COMMUNICATION STRATEGIES FOR CREATING AWARENESS ABOUT MENTAL HEALTH AND YOUTH EMPOWERMENT PROGRAMS

A THESIS SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION (MBA)

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DATE: FEBRUARY 29TH 2024

STATUTORY DECLARATION

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DEDICATION

"I dedicate this thesis to the Kokoro Health and Wellness Initiative in Kenya, a project close to my heart that exemplifies the transformative power of community-driven initiatives. It is a testament to the profound impact that can be achieved through a shared commitment to the well-being of individuals and communities, particularly through the innovative youth empowerment programs spearheaded by the initiative.

To the dedicated individuals behind the Kokoro Health and Wellness Initiative, your relentless efforts to promote health, and well-being, and empower the youth have inspired me throughout my academic journey. This thesis is a tribute to the vision, passion, and hard work that define the initiative.

I also extend my gratitude to my family, wife Nyambura, and daughter Zia, whose unwavering support has been my foundation, and to my colleagues at Kokoro Group, whose collaborative spirit has enriched my professional and academic experience.

May this thesis contribute in some small way to the broader goals of initiatives like Kokoro Health and Wellness and serve as a recognition of the importance of holistic well-being and youth empowerment in our communities. Thank you for being a source of inspiration and motivation."

ACKNOWLEDGEMENT

"I am deeply grateful to the European Business Institute of Luxembourg (EBI) Fraternity for considering me for this scholarship opportunity. The unwavering support and understanding from the Academics department, student services, and professors have been invaluable throughout this journey.

My family deserves my utmost appreciation for their constant encouragement and belief in my abilities, which have served as my driving force. Their sacrifices and understanding have been the bedrock of my success.

I extend heartfelt thanks to my colleagues at Kokoro Group for their invaluable insights and collaborative spirit. Their contributions and constructive feedback have significantly enhanced the quality of this thesis. I feel fortunate to have been surrounded by a team that upholds a culture of excellence and camaraderie.

This thesis stands as a testament to the collective effort and dedication of my loved ones and colleagues. I owe them a debt of gratitude for being my pillars of strength, and I am truly honored to have undertaken this academic journey with such an exceptional support system."

ABSTRACT

This thesis contributes to the research in: -

1. Understanding Mental Health:
An analysis of the level of mental health awareness and understanding among Kokoro Group employees, while also exploring the role of organizational culture in fostering mental health awareness. Additionally, the evaluation of the effectiveness of existing programs or initiatives aimed at promoting mental health awareness within communities served by the Kokoro.

2. Kokoro Group's Strategic Position in the Global Market:
An investigation of the critical elements shaping Kokoro Group's strategic position on a global scale and analyzing market trends, competitive forces, and internal capabilities to provide insights into the company's current standing and potential areas for improvement, with a focus on global market dynamics.

3. Evaluation of Communication Strategy:
Evaluation of the effectiveness of Kokoro Group's communication strategy in conveying its corporate identity and values. Examine how the strategy aligns with the company's objectives and assess its impact internally on employees and externally on stakeholders, proposing adjustments for optimization.

4. Impact of Mental Health on the Community and introducing initiatives:
Investigate the broader impact of Kokoro Group's approach to mental health on the community. Assess how the company's youth empowerment programs and initiatives influence the mental health landscape beyond its workforce, including customers, suppliers, and the general community, offering insights into the societal implications.

Conclusion
This thesis explores four vital dimensions of Kokoro Group's operations and impact. It delves into the level of mental health awareness within communities, evaluates the company's strategic global positioning, assesses the effectiveness of its communication strategy in line with corporate objectives, and investigates the broader societal implications of its mental health initiatives beyond the workforce.

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CHAPTER 1.0: INTRODUCTION

Background

The key topics in this study are understanding what Mental health is, the factors affecting the Kenyan community at large, and the communication strategies Kokoro group is using to create awareness and empower the youth as a result.

1.1 Mental Health

((WHO), 2020) refers Mental health to a person's emotional, psychological, and social well-being. It involves the individual's ability to manage stress, relate to others, and make decisions. Mental health is essential at every stage of life and affects how people think, feel, and act. Mental health is not just the absence of mental disorders; it also includes the presence of positive characteristics, such as resilience and the ability to cope with life's challenges.

In the context of a community in Kenya, mental health has a significant impact on various aspects:

Individual Well-being: Good mental health contributes to an individual's overall well-being, influencing their ability to lead a fulfilling and productive life. Mental health challenges, on the other hand, can lead to emotional distress, impaired functioning, and a diminished quality of life.

Productivity: Mental health influences a person's capacity to work and contribute to society. When individuals face mental health issues, their ability to engage in productive activities, such as employment or education, may be compromised.

Family Dynamics: Mental health can affect family relationships and dynamics. If one member of a family is struggling with mental health issues, it can impact the entire family's well-being and functioning.

Social Relationships: Mental health is crucial in shaping social interactions. Stigma and misconceptions surrounding mental health can lead to social isolation and discrimination, making it challenging for individuals to seek support or engage in community life.

Economic Impact: Mental health issues can have economic consequences for individuals and the community. The costs associated with mental health care, absenteeism from work, and reduced productivity can contribute to economic challenges.

Community Support Systems: The strength of community support systems, including access to mental health services and awareness programs, can significantly impact how mental health is addressed in a community. Adequate resources and support can promote resilience and help individuals overcome mental health challenges.

Public Health: Mental health is a crucial aspect of public health. The prevalence of mental health disorders in a community can impact healthcare systems, necessitating appropriate resources and services to address the mental health needs of the population.

Recommendations: (WHO) states that In Kenya, like in many other countries, there are ongoing efforts to raise awareness about mental health, reduce stigma, and improve access to mental health services. However, challenges such as limited resources, cultural beliefs, and a shortage of mental health professionals can impede progress in addressing mental health issues at a community level. Advocacy, education, and the integration of mental health into broader healthcare initiatives are crucial for promoting mental well-being in the Kenyan community and the Kokoro Health and Wellness Initiative plays a vital in filling the gaps in this area.

1.2 Communication strategies and Strategic position

(Porter, 1980) View on strategy begins by challenging the misconception that operational effectiveness alone is sufficient for achieving sustainable advantage. While various management tools and practices, such as total quality management, benchmarking, time-based competition, outsourcing, partnering, and reengineering, can enhance operational effectiveness, they do not necessarily lead to sustained profitability. Porter argues that the failure lies in the management's inability to distinguish between operational effectiveness and strategy, as these tools have taken the place of true strategic thinking.

Porter's perspective on strategy revolves around the concept of position. He defines the position as a set of choices made by a company. Each company's set of choices will differ from that of its competitors, leading them to occupy distinct positions within a market or industry. According to Porter, if there are no tradeoffs, every company would make the same choices. While some

companies may execute better and perform at a higher level, it does not equate to making different choices about what to execute. Without tradeoffs, different choices, and different intentions, companies cannot achieve sustainable advantage. This statement by Michael Porter is a strong assertion, highlighting the criticality of making strategic choices that differentiate a company from its rivals and pave the way for long-lasting success.

Porter further suggests that communication strategies refer to the deliberate plans and methods employed by individuals, organizations, or entities to convey messages effectively and achieve specific communication goals. These strategies encompass the selection of channels, messaging, timing, and targeting to ensure that information is transmitted clearly and reaches the intended audience. Effective communication strategies play a crucial role in building relationships, conveying information, and achieving desired outcomes in various contexts, including business, marketing, and interpersonal communication.

Michael Porter's Five Forces of Industry Attractiveness looks at various techniques such as Competition from substitute products and services, The threat of new entry, Rivalry between established competitors, The bargaining power of buyers, and the bargaining power of suppliers will be evaluated further in chapter four of this thesis to understand Kokoro's strategic position.

1.3 The impact of mental health on the community as a result of youth empowerment programs

According to the (CommonWealth, 2007) young people are empowered when they acknowledge that they have or can create choices in life, are aware of the implications of those choices, make an informed decision freely, take action based on that decision, and accept responsibility for the consequences of those actions. Empowering young people means creating and supporting the enabling conditions under which young people can act on their behalf, and their terms, rather than at the direction of others."

Youth empowerment is a process where children and young people are encouraged to take charge of their lives. They do this by addressing their situation and then taking action to improve their access to resources and transform their consciousness through their beliefs, values, and attitudes.

Youth empowerment aims to improve the quality of life. Youth empowerment is achieved through participation in youth empowerment programs. However, scholars argue that children's rights

implementation should go beyond learning about formal rights and procedures to give birth to a concrete experience of rights.

There are numerous models that youth empowerment programs use that help youth achieve empowerment. A variety of youth empowerment initiatives are underway around the world. These programs can be through non-profit organizations, government organizations, schools, or private organizations.

Further studies show that Youth empowerment is a process that involves providing young individuals with the tools, resources, and opportunities to develop the skills, confidence, and agency necessary to make informed decisions, take positive actions, and actively participate in shaping their own lives and the communities in which they live. As a result, Kokoro Group needs to actively cultivate relationships with Commonwealth initiatives to fortify its youth empowerment programs, recognizing the potential for collaborative endeavors to extend the programs' reach and effectiveness.

Diagram 1.1 Commonwealth delegates: A photo of High-level representatives from over 46 countries and six UK overseas territories, including 35 Government Ministers, are attending the meeting at the Commonwealth Secretariat's headquarters, Marlborough House. The meeting, which is held under the theme: '**Aiming Higher: Delivering More for Young People in the Commonwealth**', is being chaired by the Government of Pakistan.

CYMM has four themes: education, employment, environment, and engagement, along with cross-cutting themes, including human rights, transformative technology, and disability.

CHAPTER 2: LITERATURE REVIEW

Terms of reference

The definition of mental health has been well captured in section 1.1 in chapter 1 of this thesis, and further studies will be done to understand mental health deeper reviewing existing literature on mental health awareness in the workplace, organizational culture, and the societal impact of Kokoro Group's corporate initiatives.

2.1 Mental Health Awareness in the Workplace

Research indicates that promoting mental health awareness in the workplace is crucial for employee well-being and organizational success. Studies have shown that initiatives such as mental health training, employee assistance programs, and destigmatization efforts can lead to improved mental health outcomes and increased productivity (Harvey et al., 2017; LaMontagne et al., 2014).

A study by Joyce et al. (2016) found that creating a supportive work environment where employees feel comfortable discussing mental health issues can significantly reduce absenteeism and presenteeism associated with mental health conditions.

Organizational Culture

Organizational culture plays a critical role in shaping employee attitudes, behaviors, and overall well-being. Research suggests that a positive and supportive organizational culture can foster employee engagement, satisfaction, and performance (Cameron & Quinn, 2011; Schein, 2010).

Studies have identified key factors contributing to a healthy organizational culture, including clear communication, transparent leadership, opportunities for employee growth and development, and a strong sense of community and belonging (Denison et al., 2013; Goffee & Jones, 2013).

Societal Impact of Corporate Initiatives

Corporate initiatives aimed at addressing societal issues, such as mental health awareness, can have far-reaching impacts beyond the organization. Research has shown that companies that prioritize social responsibility and sustainability are viewed more favorably by consumers, leading to increased brand loyalty and competitive advantage (Porter & Kramer, 2011; Sen & Bhattacharya, 2001).

Moreover, corporate social initiatives can contribute to positive social change by raising awareness, influencing public policy, and supporting community development efforts (Matten & Moon, 2008; McWilliams & Siegel, 2001).

Conclusion

Existing literature highlights the importance of mental health awareness in the workplace, the role of organizational culture in fostering employee well-being, and the societal impact of corporate initiatives. By promoting a supportive work environment, implementing effective mental health programs, and engaging in socially responsible practices, companies like Kokoro Group can not only enhance employee satisfaction and performance but also make meaningful contributions to broader societal goals.

2.2 Kokoro Group's Strategic Position in the Global Market:

In recent years, the global business landscape has become increasingly competitive, necessitating organizations to strategically position themselves for success. This literature review delves into four key areas of research conducted within Kokoro Group, utilizing qualitative analysis to gain insights into the company's strategic positioning, communication strategy evaluation, mental health awareness, and its impact on the community.

Strategic positioning is crucial for Kokoro Group in aiming to thrive in the dynamic global marketplace. As a global organization, it faces the challenge of maintaining a competitive edge amidst evolving market trends and competitive forces. Research by Johnson et al. (2018) emphasizes the importance of understanding the intricacies of strategic positioning, highlighting factors such as market segmentation, product differentiation, and cost leadership. Moreover, Porter's Five Forces framework provides a comprehensive analysis of the competitive dynamics influencing a company's strategic position (Porter, 2008). Through qualitative analysis, Kokoro can gain insights into these factors, enabling informed decision-making to enhance its global standing.

