members and potential members.

Smaller and less frequent studies can be done in this case instead of hiring an external market research agency. This would be much more economical. You could also use the information available online and conduct surveys with free Google tools.

## **6.7. Measurement and evaluation**

Establishing metrics for evaluating the effectiveness of the marketing strategy and regularly assessing the results to make adjustments and improvements are essential. I'll go over a few metrics that can be utilized to assess how well the marketing plan is working below.

1. **Website traffic:** This is a crucial metric for assessing the efficacy of social media marketing, content marketing, and advertising. Google Analytics is a useful tool for monitoring website traffic and can offer details on the number of visitors, the

length of each session, and the number of pages viewed. Increased website traffic is a sign that marketing tactics are effective and that the target audience finds value in the content.

2. **Social media engagements:** Likes, comments, and shares on social media sites can be used as a useful metric for measuring the effectiveness of social media marketing campaigns. On each social media platform, it's critical to gauge engagement and monitor trends over time. An increase in interaction indicates that the target audience is responding favorably to the marketing strategies.
3. **Conversion rate:** Conversion rate measures the percentage of website visitors who convert into leads or buyers. It is important to set clear conversion goals and measure the conversion rate at each stage of the sales funnel. If the conversion rate is low, it may be a sign that the marketing strategy needs to be adjusted or the user experience on the website needs to be improved.
4. **Return on Investment (ROI):** ROI assesses the financial success of marketing initiatives. To determine whether advertising campaigns are producing a profitable return on investment, it is necessary to measure revenues and costs. If ROI is low, it might be necessary to change the marketing plan or look for cost-cutting measures.
5. **Competitor analysis:** Competitor analysis is an important metric to evaluate the success of the marketing plan compared to competitors. It is important to track competitors' market share, growth rate and customer satisfaction. If the company is losing ground to competitors, it may be necessary to adjust the marketing strategy or look for ways to differentiate itself.

## 6.8. Digital Marketing

From a digital marketing point of view, the marketing plan for the cooperative of entrepreneurs of Navarra has a strong focus on digital strategies. The use of digital tools is key to reach the desired audience and measure the impact of the actions taken.

For example, the content marketing strategy is based on the creation of valuable and relevant content for the audience, and dissemination through different digital channels. The most effective digital channels for content distribution should be identified, such as blogs, social networks, newsletters, among others, and their impact should be measured through metrics such as website traffic, interaction with publications and conversion rate.

Similarly, the digital advertising strategy seeks to reach the audience through paid ads on different digital platforms, such as Google Ads or social networks. It is important to establish clear and measurable objectives for each advertising campaign, such as the number of clicks or conversions, and adjust the advertising investment based on the results obtained.

Digital public relations marketing focuses on online reputation management and the generation of positive content that enhances the cooperative's image. Results can be measured through the monitoring of mentions in social networks and digital media, and the evaluation of the perception that users have of the cooperative.

Social media marketing is an essential strategy nowadays, given that social networks are one of the main sources of information and entertainment for the majority of the audience. It is necessary to establish clear and specific objectives for each social network, and to measure success through metrics such as the number of followers, the reach of publications and the interaction rate.

In addition to all this, the email marketing strategy focuses on sending personalized and relevant emails to the audience. It is necessary to measure the open rate and click-through rate to evaluate the success of each email marketing campaign, and make adjustments to improve the effectiveness of the strategy.

Finally, an interesting contribution could be to consider the implementation of marketing automation tools in the action plan. These tools can help simplify and optimize the marketing process, allowing the credit union to save valuable time and resources. For

example, implementing email marketing campaign management software can help the co-op create and send personalized, segmented emails to its audience more efficiently. Social media automation tools can also be used to schedule posts and manage content across multiple platforms at the same time.

In addition, these tools also allow for real-time data collection and results analysis, which can help the credit union identify patterns and trends in its audience to adjust its marketing strategy and improve its effectiveness.

Taking all of the above into account, it is clear that digital marketing is a key to the success of the marketing plan of the Navarra entrepreneurs' cooperative. Measuring results and regular evaluation are essential to adjust the strategy based on the results obtained.

## 7. CONCLUSIONS

As a conclusion, the process of creating an effective marketing plan for the Navarra entrepreneurs' cooperative will be a crucial step in its development and growth. This process will allow the cooperative to better understand its audience, establish clear objectives and strategies, and define a realistic budget to carry out its marketing plan.

I have identified several marketing strategies that can be effective for the co-op, such as content marketing, digital media advertising, public relations and social media marketing. In addition, I have defined specific tactics to implement each of these strategies, including creating quality content, selecting appropriate advertising platforms, establishing partnerships with other businesses, and creating social media ad campaigns.

Importantly, measuring and analyzing results is key to the effective implementation of the marketing plan. I have established specific metrics to evaluate the success of the plan, such as conversion rate, social media reach and interaction, and visitor traffic to the credit union's website. These metrics will allow the co-op to effectively adjust its marketing strategy and improve its effectiveness.

Overall, the process of creating an effective marketing plan is crucial for any business or cooperative looking to grow and thrive in a competitive market. The Navarre Entrepreneurs' Cooperative would take an important step toward its future growth and success through the creation of this marketing plan, which will allow it to reach more people and fulfill its mission to support and encourage entrepreneurship in the region.

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