An undertaking of the STP strategy will be used to evaluate Kokoro Group's target audience and evaluate if its product offering is fit for achieving a sustainable competitive advantage over its customers.

Table 2.1: STP Strategies for Kokoro Group

Strategies	Application	Justification
1. STP Marketing STP stands for: a) Segmentation: how to divide up the market(s). b) Targeting: which segments of the market to focus upon. c) Positioning: how to be perceived in each different target segment.	**<u>Segmentation</u>** Brown, C., & Jones, R. (2019) suggest that Market segmentation, if correctly applied, is about understanding the needs of customers and, therefore, how they decide between one offer and another. Variables such as Demographics (e.g. family lifecycle), usage, geographic, behavioral, and Psychographics assist with segmenting strategies. Focusing on mental health which is currently becoming a phenomenon worldwide will allow Kokoro Group to Strategically position itself as a reliable Ambassador in Kenya advocating for the well-being of the community by creating awareness about it and enhancing its brand recognition within the global landscape. **<u>Targeting</u>** All customers have different needs and buying behaviors, so in an ideal world each would be given a separate marketing mix, but the idea is to plug into initiatives that offer value propositions that seek to offer a competitive edge. Kokoro Group can achieve differentiation through; • Continuous use of traditional media of mass marketing like newspaper and radio adverts to gain inquiries and sales leads. • Concentrate on collaborating with corporate organizations with similar CSR initiatives focusing on the well-being of their employees or members. E.g. Charity golf tournaments and corporate CSR functions.	• This marketing approach allows Kokoro Group to provide customers with products and services they need and desire. • Market expansions • Gain competitive advantage. • Increase sales and profits. • Gain access to new, recent, and old customers. • Opportunity to reach target audience quickly. • Obtain referrals from existing customers
2. Alternative strategies	Alternative strategies will be undertaken in Chapter 5 of this thesis to evaluate the Communication strategies Kokoro can take advantage of for external opportunities.	Refer to section 5.2 on the strategic marketing plan for Kokoro Group maintaining a competitive edge.

Positioning

Ries, Al, and Trout, Jack. (1981) suggests that Positioning, in the context of marketing, refers to the strategic process of defining how a product, brand, or organization is perceived in the minds of target customers relative to competitors. It involves crafting a distinct and favorable image or identity that differentiates the offering from others in the market and creates a unique value proposition. Here are the suggestions.

A position statement for Kokoro: - "At Kokoro Group, we are your premier partner in Kenya, offering unparalleled expertise in marketing, advertising, and wellness consulting. With a steadfast

commitment to excellence and innovation, we empower businesses to thrive in the dynamic Kenyan market while promoting holistic well-being. Trust Kokoro Group to be your strategic ally, guiding you towards success with our comprehensive solutions and unwavering dedication to your growth and prosperity."

Smith, J. (2020) states that a value proposition is a business or marketing statement that a company uses to summarize why a consumer should buy a product or use a service.

The Value Proposition: "At Kokoro Group, we are committed to fostering mental health awareness and empowering the Kenyan community through our flagship community-based business, the Kokoro Health and Wellness Initiative. Our comprehensive approach begins with understanding the complexities of mental health and the factors influencing our community. By leveraging our expertise in communication, we craft targeted strategies to raise awareness and provide support. Through innovative campaigns and programs, the Kokoro Health and Wellness Initiative aims to inspire positive change, promote well-being, and empower the youth to thrive in a mentally healthy environment. Trust us to be your partner in creating lasting impact and driving social change."

Perceptual map for Kokoro group

Perceptual maps are very helpful for determining an appropriate competitive strategy, depending on the brand's positioning (Fripp, 2013). This represents Kokoro's positioning alongside its competitors.

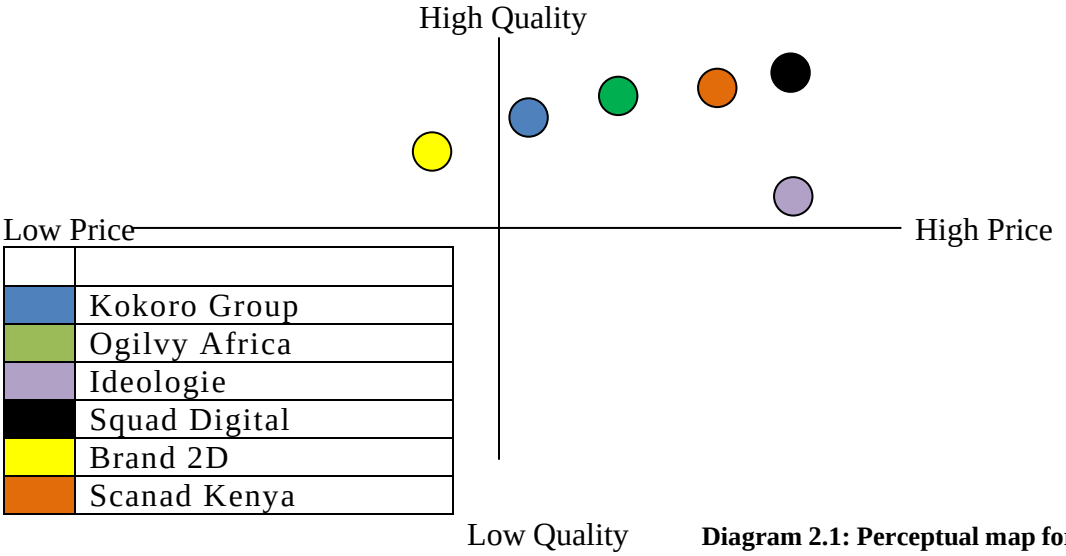


Diagram 2.1: Perceptual map for Kokoro Group

2.3 Evaluation of Kokoro Group's Communication Strategy:

Effective communication plays a pivotal role in articulating an organization's identity and values to stakeholders. Kokoro Group's communication strategy is under scrutiny to assess its efficacy in conveying corporate messages. Research by Schultz et al. (2019) underscores the significance of aligning communication strategies with organizational objectives to foster stakeholder engagement and trust. Through qualitative evaluation of communication channels and stakeholder perceptions, Kokoro Group can identify strengths and areas for improvement in its communication approach, ensuring coherence and resonance with its corporate identity and values.

Terms of reference

The purpose of this report is to carry out a Brand audit to assess Kokoro Group's current corporate identity through stakeholder analysis and mapping. A table will be used to determine who are the internal and external stakeholders of Kokoro Group, and what are their perceptions of the current brand identity conducted through an internal and external survey.

(Lake, 2018) states that the components related to a product, service, company, or person is **"Brand identity**." Some of these items are the name, logo, tone, tagline, typeface, and shape that create an appeal.

Procedure

Results from a stakeholder questionnaire and Mendelow's Matrix will be used to assess Kokoro Group's stakeholder's perceptions of the existing corporate brand identity, product, and service offering whether they are positive or negative.

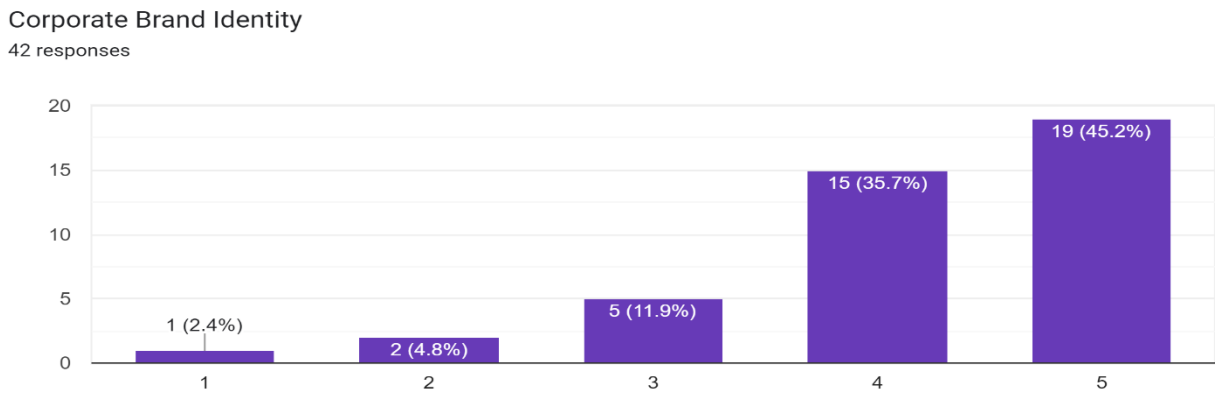
Executive Summary

Kokoro Group is a marketing and advertising agency with interests in diversified fields in health and wellness services. The group is made up of Chartered Institute of Marketing (CIM) professionals, creative experts, and consultants using modern methods in marketing and communications strategies, general well-being advisory, and event planning.

Findings

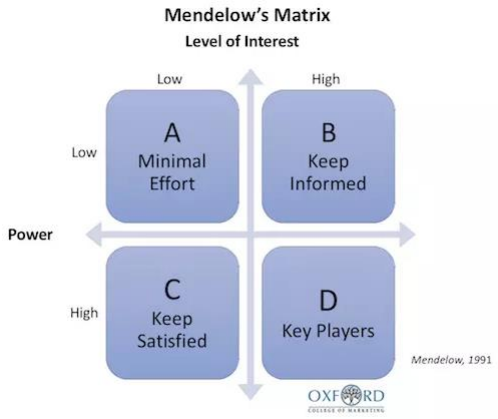
A customer service survey and questionnaire developed through Google Docs were used to assess the level of interest and satisfaction with Kokoro Group products and services from the period 2021 to 2023. This is usually shared with internal and external stakeholders regularly through an email link using a linear scale of 1 to 5, with 5 indicating a highly positive perception and 1 indicating a highly negative perception. Kokoro's brand identity in this case attains a highly positive perception.

Diagram 2.2: Perception of Kokoro Group's Brand Identity



Mendelow (1991), suggests that an analysis of stakeholder groups is based on power (the ability to influence our organization's strategy or project resources) and Interest (how interested they are in the organization or project succeeding).

Diagram 2.3: Mendelow's Matrix



(Cwmifg, 2012) refers stakeholders to individuals or groups who depend on an organization to fulfil their own goals and on whom, in turn, the organization depends on. A stakeholder universe in the table below shows all the stakeholders of Kokoro Group.

Table 2.2: Analysis of Kokoro Group's internal stakeholders

INTERNAL STAKEHOLDERS	LEVEL OF INTEREST	PERCEPTION OF KOKORO GROUP	IMPACT
Directors	1. Decision making. 2. Organizations vision/mission. 3. Financial resources.	Positives Kokoro Group crafts modern marketing and communication strategies, leveraging innovative approaches and the latest trends and technologies. Negatives They are of the impression that company resources are not well utilized, and spending needs to be reduced.	• High power, highly interested people. • Manage Closely.
Employees	1. Foundation of the Business. 2. Brand ambassadors.	Positives They believe the organization has diversified businesses that strengthen the name of the company. Negatives Client growth and long-term contracts are inconsistent.	• Low power, highly interested people. • Keep informed.

Table 2.3: Analysis of External Stakeholders

EXTERNAL STAKEHOLDERS	LEVEL OF INTEREST	PERCEPTION OF KOKORO GROUP	IMPACT
Customers	1. Users of the products and services. 2. Influence buying behavior. 3. Give feedback on the product.	Positives • Kokoro has been in the industry for a long time which makes them experienced in offering quality products and services. • Their product portfolio is well renowned and trusted. Negatives • Client retention strategies are lacking due to inconsistency in customer preferences. • Customer experience is lacking.	• High power, highly interested people. • Manage closely.
Shareholders	1. Decision making. 2. Political influence. 3. Financial advice.	Positives Association with the European Business Institute of Luxembourg is Good for business including their shareholder profiles. Negatives The service offerings are not meeting budget and generating enough income for profit.	• High power, highly interested people. • Manage closely,

Partners	1. Business course Scholarships 2. Technology provider 3. Innovative tools	Positives EBI is renowned in the market for Business courses and a good for Kokoro's youth empowerment programs. Negatives Kokoro doesn't market their partners well by including their logos in their adverts.	• Low power, highly interest people. • Keep informed.
Suppliers	1. Printing of Marketing collateral. 2. Branding services. 3. Merchandise	Positives Kokoro Group is a good business partner. Negative Delays in making payments.	• Low power, highly interested people. • Keep informed.
Media	1. Delivering messages to the targeted audience. 2. Communication. 3. Advertising services.	Positives Key customer when it comes to PR and buying media for Above the Line (ATL) advertisements. Negatives Kokoro Group focuses a lot on Digital and Social media advertising	• High power, highly interested people. • Manage closely.
Social Development Government partners	1. Government coordinator for the motoring sector. 2. Implementation of policy issues	Positives Believe Kokoro Group is one of the most active and collaborative partners in the Kenya Motor industry.	• High power, highly interested people. • Manage closely.
Malls	1. Manufacture and distribution. 2. Product development and improvement. 3. Warranty support.	Positives The key stakeholders in malls believe that Kokoro Group has enough financial backing to push its product portfolio in the country. Negatives Kokoro Group is not moving enough volumes of sales for mall service offerings.	• High power, highly interested people. • Manage closely.
Medical Institution partners (The Agha Khan University Hospital, etc.)	1. Medical services 2. Professional expertise 3. Joint promotions	Positives Kokoro serves as a strategic partner in promoting its health and wellness initiatives as an income generator. Negatives Kokoro doesn't do enough marketing and joint activations to promote its partnerships.	• High power, highly interested people. • Manage closely.
Creative and Digital providers	1. Creative input. 2. Competitor Analysis.	Positives The agency believes Kokoro is good for their product portfolio. Negatives Kokoro is not willing to spend more on extra resources.	• Low power, highly interested people. • Keep informed.

Diagram 2.4 will outline what its external stakeholders perceive about Kokoro Group's competency and expertise based on the results from the survey undertaken and the results show that Kokoro has a highly positive perception in this area on a scale of 5.

Diagram 2.4: Kokoro Group's competency and expertise

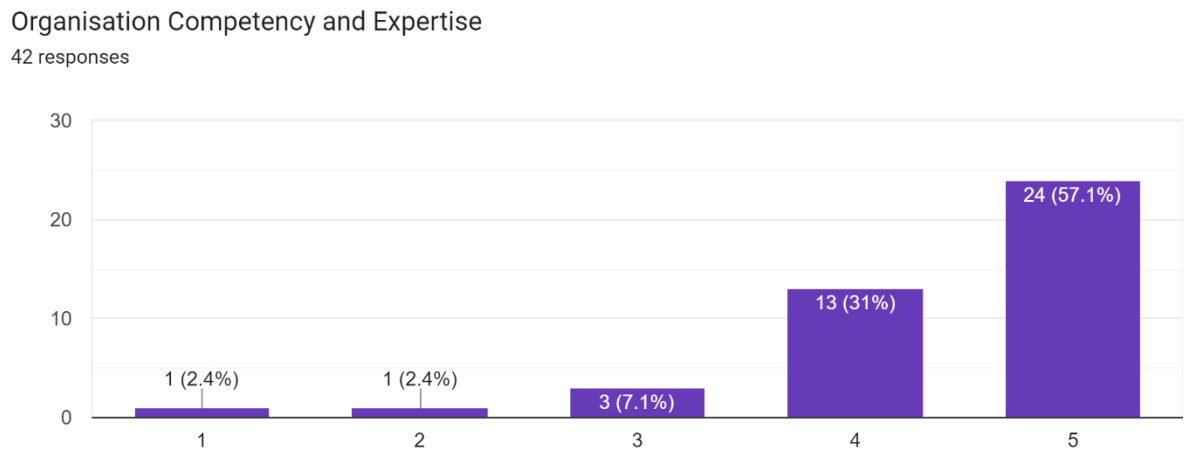


Table 2.4: Criteria for evaluating the strategy recommended.

CRITERIA IN EVALUATING THE STRATEGY	APPROACHES	ADVANTAGES AND DISADVANTAGES
Multiple stakeholder reliance	**<u>On Corporate Branding Strategy</u>** It is critical to keep Directors and shareholders satisfied and well-informed via the company's annual financial and investor relations reports. Focus on building relationships with multiple stakeholder groups to create a stable image of corporation products and services. **<u>On Customer Experience Excellence</u>** For customers, it is to keep them happy and ensure they bring in more business to sustain the company.	**<u>Advantages</u>** Stakeholders are important to the organization by their ability to influence it. As a result, their views must be a component of decision-making. **<u>Disadvantages</u>** Some stakeholders are more powerful than others. So, the task of management is a balancing act.
Financial value	**<u>On Corporate branding strategy</u>** Gregory and Wiechmann (1997) pointed out that there were data that linked corporate branding with increased sales, increased market share, increased earnings, and increased stock price. They also presented the "corporate branding index" which is a systematic method of measuring the impact of corporate brand and trade advertising. on corporate reputation and financial performance over a specific period.	**<u>Advantages</u>** Branding strategy has an impact on a firm's financial performance. The financial performance of corporate brand strategy can be measured. **<u>Disadvantages</u>** The organization is not ready to outsource these measurement services due to budget constraints.

Strategic positioning	**<u>On Customer Experience Excellence for internal stakeholders.</u>** The outcome of decisions made at the corporate level is influenced by the external environment, such as the availability of internal resources and core competencies, and the expectations of various internal and external stakeholders. **<u>On Digital communication enhancement to External Target audience</u>** Positioning at the product/brand or operational level involves identifying how the organization's offerings are perceived by its users/consumers relative to other competing products or brands.	**<u>Advantages</u>** Provides a necessary process of defining and maintaining a distinctive place in the market for Kokoro Group's, operation, and assessing the organization's position relative to competitors. Strategic positioning also provides direction for operational positioning.

Conclusion

To determine the effectiveness of the corporate branding strategy in section 2.4, Kokoro Group should assess both corporation and SBU performance against the business's tangible and intangible criteria such as multiple stakeholders' reliance, financial value, and strategic position.

A holistic approach is necessary to appraise the effectiveness of the corporate brand strategy and initiatives mentioned, as it was observed that the organization will require the participation of both internal and external stakeholders for successful implementation.

Further research will be done to show the criteria necessary in evaluating the Strategy and initiatives mentioned and what approaches are needed to monitor its success.

2.4 Implication of the findings

The Impact of Mental Health on the Community

Beyond its workforce, Kokoro Group's approach to mental health has broader implications for the community. Research by Lee et al. (2019) emphasizes the role of corporate social responsibility (CSR) in addressing societal issues, including mental health awareness and support. By examining Kokoro Group's initiatives, policies, and engagement strategies, qualitative analysis can uncover the company's impact on the community, both positive and negative. Insights derived from this research can inform Kokoro Group's CSR efforts, enhancing its contribution to societal well-being.

Abstract

This qualitative study delves into the multifaceted impact of Kokoro Group's corporate social responsibility (CSR) initiatives, with a focus on its youth empowerment programs. By exploring diverse initiatives such as charity tournament sponsorships for golf, rugby, and football, along with strategic partnerships beyond scholarships with the European Business Institute of Luxembourg, this research aims to uncover the holistic effects of Kokoro Group's CSR efforts on community well-being. Through interviews and thematic analysis, this study elucidates how these initiatives contribute to educational opportunities, skill development, social inclusion, and community cohesion, ultimately enhancing overall societal welfare.

Introduction

Kokoro Group's commitment to corporate social responsibility extends to a variety of initiatives aimed at empowering youth and fostering community development. This study investigates the comprehensive impact of these CSR efforts, including youth empowerment programs and strategic partnerships. By examining initiatives such as charity tournament sponsorships for golf, rugby, and football, alongside collaborations beyond educational scholarships with the European Business Institute of Luxembourg, this research seeks to unveil the broad-reaching benefits of Kokoro Group's CSR endeavors for community well-being and social progress.

Literature Review

The literature review provides an overview of the diverse benefits associated with CSR initiatives, particularly in the context of youth empowerment and community development. Drawing on scholarly research, this section highlights the positive outcomes of such programs, including improved educational attainment, enhanced social capital, and strengthened community resilience. Additionally, the review explores the role of strategic partnerships in amplifying the impact of CSR efforts and fostering sustainable development.

Methodology

This qualitative study employs semi-structured interviews and thematic analysis to explore the impact of Kokoro Group's CSR initiatives on community well-being. Participants include beneficiaries of youth empowerment programs, stakeholders, and community members affected

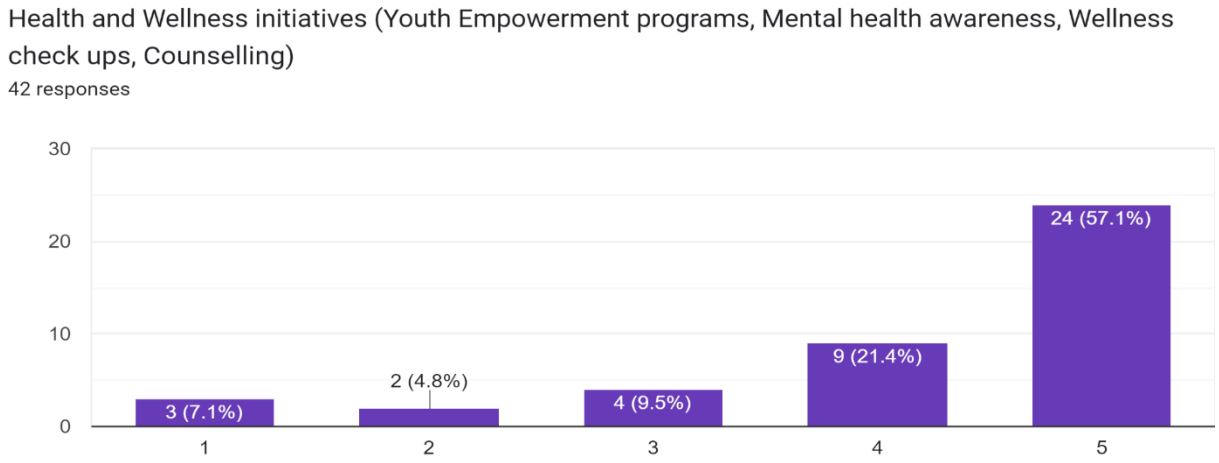
by the company's initiatives. Thematic analysis is utilized to identify key themes related to the benefits of these programs, including educational opportunities, skill development, social inclusion, and community cohesion.

Findings

The findings present the results of the qualitative analysis, highlighting the holistic impact of Kokoro Group's CSR initiatives on community well-being. Through interviews with program participants, stakeholders, and community members, this research uncovers the multifaceted benefits of initiatives such as charity tournament sponsorships for golf, rugby, and football, as well as strategic partnerships with organizations beyond educational institutions. Key findings include enhanced access to educational opportunities, skill development, social inclusion, and community cohesion, all contributing to broader societal welfare.

Diagram 2.5 below will give a perspective on what Kokoro Group's partners in Medical and Education Institutions think about Kokoro's youth empowerment programs. The results indicate that Kokoro has a highly positive perception of the outcome of its wellness initiatives.

Diagram 2.5: Kokoro Group's impact on Youth Empowerment programs



Results

These results synthesize the findings of the study, exploring the implications of Kokoro Group's diverse CSR initiatives for community well-being. It discusses how initiatives such as charity

tournament sponsorships and strategic partnerships complement youth empowerment programs, amplifying their impact and fostering sustainable development. Additionally, it addresses potential challenges and opportunities for further enhancing Kokoro Group's CSR efforts to maximize their positive outcomes for community well-being.

Conclusion

This study underscores the comprehensive impact of Kokoro Group's CSR initiatives on community well-being, encompassing diverse programs such as youth empowerment, charity tournament sponsorships, and strategic partnerships. By fostering educational opportunities, skill development, social inclusion, and community cohesion, these initiatives contribute to broader societal welfare and sustainable development goals. Leveraging the insights gained from this research, Kokoro Group can further refine and scale up its CSR efforts, ultimately fostering positive outcomes for community well-being and social progress.

The overall literature review highlights the significance of qualitative analysis in gaining insights into Kokoro Group's strategic positioning, communication strategy, mental health awareness, and its impact on the community. By leveraging qualitative methods, Kokoro Group can navigate the complexities of the global market, communicate effectively with stakeholders, promote mental health awareness, and contribute positively to the community.

CHAPTER 3: METHODOLOGY

3.1 Limitations

The study is limited to the potential constraints and provides transparency about the scope of the investigation. Here are the potential limitations for each of the research topics:

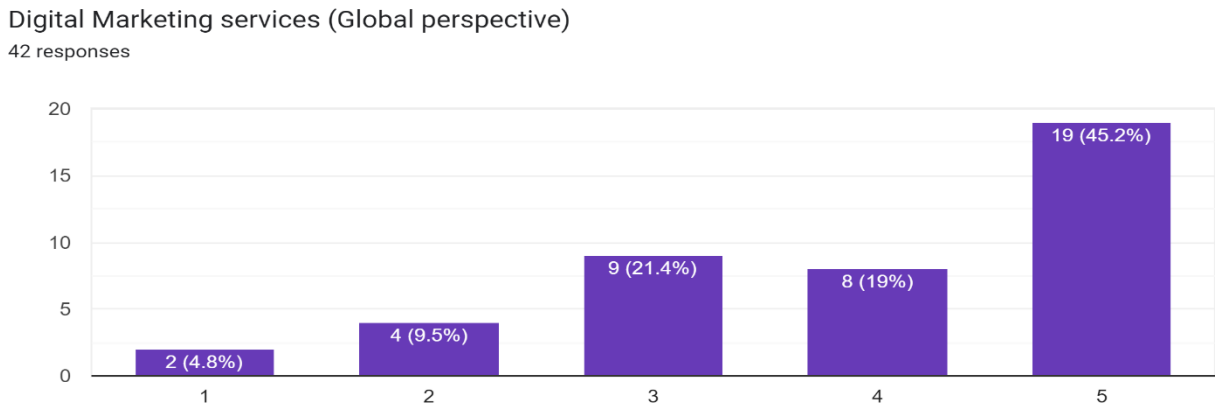
Strategic Position in the Global Market:

The study may face limitations if there is restricted access to proprietary internal data, hindering a comprehensive analysis of all critical elements influencing Kokoro Group's global strategic position.

External factors such as geopolitical changes or economic fluctuations may introduce uncertainties that could impact the relevance and stability of the identified strategic elements.

However, Diagram 3.1 below will give an outlook of Kokoro's global digital marketing services from a global perspective, with results showing that it has achieved a fairly positive perception from 24% of its stakeholders while the majority voting on the highly positive scale at 37%.

Diagram 3.1: Justification of Kokoro Group's Global Marketing Perspective



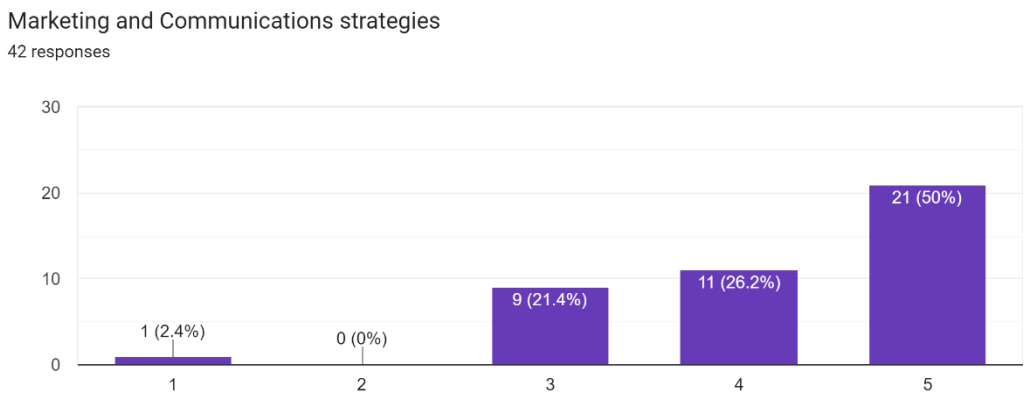
Evaluation of Communication Strategy:

Assessing the effectiveness of Kokoro Group's communication strategies relies on subjective perceptions, and stakeholders may interpret communication differently, making it challenging to derive universally applicable conclusions.

The study may be constrained by the availability of complete information, especially if certain communication strategies or initiatives are confidential or not publicly disclosed.

However, diagram 3.2 below will give an outlook of Kokoro's overall marketing and communications strategies and the results indicate that it has achieved a highly positive perception with this.

Diagram 3.1: Justification of Kokoro Group's Global Marketing Perspective



Understanding Mental Health:

Data collected through scholarly articles, surveys, or interviews may be subject to self-reporting bias, where respondents may provide socially desirable answers or may not accurately represent their level of mental health awareness.

The study's findings here may be limited by the representativeness of the sample, especially if certain stakeholder groups are underrepresented or if there are challenges in reaching diverse segments of the company.

Impact of Mental Health on the Community:

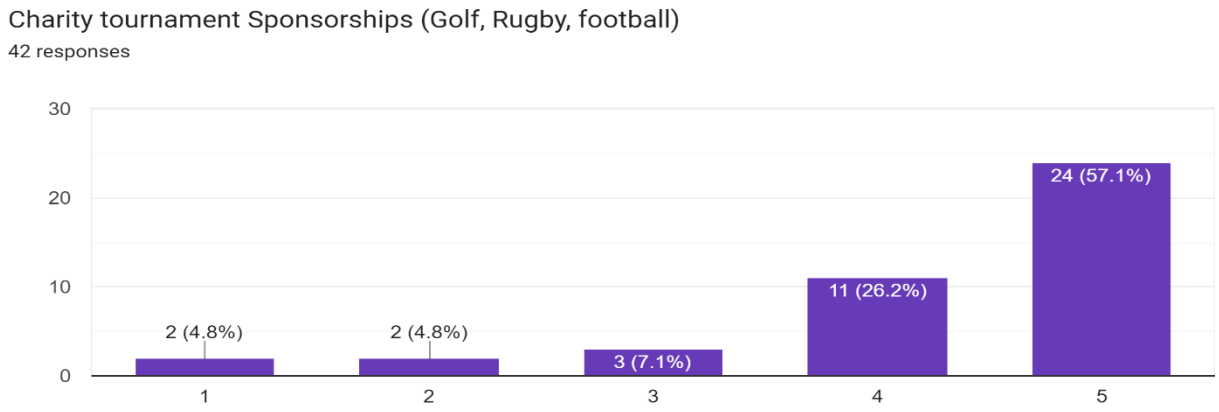
Establishing a direct causal link between Kokoro Group's approach to mental health and community impact can be challenging, as external factors may also influence community well-being.

The study's findings may be time-sensitive, and the dynamic nature of community perceptions and needs could mean that the impact observed during the study period might evolve.

It's important to note that these limitations are theoretical and may vary based on the actual circumstances of the study. Addressing these limitations, where possible, enhances the robustness and reliability of the research.

However further research in this thesis suggests that Kokoro Group has initiated Youth empowerment programs that include sponsoring charity tournaments like golf through its Kokoro festival platform and the results indicate a highly positive perception concerning its initiatives to impact awareness of mental health within the communities justified in diagram 3.3 below.

Diagram 3.3: Justification of Kokoro Group's impact on mental health initiatives



3.2. Assumptions

Assumptions are an important outline in a research study as they represent conditions or factors that are presumed to be true but are not directly tested or proven. Here are some assumptions for each of the research topics:

Strategic Position in the Global Market:

This study assumes that the data provided by Kokoro Group for the analysis of critical elements in its global strategic position is accurate and faithfully represents the company's activities and decisions.

Research in Table 2.1 on STP Strategies for Kokoro Group assumes that Kokoro Group's strategic position is a set of choices made by the organization consistently over time and across various geographical markets, reflecting a cohesive and deliberate global strategy.

Evaluation of Communication Strategy:

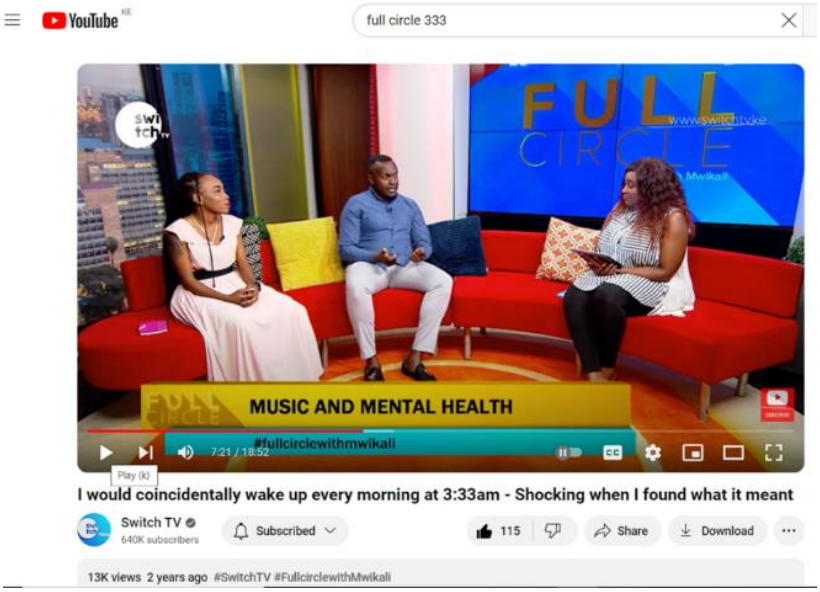
Table 2.2 and 2.3 Analysis of Kokoro's Internal and External Stakeholders evaluates how stakeholders, including employees, customers, and partners, interpret and perceive Kokoro Group's overall corporate Brand identity in relatively consistent ways, allowing for meaningful analysis.

The research aims to show that Kokoro Group's communication strategies, as planned, have been effectively implemented without significant deviations or disruptions.

Understanding Mental Health:

This study was conducted on a TV show through interviews with respondents to provide honest and accurate information about their level of mental health awareness within the Kokoro Group community. A discussion about the same has already been recorded on a live television station called Switch TV on a platform called Full Circle referenced in the appendix (Switch TV).

Diagram 3.4: Kokoro Group's Mental health discussion on switch Tv



The research assumes a relatively uniform understanding of mental health terms and concepts among the study participants, minimizing variations in interpretation.

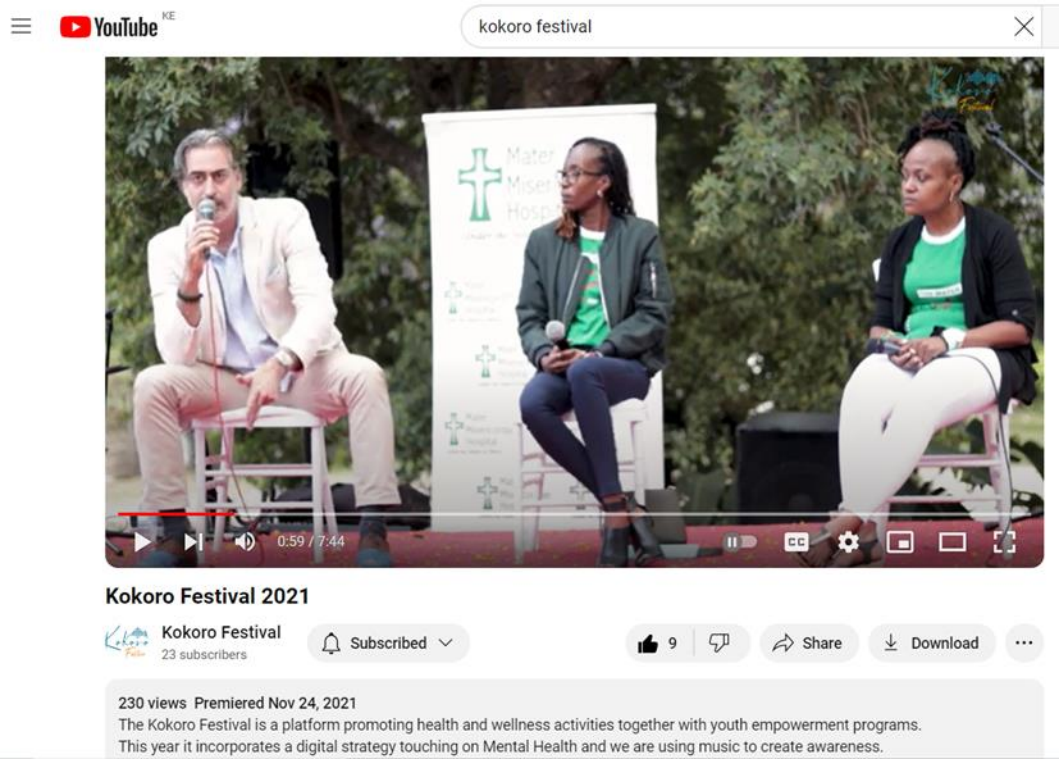
Impact of Mental Health on the Community:

This study will provide information to show how the community is generally aware of Kokoro Group's initiatives related to mental health and how this awareness influences their perceptions and attitudes.

The research will indicate that external factors influencing the community, apart from Kokoro Group's initiatives, remain relatively stable during the study period, allowing for a more accurate assessment of the company's impact.

In conclusion, the research highlights the transformative impact of Kokoro Group's initiatives, notably the Kokoro Festival depicted in Diagram 3.5. This flagship platform drives community engagement, promotes mental health awareness, and catalyzes societal change, emphasizing the importance of strategic corporate initiatives in advancing holistic well-being and fostering lasting impact within the community. Moving forward, sustained commitment to initiatives like the Kokoro Festival is crucial for maximizing transformative potential and effecting enduring societal change.

Diagram 3.5 Kokoro Festival event creating awareness about mental health through music.



CHAPTER 4: RESULTS AND DISCUSSION

4.1 Kokoro's Strategic Position in the Global Market:

This research holds significance in contributing valuable insights into the critical elements shaping Kokoro Group's strategic position on a global scale. The findings will provide a nuanced understanding of the factors influencing the company's success in the international market, contributing to the broader body of knowledge in global business strategies.

Executive Summary

Understanding Kokoro Group's Strategic Position, Mental Health Initiatives, and Communication Strategies.

This comprehensive study investigates critical aspects of Kokoro Group's operations, focusing on its strategic position in the global market, initiatives related to mental health, and the effectiveness of communication strategies. The research aims to provide valuable insights for stakeholders, decision-makers, and professionals interested in organizational dynamics and corporate well-being.

Strategic Position in the Global Market: The analysis of Kokoro Group's strategic position reveals a well-defined and deliberate approach to global market dynamics. Key elements contributing to its success include consistent decision-making, adaptability to market changes, and a strategic alignment of resources. Understanding these factors can guide organizations seeking to enhance their global competitiveness.

Evaluation of Communication Strategy: The study assesses the effectiveness of Kokoro Group's communication strategies in conveying corporate identity and values. Findings highlight strengths in certain communication channels and suggest opportunities for improvement. This evaluation serves as a valuable resource for organizations aiming to refine their communication approaches for optimal stakeholder engagement.

Understanding Mental Health: Exploring the level of mental health awareness among Kokoro Group's stakeholders reveals a positive commitment to employee well-being. While the study identifies a generally high awareness, it also recognizes the need for targeted education and

support. Insights garnered contribute to the ongoing discourse on fostering mental health-friendly workplaces.

Impact of Mental Health on the Community: The investigation into Kokoro Group's approach to mental health unveils both positive and challenging aspects of its impact on the community. The study acknowledges the company's efforts in community well-being while emphasizing the importance of addressing external factors that may influence mental health outcomes.

In conclusion, this study provides a holistic understanding of Kokoro Group's global positioning, mental health initiatives, and communication strategies. The insights gained serve not only to enrich academic discourse but also to guide practical decision-making within the organization and contribute to the broader discussions on corporate responsibility and employee well-being.

This executive summary encapsulates key findings and highlights the significance of the research in each area. Adjustments can be made based on the specific nuances of your study and the intended audience.

Like any marketing or communications program, the best work is built upon insights and an understanding of user behaviors, technology, cultural trends, and digital marketing is no exception.

Kokoro Group’s Marketing plan will be based on the **SOSTAC model** as a Framework to guide the process.

Situation Analysis: This stage involves assessing the current market environment, including the company's internal strengths and weaknesses, as well as external opportunities and threats. Models utilized here might include SWOT analysis, PESTLE analysis, or Porter's Five Forces, which analyze the macro and micro-environments to identify key factors impacting the business.

Objectives: In this stage, clear and measurable goals are established. Models such as SMART criteria (Specific, Measurable, Achievable, Relevant, Time-bound) are commonly employed to ensure that objectives are well-defined and aligned with the overall business strategy.

Strategy: Strategy development focuses on how the objectives will be achieved. Models like Ansoff's Matrix will be used to analyze strategic options for market penetration, product development, diversification, or market expansion.

Tactics: Tactics refer to the specific actions and initiatives undertaken to implement the chosen strategy. Models like the 4Ps (Product, Price, Place, Promotion) or the 7Ps (adding People, Processes, and Physical evidence) will be utilized to plan marketing mix strategies and ensure a cohesive approach across various channels.

Action: This stage involves the implementation of the tactics outlined in the plan. While not a specific model, action plans are developed based on the tactics identified earlier, detailing who will do what, when, and how to achieve the desired results.

Control: Control mechanisms are put in place to monitor and evaluate the effectiveness of the marketing plan. Models such as KPIs (Key Performance Indicators), and balanced scorecards, will be used to track progress against objectives and make adjustments as needed to ensure success.

In summary, each model within the SOSTAC framework contributes to a thorough analysis of different aspects of the business environment, objectives, strategies, tactics, implementation plans, and control measures, ultimately leading to a comprehensive and well-executed marketing plan.

Introduction

Kokoro Group is a marketing and advertising agency with interests in diversified fields of health and wellness services. The group is made up of Chartered Institute of Marketing (CIM) professionals, creative experts, and consultants using modern methods in marketing and communications strategies, general well-being advisory, and event planning.

Their Mission is to be an inspiration of the philosophy of mind, body, spirit, and soul being one through health and wellness services. With this in light, the aim is to impact the community at large with a vision of being a distinctive brand in innovative solutions and advertising platforms.

An undertaking of a strategic audit will be done to account for the Core Competencies that exist within Kokoro Group to evaluate their current competencies and if they are fit for purpose and the Business canvas model will be used as well to critique its Business functions and capabilities highlighted on table section 4.3 below.

This study should further show its strategic position in the global marketplace and the appropriateness of its current international marketing strategy in its readiness to compete globally.

4.2 Situation Analysis

This analysis aims to carry out a strategic marketing audit of Kokoro Group Ltd to evaluate the appropriateness of its strategic position in the global marketplace and its current international marketing strategy so that the organization can understand its options for growth & profitability while satisfying its customers and maintaining its competitive positioning.

Scanning the Business Environment book (Aguilar, 1967) states that Pestel is a concept in marketing principles. Moreover, this concept is used as a tool by companies to track the environment they're operating in or are planning to launch a new project/product/service.

A report by (Washington State University) on Pestel analysis will be used to establish relevant trends in the globe and what impacts they have on Kokoro Group's business environment.

Table 4.1: Kokoro Group's Pestele analysis

I used to analyze and monitor the macro-environmental (external marketing environment) factors that have an impact on an organization.		
FACTOR	TREND	IMPACT
POLITICAL	• Political Instability. • Leadership and change. • internal political issues and trends. • Tax policy	• Instability or unrest in the country can disrupt business operations and affect client confidence in investing in marketing services. • Changes in government policies related to advertising, marketing, or business operations can impact marketing agencies. For instance, regulations on advertising content or taxation policies may affect the industry.
ECONOMIC	• Reduced expense and constraints • Foreign currency interest rates. • Labour costs • Disposal income of consumers and businesses	• Overall economic growth affects businesses' marketing budgets. During economic downturns, clients may reduce their marketing spending, impacting agencies' revenues. • Fluctuations in exchange rates can affect the cost of imported marketing tools and technologies, impacting agency expenses. • Changes in disposable income levels influence consumer spending patterns and, consequently, the demand for marketing services.
SOCIAL CULTURAL	• Growing middle class • consumer attitudes, opinions, and buying patterns. • Population growth rate and employment patterns. • socio-cultural changes; ethnic and religious trends. • living standards	• Understanding demographics such as age, income levels, and lifestyles helps agencies target their marketing efforts effectively. • Cultural preferences and values influence consumer behavior and perceptions, affecting marketing strategies and campaigns. • Increasing internet and smartphone penetration rates present opportunities for digital marketing services but also require agencies to stay updated with evolving technologies and trends.

TECHNOLOGICAL	•Social media Increase •AI Marketing tools •Cloud Technology	• The rapid evolution of digital platforms, social media, and analytics tools impacts the way marketing campaigns are developed, executed, and evaluated. • Automation tools and AI algorithms are transforming marketing processes, offering opportunities for efficiency gains and targeted campaigns.
ENVIRONMENTAL	• Climate change • Low carbon emissions • Water quality • doing business as an ethical and sustainable company. • Carbon footprint targets.	• Growing awareness of environmental issues prompts businesses to seek marketing agencies that align with their sustainability values. Agencies adopting eco-friendly practices may have a competitive advantage. • Extreme weather events or environmental changes can disrupt operations and affect client businesses, indirectly impacting marketing budgets.
LEGAL	•Health and safety. •Equal opportunities. •advertising standards. •Consumer rights and laws. •Product labeling and product safety.	• Compliance with advertising standards and regulations set by regulatory bodies such as the Advertising Standards Authority of Kenya (ASAK) is essential to avoid legal issues. • Adherence to data protection laws such as the Data Protection Act influences how agencies collect, store, and utilize consumer data for marketing purposes.
ETHICS	•Societal norms • Reputational setbacks •Corrupt officials	• Recognizing Kenya's diverse cultural landscape and societal norms, marketing agencies must ensure that their campaigns are culturally sensitive and inclusive, avoiding stereotypes and discriminatory content. • Integration of diverse perspectives and representation in marketing materials not only aligns with ethical principles but also enhances brand reputation and resonates with a wider audience, fostering long-term relationships with clients and consumers.

Table 4.2: Kokoro Group's Porters Five Forces Analysis

Industry analysis using the micro-environmental Porter's 5 forces to determine the intensity of competition in an industry & its profitability level.		
FORCE	**TREND**	**IMPACT**
Threat of new entrants	• The increasing accessibility of digital tools and platforms has lowered barriers to entry for new marketing agencies in Kenya. Additionally, the rise of freelance marketing professionals and boutique agencies presents competition for established firms.	**(MODERATE)**
Bargaining power of suppliers.	•With the proliferation of digital marketing technologies and tools, suppliers such as software providers, media platforms, and data analytics firms wield significant bargaining power over marketing agencies. The consolidation of key suppliers may also limit agency choices and increase costs.	**(HIGH)**
Bargaining power of buyers	• Clients in Kenya, particularly larger corporations and multinational companies have become more discerning in selecting marketing agencies, demanding greater transparency, accountability, and measurable results. The availability of alternative marketing solutions, such as in-house teams or international agencies, enhances buyers' bargaining power.	**(MODERATE)**

Threat of substitutes	• The emergence of alternative marketing channels, including influencer marketing, content marketing platforms, and DIY marketing solutions, poses a threat to traditional marketing agency services in Kenya. Clients may opt for these substitutes, especially if they offer cost-effective and targeted solutions.	**(HIGH)**
Rivalry among existing competitors	• The competitive landscape among marketing agencies in Kenya is intensifying, driven by factors such as price competition, differentiation strategies, and innovation in service offerings. As the market matures, agencies are diversifying into specialized niches, such as digital marketing, branding, or experiential marketing, to differentiate themselves and gain a competitive edge.	**(HIGH)**

These trends indicate the dynamic nature of the marketing industry in Kenya, characterized by evolving client demands, technological advancements, and increasing competition. Marketing agencies need to adapt their strategies and capabilities to navigate these forces effectively and sustain growth in the market.

4.3 Core Competencies Analysis

A study by (Hamel, 1990) suggests that core competency refers to the capabilities, knowledge, skills, and resources that constitute its "defining strength." A company's core competency is distinct, and therefore not easily replicated by other organizations, whether they're existing competitors or new entrants into its market.

The data in Table 4.3 Core competency analysis for Kokoro Group was conducted through an internal survey to measure their key strengths and analyze whether they had achieved sustainable competitive advantage or likely differentiation.

Table 4.3 Core Competencies Analysis

Teece et al. (1997) define dynamic capabilities as 'the ability to integrate, build, and reconfigure internal and external competencies to address rapidly changing environments.				
COMPETENCY (KEY STRENGTHS)	**DESCRIPTION What does this competency allow Kokoro Group to do?**	**IMPORTANCE 1-Low, 10- High How strategic is it for the future?**	**DEFENSIBILITY Easy for competitors to copy it? 1-Easy, 10 -Hard**	**COMPETENCY STRENGTH 15 or higher indicates sustainable competitive advantage, likely differentiation**
Corporate identity	To position itself as the premier partner in marketing, advertising, and wellness consulting.	10	4	14
Marketing and promotion	Focus strategies on Market penetration & differentiation through CSR initiatives by Kokoro Festival platform.	10	4	14
Brand Recognition	To reflect reliability and a reputation for high Business standards.	10	3	13

Strategic planning	To facilitate international trade show events and capital flows to help clients grow their businesses and investments in the motor industry E.g. NCBA-KMI Motor show	10	6	16
Financial management	Through its scale of worldwide operations, it conducts Business in a way that delivers fair value to customers through a properly functioning financial system.	10	5	15
Artificial Intelligence capability	Collaborating with technology partners like Mzawadi has enabled Kokoro to optimize AI technology for social listening aspects of engaging their customers smartly.	10	5	15
HR Capabilities	To restructure, centralize, and control business operations efficiently.	10	4	14
Welfare and Staff-focused	Focus on future skills for customers and employees for the Sustainability of the business.	10	5	15
Culture of innovation	To be the first to use gamification tools as a marketing tool and form partnerships with Mzawadi.	10	7	17
Technology use	Use of Technology to enhance user customer experience.	10	4	14
Reputation Management	Building corporate image &enhancing its reputation without being left behind by competition.	10	5	15
Stakeholder management	To commit to communities, through creating awareness about mental health, youth empowerment programs, and advocacy through scholarship opportunities.	10	5	15
Knowledge management	Employees gain access to valuable information and deliver better results through the use of Karf data reports.	10	7	17

Table 4.4 Business Canvas model

The Business canvas model helps create value for Kokoro Group's business while the Value proposition canvas helps create value for its customers.				
Key Partners	**Key activities**	**Vision, Mission, and Value proposition**	**Customer relationships**	**Customer segments**
• European Business Institute of Luxembourg. • The Agha Khan University Hospital • Mater Hospital • Nairobi West Hospital • Pick a Coupon for Kenya • Mzawadi	• Marketing and Advertising • Health and Wellness activities • Events planning • Mental Health Advocacy • Kokoro Festival	**Vision** – To be a distinctive brand in innovative solutions and advertising platforms. **Mission** – To be an inspiration of the philosophy of mind, body, spirit, and soul being one through health and wellness services. **Value Proposition** • **Integrated Marketing and Wellness Solutions:** Kokoro Group offers integrated marketing and wellness solutions, combining expertise in marketing and advertising with a focus on promoting overall well-being. • **Modern Marketing and Communication Strategies:** Kokoro Group crafts modern marketing and communication strategies, leveraging innovative approaches and the latest trends and technologies. • **Comprehensive Event Planning Expertise:** Kokoro Group offers comprehensive event planning services, ensuring seamless coordination and execution of impactful events. • **Expertise of CIM Professionals and Creative Specialists:** Leveraging the skills of CIM professionals and creative experts, Kokoro Group delivers top-notch marketing strategies and innovative campaigns.	• The Kenya Motor Industry (KMI) with a key Motor show called the NCBA-KMI Motor Show. • Vetlab Sports Club • Hustle Sasa ticketing platform and Pick a Coupon Kenya platforms for customer feedback through the use of technology to enhance customer experience. • Edrington foundation • KGU • KRFU	• Automotive • Construction • Real estate • Medical services • Technology and Innovation
Key Resources			**Channels**	
• EBI University to provide scholarship opportunities through Business courses training online to enhance practical skills that promote advocacy by inspiring youth empowerment programs.			• Customer queries through technology analysis of Google My Business. • Website • Social Media Platforms • Out of Home advertising • Digital messages/Internet marketing • Kokoro Festival Charity Initiative	

Cost structure		Revenue Streams
• Running costs, and growth of its international network that requires a physical office space and storage facilities for client's collateral. • Investment in the community-based organization (CBO) the Kokoro Health and Wellness Initiative. • Sponsorship of the Kokoro Festival charity golf tournament once a year. • Investments in Gamification tools with an online Interactive capability of building a CRM database.	• **Tailored Well-being Advisory Services:** Kokoro Group provides personalized well-being advisory services, catering to the specific needs and objectives of clients across various industries. • **Client Satisfaction and Relationship Building:** Kokoro Group prioritizes client satisfaction and relationship building, fostering long-term partnerships based on trust, reliability, and quality of service.	• Agency fee retainers • Consultation fees • Billboards • Street poles • Digital marketing tools • AI Marketing tools • Software/App based innovative tools • Branded Merchandise

Table 4.5 SWOT Analysis

SWOT analysis (or SWOT matrix) is a strategic planning technique used to help a person or organization identify strengths, weaknesses, opportunities, and threats related to business competition or project planning.	
STRENGTHS ➢ Integrated Marketing and Wellness Solutions. ➢ The expertise of CIM, MBA Professionals, and Creative Specialists. ➢ Comprehensive Event Planning Expertise. ➢ Partnership Development. ➢ Client Satisfaction and Relationship Building:	**WEAKNESSES** ➢ Limited marketing presence. ➢ Resource constraints. ➢ Dependency on partnerships. ➢ Marketing and promotion have not been amplified. ➢ Brand awareness and positioning are yet to be achieved in the market.
OPPORTUNITIES ➢ Growing demand for wellness services. ➢ Expansion into new markets. ➢ Opportunity to collaborate with members of clubs e.g. golf clubs, Rugby, and football Institutions. ➢ Strategic alliances: Opportunity for growth through partnering education institutions for youth empowerment programs. ➢ Tapping into government projects through liaising with the social development offices. ➢ Technological advancements Leveraging AI tools for customer experience. ➢ Diversification to special niches in digital forums through the Kokoro Festival charity initiative.	**THREATS** ➢ Competitive landscape. ➢ Economic uncertainty. ➢ Regulatory changes. ➢ Accessibility of digital tools. ➢ Technological disruption. ➢ Government regulations. ➢ Specialized niche product offerings from competitors.

Table 4.6: Key issues from the strategic audit

Key issues (Internal)	Tools Utilized	Key issues (External)	Tools utilized
Marketing and promotion	Core Competencies model	Accessibility of digital tools	Porter's 5 forces
Brand recognition	Core Competencies model	Economic uncertainty	PESTEL
Resource constraints	PESTEL	The threat of substitute of DIY marketing solutions and alternative methods of advertising	Porter's 5 forces
Corporate Identity	Core Competencies	Adherence to data protection laws	PESTEL
Technological trends that leverage customer service and experience	Core Competencies model	Societal norms about campaigns that culture culture-sensitive	PESTEL
HR Capabilities to restructure and control business operations	Core Competencies	Diversification by competitors into specialized niches such as experiential marketing	Porter's 5 forces

In closing, our strategic audit of Kokoro Group's situation analysis has provided valuable insights into key issues and opportunities across various dimensions. Through rigorous examination using tools such as PESTEL, Porter's Five Forces, core competencies model, business canvas, and SWOT analysis, we have identified critical factors influencing Kokoro Group's strategic position. These include market dynamics, competitive forces, internal capabilities, value propositions, and environmental factors.

Moving forward, addressing these issues while leveraging strengths and opportunities will be pivotal in guiding Kokoro Group toward sustainable growth and competitive advantage. By capitalizing on its strengths, mitigating weaknesses, and adapting to emerging trends, Kokoro Group can navigate challenges effectively and position itself strategically for long-term success in the dynamic business landscape.

CHAPTER 5: CONCLUSION

5.1 Evaluation of Kokoro Group's Communication Strategy

The significance of this study lies in its potential to evaluate the effectiveness of Kokoro Group's communication strategy in conveying corporate identity and values. The outcomes will be beneficial for organizations aiming to enhance their communication approaches, as well as add to the scholarly discourse on corporate communication strategies.

Objectives

Table 5.1 Partnership, Corporate, and Marketing Objectives for Kokoro Group

Partnership objectives	Corporate Objectives	Marketing Objectives
• Collaborating with Technology companies offering innovative AI marketing tools. • Develop strategic Partnerships with Hospitals to offer wellness services that complement the youth empowerment programs. • Develop Strategic partnerships with educational institutions to offer capacity-building initiatives that promote empowerment. • Develop strategic partnerships with Membership Golf clubs for executing events that promote sponsorships for fundraising on Kokoro CSR	• Increase market share within the Agency business through diversification into health and wellness initiatives. • Register with the Marketing Society of Kenya (MSK) and the Public Relations Society of Kenya (PRSK). • To be listed in the Marketing Agencies in Kenya forum. • Patent the Kokoro Festival initiative platform. • Use the Kokoro Festival charity initiative to foster its initiative on mental health awareness.	• Develop communication materials for ATL & BTL content. • Create overall Brand awareness of Kokoro Group's value propositions. • Develop a content plan and creative for the social media platform's digital amplification. • Execute PR initiatives with county government, copywriting, and relationship management with key influencers in the industry. • Create a buzz about the Kokoro Festival to set the stage for conversations.

initiative on raising Mental health awareness. • Increasing brand awareness and visibility • Drive brand engagement & rewarding loyal consumers. • Strengthening brand image whilst building Meaning Saliency and Difference	• Use digital customer incentive programs to improve overall customer experience. • Enhance CRM through utilization of partner's resources and networks.	• Testimonials from existing students signed up by Kokoro Group to the EBI scholarship programs. • Storytelling on APP and digital platforms • Educational videos about hygiene & the benefits of influencers.

5.2 A Strategic marketing plan for Kokoro Group to maintain a competitive edge.

Subject matter

The official registration of the community-based organization Kokoro Health & Wellness Initiative by Kokoro Group will see the Business's product and service offering expanding to maintain a competitive edge. However, with a strategic approach focused on value proposition, branding, and customer experience, Kokoro can effectively maintain its position within the segment.

Background Information

An undertaking of Ansoff's growth matrix will be used to grow its market share through youth empowerment programs. The Ansoff corporate growth Matrix was developed by (Ansoff, 1957). It suggests that a business' attempts to grow depend on whether it markets new or existing products in new or existing markets. The output from the Ansoff product/market matrix is a series of suggested growth strategies that set the direction for Kokoro Group's business strategy.

Executive Summary

Kokoro Group aims to maintain a competitive edge in the marketing and wellness industry by leveraging its unique value propositions. This strategic marketing plan focuses on integrating marketing strategies, wellness initiatives, and partnership development to achieve this objective. By emphasizing modern marketing approaches, comprehensive event planning, and personalized well-being advisory services, Kokoro Group seeks to differentiate itself and drive growth in the market.

Analysis

From the key issues in the Strategic audit shared in Table 5.56, I will use Ansoff's growth matrix to gain a Sustainable competitive advantage for Kokoro and achieve likely differentiation; -

Diagram 5.1

Recommendations

Market Penetration Strategy

Increase market share by expanding Kokoro Group's presence in the existing market of marketing and advertising services.

Positioning:
Position Kokoro Group as a leader in integrated marketing and wellness solutions, emphasizing its expertise, creativity, and commitment to client satisfaction.

Communicate Kokoro Group's value propositions effectively to resonate with target audiences.

Brand Building and Awareness:
Develop a strong brand identity that reflects Kokoro Group's values and value propositions.

Implement multi-channel marketing campaigns to increase brand awareness and visibility.

Product and Service Promotion:
Showcase Kokoro Group's expertise in marketing, event planning, and wellness advisory services through targeted promotions.

Highlight success stories and case studies to demonstrate the impact of Kokoro Group's solutions.

Market Development Strategy

Expand into new markets within the health and wellness industry to attract clients beyond the traditional agency business.

Target Audience Segmentation: Segment target audience based on demographics, psychographics, and behavior to tailor marketing efforts.

Identify key industries and organizations that align with Kokoro Group's offerings and values.

Product Development

Strategy:
Enhance Kokoro Group's service offerings by developing new marketing and wellness solutions tailored to client needs.

Partnership Development:
Collaborate with technology companies offering AI marketing tools to enhance Kokoro Group's capabilities and innovation.

Form strategic partnerships with hospitals and educational institutions to offer wellness services and capacity-building initiatives, aligning with corporate objectives. Table 4.4 The Business canvas model further indicates that the Kokoro Festival platform is a channel in which it creates awareness about mental health.

Establish partnerships with membership golf clubs for fundraising events and sponsorships to support Kokoro Group's CSR initiatives, driving brand engagement and societal impact.

Diversification

Strategy:
Explore opportunities for diversification by expanding Kokoro Group's portfolio to include new, unrelated products or services within the health and wellness industry.

Client Engagement and Satisfaction:
Prioritize client satisfaction through personalized communication, attentive service, and ongoing support.

Engage clients through educational workshops, events, and content that promote well-being and empowerment.

Performance Measurement and Optimization:
Establish key performance indicators (KPIs) to track the effectiveness of marketing initiatives, partnership development, and client engagement.

Continuously monitor performance data and gather feedback to optimize strategies and improve outcomes, aligning with corporate and marketing objectives.

5.3 Impact of Mental Health on the Community

Abstract:

This paper presents strategic recommendations aimed at enhancing the positive impact of Kokoro Group's youth empowerment programs on the community. Leveraging existing partnerships with esteemed institutions such as Strathmore University Alumni, the European Business University of Luxembourg, Vetlab Golf Club, Kenya Rugby Football Union, and Agha Khan University Hospital, these recommendations offer actionable steps to optimize educational opportunities, skill development, social inclusion, and community cohesion. By fostering collaboration, innovation, and sustainability, Kokoro Group can further amplify its contribution to community welfare and holistic development.

Introduction

Kokoro Group's commitment to youth empowerment is exemplified through its partnerships with esteemed institutions, including Strathmore University Alumni, the European Business University of Luxembourg, Vetlab Golf Club, Kenya Rugby Football Union, and Agha Khan University Hospital. This paper provides strategic recommendations to strengthen the positive impact of Kokoro Group's youth empowerment initiatives on the community. By leveraging these partnerships and adopting innovative approaches, Kokoro Group can enhance educational outcomes, foster skill development, promote social inclusion, and bolster community cohesion.

Recommendations

Expand Scholarship Opportunities: Collaborate closely with Strathmore University Alumni and the European Business University of Luxembourg to broaden scholarship offerings for certified business courses, degrees, and master's credentials. This expansion will increase access to quality education and enhance the employability of young individuals, thereby empowering them to contribute meaningfully to their communities.

Diversify Sports Sponsorships: Deepen engagement with Vetlab Golf Club and the Kenya Rugby Football Union to diversify sports sponsorships beyond golf, rugby, and football. By supporting a wider range of sporting activities, Kokoro Group can promote physical fitness, teamwork, and leadership skills among youth, fostering a sense of belonging and community pride.

Strengthen Healthcare Partnerships: Collaborate with Agha Khan University Hospital to provide healthcare-related internships, mentorship programs, and skill-building workshops for aspiring healthcare professionals. By investing in healthcare education and training, Kokoro Group can contribute to the development of a skilled workforce capable of addressing community health challenges effectively.

Foster Mentorship and Networking: Establish mentorship programs in collaboration with partner institutions to connect youth with experienced professionals across various industries. These mentorship initiatives will provide valuable guidance, support, and networking opportunities, empowering youth to pursue their career aspirations and make meaningful contributions to society.

Promote Social Entrepreneurship: Partner with Strathmore University Alumni and the European Business University of Luxembourg to facilitate social entrepreneurship programs aimed at addressing community needs and fostering sustainable development. By encouraging innovative solutions to social challenges, Kokoro Group can empower youth to become agents of positive change within their communities.

Conclusion

By implementing these strategic recommendations, Kokoro Group can further enhance the positive impact of its youth empowerment initiatives on the community. Through collaborative partnerships, innovative programs, and a commitment to social responsibility, Kokoro Group can empower youth to realize their full potential and contribute to the well-being and prosperity of society at large. Together with its esteemed partners, Kokoro Group can continue to make a meaningful difference in the lives of young individuals and the communities they serve.

By implementing this strategic marketing plan, Kokoro Group will maintain a competitive edge in the market while delivering value to clients and stakeholders. By leveraging its unique value propositions and focusing on strategic objectives, Kokoro Group can continue to drive growth and success in the marketing and wellness industry.

5.4: Tactics

Tactics, within the context of strategic planning frameworks SOSTAC used, (Chaffey & Smith, 2017) suggest that Tactics are the specific actions and strategies employed to achieve the defined objectives. These actions are concrete, practical steps taken to execute the overall strategy effectively, often including details such as timelines, resource allocation, and key performance indicators (KPIs). Tactics provide a detailed roadmap for implementation, guiding organizations in the execution of their strategic plans and ensuring alignment with overarching goals.

Table 5.2 Tactics

Marketing mix	**Activities (Linked to objectives)**
Product	• Initiate customer preference trivia to target niche markets in the health and wellness sector. • Launch new wellness-focused campaigns or events that align with Kokoro Group's brand identity and resonate with target audiences. • Invest in training and development programs for employees to expand their expertise in health and wellness-related areas, enabling them to deliver high-quality, specialized services to clients. • Assign KPIs for the sales team to explore government projects, education programs, and health industry programs that promote youth empowerment.
Place	• Utilize the Educational partner's EBI Moodle platform to offer capacity-building programs that promote youth empowerment and generate revenues from the commission offered by the institution for signing up students. • Identify niche segments within the health and wellness industry, such as fitness centers, nutrition companies, or wellness retreats, and tailor marketing efforts to target these specific markets. • Collaborate with health-related organizations listed in Table 4.4 Business canvas model on partners such as hospitals, clinics, or wellness centers, to offer integrated marketing and wellness services to their clientele. • Explore opportunities for international expansion by tapping into global markets with a demand for holistic marketing and wellness solutions.
Price (Strategies)	• Offer bundled packages that combine marketing and wellness services to existing clients at discounted rates. • Capitalize on the partial Scholarship prices by EBU to entice the community to sign up. • Launch targeted advertising campaigns to reach potential clients within the agency business who may benefit from Kokoro Group's diversified offerings. • Introduce loyalty programs or incentives for existing clients who refer new clients or purchase additional services.
Promotion	• Assign targets for pushing digital content on Kokoro’s social media pages advertising the mental health awareness initiative. • Regular advertisements on social media, and PR publications on media. • Partner with technology companies to integrate innovative AI marketing tools or wellness apps into Kokoro Group's service offerings, enhancing its competitive edge and attracting tech-savvy clients.
People	• Implement the talent management program and training to improve professionalism in customer service, • support, and work ethics.

Process	• Partner with technology companies to integrate innovative AI marketing tools or wellness apps into Kokoro Group's service offerings, enhancing its competitive edge and attracting tech-savvy clients. • Improve customer service to be well-equipped and updated with the latest technology. • Website optimization and social media advertising through the digital agency.
Physical environment	• Change the community's perspective by introducing a reward system to • Explore opportunities for vertical integration by acquiring or investing in startups or businesses that specialize in health and wellness-related fields, allowing Kokoro Group to diversify its revenue streams and strengthen its market position.

5.3 Actions, Controls, and Measurements

Cravens and Piercy (2012) define an implementation plan as having the following characteristics: activities to be implemented, how it is going to be implemented, persons in charge, and timelines of the activities. A Gantt chart is used to show Kokoro group's activities and timelines of activities based on its marketing mix.

Table 5.3 Actions, Controls, and Measurements

	Year 1				**Year 2**				**Year 3**					
Activities	**Q 1**	**Q 2**	**Q 3**	**Q 4**	**Q 1**	**Q 2**	**Q 3**	**Q 4**	**Q 1**	**Q 2**	**Q 3**	**Q 4**	**Responsibility**	**Budget**
Events: Product launches													Events Manager	USD 10,000
Digital - Google Ads, LinkedIn Ads, and Facebook Ads													Digital Manager	USD 5,000
On-ground and Radio activations													Marketing department	USD 10,000
Billboards – Joint advertising with Health & government social Institutions													Marketing Department	USD 10,000
PR -and publications													Marketing Department	USD 5,000
Marketing Collateral													Marketing and Finance	USD 10,000
Strategic alliance partnerships & Sponsorships													Marketing Director	USD 5,000

Critical success factors for Kokoro Group

These are key activities to ensure the success and implementation of Kokoro's proposed strategy. The rate ratio will be measured with 1 being the top priority onwards.

Table 5.4 Critical success factors

Success Factor	Rate	Impact
1. Youth Empowerment Initiatives	3	Developing KPIs together with continuous training will empower staff to be motivated to deliver on the initiative programs. This is critical to the performance of the business and the sustainable growth of Kokoro Group
2. Marketing & rewards program	2	Changing Kokoro's organizational culture through a reward system will drive staff to work hard and achieve the overall objectives set for them. This will ensure discipline in following the marketing plan to utilize budgets efficiently.
3. Corporate Brand Identity	1	Kokoro Group's critical success factors for brand identity include consistency, alignment with values, differentiation, customer-centricity, employee engagement, market positioning, reputation management, and adaptability for sustained success.
4. Top management support	4	The top management must support the implementation activities of Kokoro Group. This encourages the team to implement strategy through activities to be done.
5. Stakeholder satisfaction	5	It is critical to keep both investors satisfied and well-informed via the company's annual financial and investor relations reports. For customers, it is to keep them happy and ensure they bring in more business to sustain the company.

Balance scorecard to measure the success of Kokoro Group's Marketing plan.

Table 5.5 Balance scorecard

Perspectives	Initiatives	Objectives	Measurements	Targets 2024-2026
Financial	1. Facilitation of events 2. Social media adverts 3. Finance of training and team building 4. Purchase of Marketing Collateral	• Maximum Returns • Utilization of Assets • Revenue Growth	• Return on Equity • Utilization Rates • % Change in revenues	Increase sales revenues by 30% by 2025.
Customer Satisfaction	1. Customer satisfaction 2. Implementation of online surveys 3. Utilization of Trivia, Coupon, and gamified tools to collect customer data.	• Customer Retention • Customer Service • Customer Relations	• Retention % • Survey Rating • % of Self-Initiated Calls	Have a fully functional online system for customer feedback and inquiries
Internal Processes	1. KPI's 2. Sales Targets 3. Marketing delivery	• Fast Delivery • Effective Service • Optimal Cost • Resource Utilization	• Turnaround Time • Quick Resolvement • % cost of sales • Productivity Indicator	Improve overall service delivery time
Learning & Growth	1. Team building 2. Talent management program 3. Training	• High Skill Levels • Employee Satisfaction • Outstanding Leaders	• Skill set ratio • Survey Index • 5-point ranking	Increase employee skill and professionalism by 30%

5.4 Recommendation

In conclusion, this thesis has unveiled crucial insights across various research areas. Firstly, regarding mental health awareness in the community as a CSR initiative, it became evident that there is a pressing need for heightened awareness and understanding within Kokoro Group's community outreach.

Secondly, the examination of Kokoro Group's strategic positioning in the global market revealed the importance of analyzing market trends and internal capabilities to maintain competitiveness.

Thirdly, the evaluation of the communication strategy highlighted the significance of aligning communication efforts with organizational objectives for effective internal and external impact.

Lastly, the investigation into the societal impact of Kokoro Group's corporate initiatives emphasized the broader implications of its approach to mental health beyond its workforce. These findings have significant implications for Kokoro Group, suggesting the need for continued investment in community well-being, strategic market analysis, refined communication strategies, and heightened social responsibility efforts. Furthermore, the broader implications for organizations underscore the importance of prioritizing community mental health awareness, strategic positioning, effective communication, and societal impact in today's business landscape. As for future research, avenues could include deeper exploration into specific components of community mental health awareness programs, longitudinal studies on the effectiveness of communication strategies, and comparative analyses of corporate social responsibility initiatives across industries.

Through ongoing research and strategic implementation, Kokoro Group can continue to thrive while positively impacting their communities and stakeholders.

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APPENDICES

Appendix 1: TV and YouTube links supporting research on Kokoro's Mental health initiatives and Events planning services.

TV and YouTube links for the Kokoro festival and initiatives for creating awareness about mental health using music and general events planning for other corporate organizations.

1. Full Circle show with Mwikali on Switch TV.
   https://youtu.be/KOIEh2OeHgs?si=_x9oFC5prawGI0PT

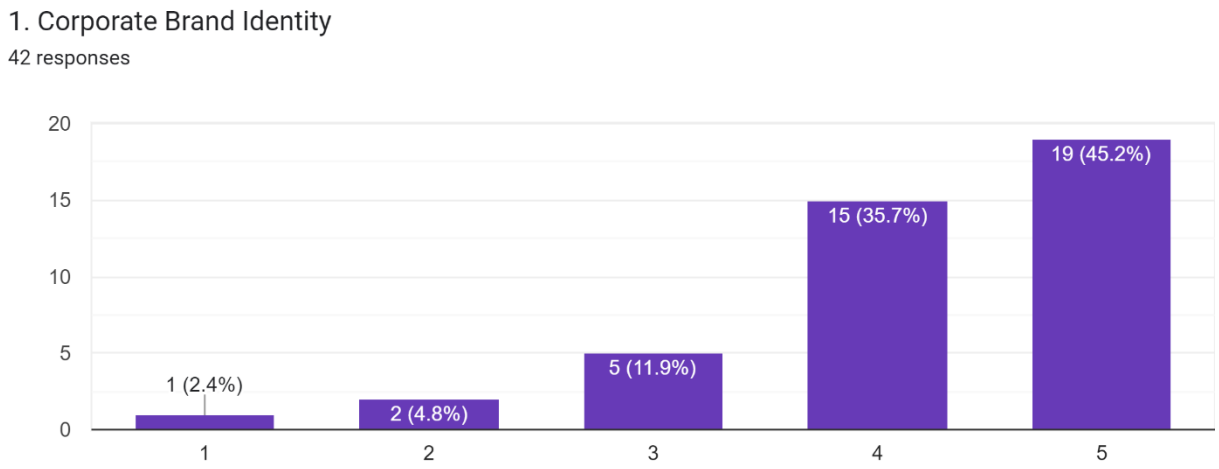
2. Kokoro Festival event
   https://youtu.be/nt8rhoNfLUs?si=XyG87Po4WW_DEaOV

3. Kokoro group events showreel
   https://youtu.be/Xqnum-lkcXs?si=jk1UhdpdG3nYa7xf

4. Website about Kokoro Group's Business Overview
   https://kokorogroup.co.ke/

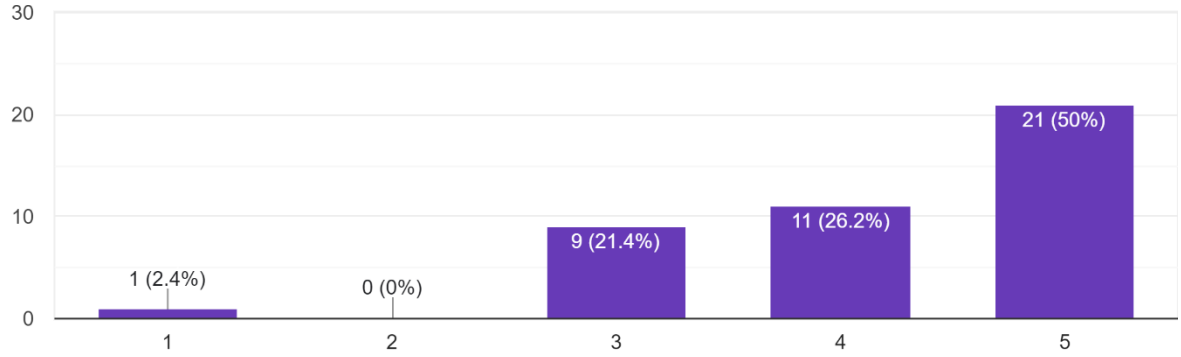
Appendix 2: Stakeholder Analysis Questionnaire

A qualitative Questionnaire about the Perception of Kokoro Group Ltd Product & Service Offering.



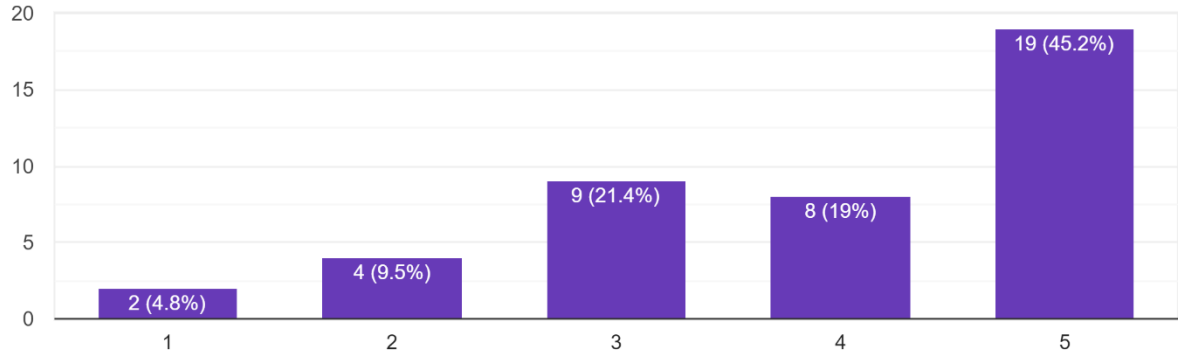
2. Marketing and Communications Strategies

42 responses



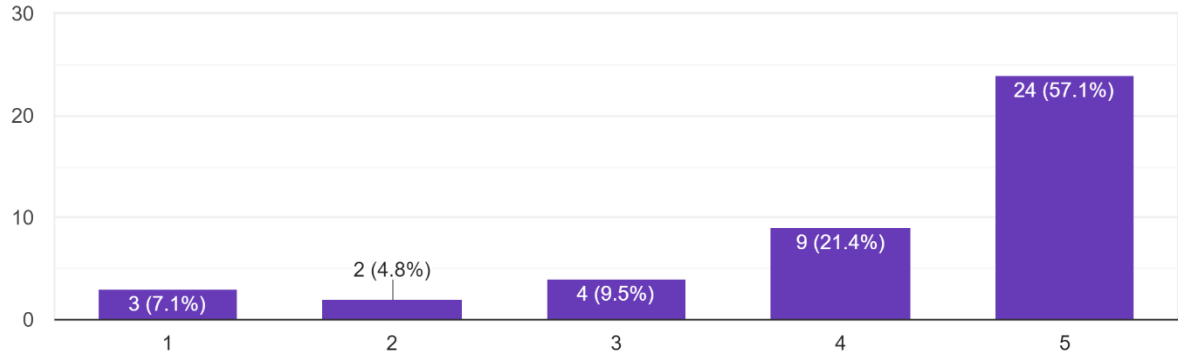
4. Digital Marketing services (Global perspective)

42 responses



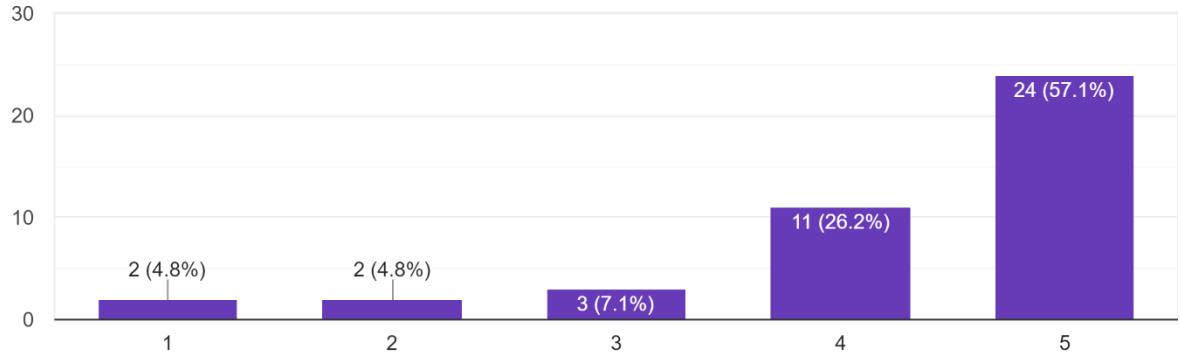
5. Health and Wellness initiatives (Youth Empowerment programs, Mental health awareness, Wellness check ups, Counselling)

42 responses



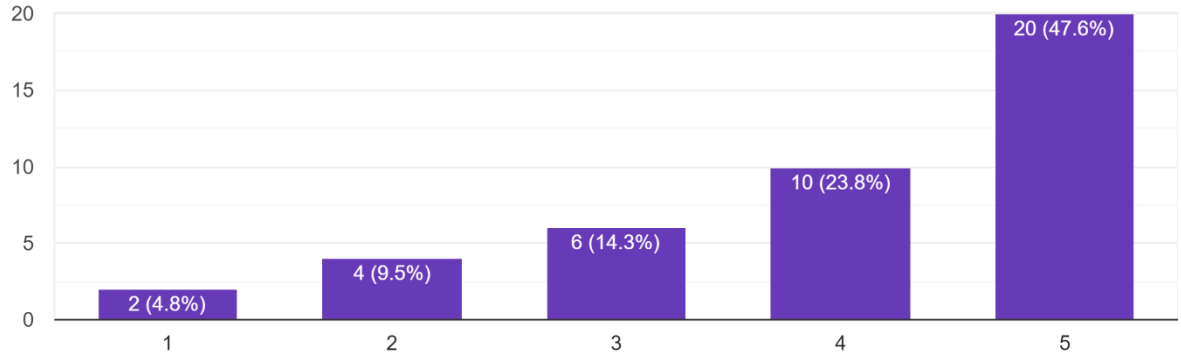
6. Charity tournament Sponsorships (Golf, Rugby, football)

42 responses



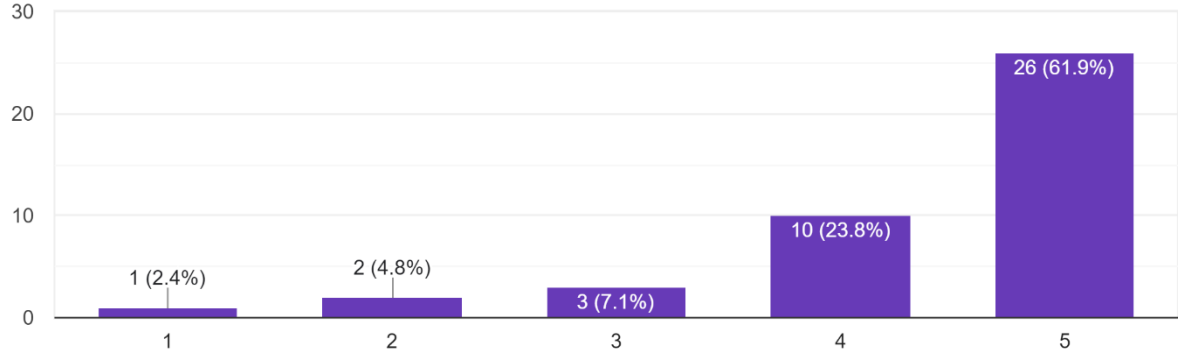
7. Culture on Partnerships & Innovation (Strategic Alliances, Scholarship programs/online Business courses, Technology use, AI learning, Data analytics)

42 responses



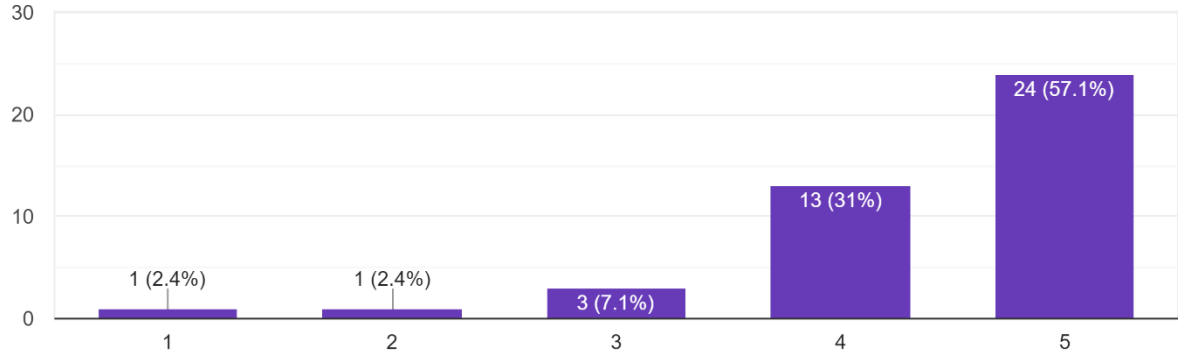
8. Events Planning services (Kokoro Festival, Activations, NCBA-KMI Motorshow, Corporate Brand Launches, Special Movie screenings)

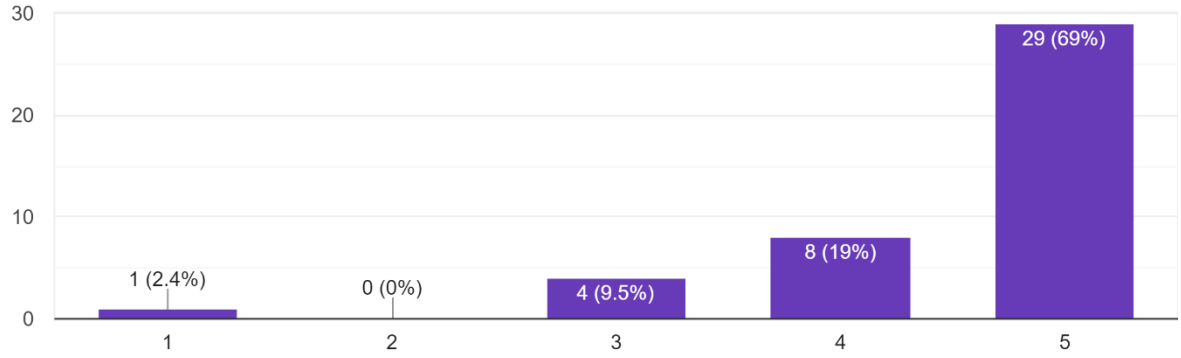
42 responses



9. Organisation Competency and Expertise

42 responses



10.Customer service and experience

42 responses