

**COMMUNICATION PLAN FOR A SOCIAL SOLIDARITY
SERVICE: THE CASE OF CAIS ASSOCIATION**

Rui Bastos Gomes

**Projecto de Mestrado
em Marketing**

Orientador(a):

Prof. Doutor Eduardo Correia, Prof. Auxiliar, ISCTE Business School, Departamento
de Gestão

Abril 2012

Acknowledgments

I would like to thank to Prof. Doutor Eduardo Correia, for accepting to be my thesis advisor. And all CAIS Association team, especially Dr. Henrique Pinto, Dra. Sara Morais Pinto and Dra. Cristina Reis.

Abstract

The usage of Marketing Communications techniques can potentiate any organization performance, including the ones from the 3rd Sector. These organizations make their communication within the Social Marketing context, and relying on those techniques becomes the advantage they need to mark a solid position, in their operating Sector.

Thereby, to fully seize the Marketing Communications potential, 3rd Sector organizations must develop and later implement, a well defined Communication Plan, either for one of their services or for the organizations as a whole, to reach a greater performance than before.

In this case, a social solidarity service from Portuguese CAIS Association is taken into account for a Communication Plan development, which includes a theoretical and practical sections, and strategic actions.

Key-words: Marketing Communications, Social Marketing, Communication Plan, CAIS Association

Resumo

A utilização das técnicas da Comunicação de Marketing, pode potencializar a performance de qualquer organização, incluindo as do 3^o Sector. Estas organizações fazem a sua comunicação dentro do contexto do Marketing Social, e basear-se nessas técnicas torna-se a vantagem que estas precisam para marcar um posição sólida, no Sector em que operam.

Assim, para aproveitar ao máximo o potencial da Comunicação de Marketing, as organizações do 3^o Sector devem desenvolver e posteriormente implementar, um Plano de Comunicação, seja este para um dos seus serviços ou para a organização como um todo, para alcançar uma melhor performance que antes.

Neste caso específico, um serviço de solidariedade social da Associação portuguesa CAIS é tido em consideração para o desenvolvimento de Plano de Comunicação, que inclui uma parte teórica e prática, e ações estratégicas.

Palavras-chave: Comunicação de Marketing, Marketing Social, Plano de Comunicação, Associação CAIS

Table of Contents

1	Executive Summary	7
2	Background/Problem's Scope	8
3	Objectives of the Thesis	10
4	The Research Methods	11
5	Marketing Communications	12
5.1	Marketing Communication tools	12
5.2	Marketing Communication Planning	13
5.2.1	Situational Analysis	13
5.2.2	Target Audience	14
5.2.3	Promotional Objectives	14
5.2.4	Promotional Strategies	15
5.2.5	Marketing Communication Budget	16
5.2.6	Measuring results and control	16
5.3	Integrated Marketing Communication Process	17
6	Social Marketing	18
6.1	Contextualization	18
6.2	Social Marketing agents	19
6.3	Social Marketing 4 P's	19
6.4	The importance of Social Alliances	21
7	CAIS and the CAHO – Capacitar Hoje program case	24
7.1	Situational Analysis	24
7.1.1	Internal Analysis	24
7.1.1.1	CAIS	24
7.1.1.2	CAHO – Capacitar Hoje program	29
7.1.2	External Analysis	32
7.1.2.1	Competitors	32
7.1.2.2	Target Segment	34
7.1.2.3	Environment	36
7.1.3	S.W.O.T Analysis	36
8	CAHO – Capacitar Hoje Communication Plan	39
8.1	Target Audience	39
8.2	Promotional Objectives	40
8.3	Promotional Strategy	40
8.3.1	CAHO – Capacitar Hoje program Site	41

8.3.2	Social Media.....	43
8.3.3	“Project Job” Alliance.....	44
8.3.4	Contacting the Media	46
8.3.5	Sales Promotion incentives	47
8.4	Schedule	48
8.5	Budget	51
9	Conclusions	52
10	Bibliography.....	54
11	Annex	56

1 Executive Summary

This Project concerns the subject of Marketing Communications, more specifically in a Social Marketing context, with the objective of understanding which components must be used to deliver a functional and effective Communication, in a 3rd Sector organization, where Social Marketing is applied. Thereby, a communication plan is proposed for a social service from CAIS Association, a Portuguese 3rd Sector organization, which aims to improve the life conditions of homeless individuals.

The Project is thus divided firstly in a theoretical part, where Marketing Communication is presented, including the different Communication tools, and the different steps of the Marketing Communication planning process; also in the theoretical part, Social Marketing is presented, which includes its contextualization, agents, 4 P's and the Social Alliances importance.

The following part concerns the specific case of CAIS Association, where the theory is put into practice, by developing a Communication Plan with cost-effective ideas and strategic actions, to achieve the promotional objectives established. These effective actions rely mostly on the use of the Internet, Social Media, Sales Promotion, and establishing Social Alliances.

In order to implement the Communication Plan, CAIS must use some of the resources that private companies provide to the Association, which are associated with the companies' social responsibility conduct.

2 Background/Problem's Scope

CAIS is a Non-Governmental Organization (NGO), more specifically a Portuguese nonprofit Social Solidarity Association (IPSS), and therefore operates within the 3rd Sector. Its main objective is to improve the life conditions of its users - homeless individuals, or social and economically vulnerable individuals.

Focusing on that objective, CAIS develops mainly two types of projects:

- *Inclusion* projects, which are those with the intention of bringing out the ability to make an active and autonomous civic participation to its population (homeless or individuals in extreme poverty situation)
- *Intervention* projects, which objective is to foment the discussion of subjects, such as poverty and social exclusion at national and global levels.

Among CAIS's *Inclusion* projects, *CAHO – Capacitar Hoje* program stands out from the rest, since it is a recent project of 2011 and really represents the concept of *Inclusion* and social entrepreneurship. The *CAHO – Capacitar Hoje* program in specific and CAIS Association in general, are in fact, all about the empowerment of its users, as well as their self-sustainability and self-capacity. Knowing the difficulties that social and economically vulnerable individuals have to face when entering the labor market, this program intends to be a sustainable way and a link between those individuals and the labor market itself, by creating appropriate projects (which are no less than jobs/activities), specially design for CAIS's users, considering the individual's social/educational background.

Within *CAHO – Capacitar Hoje*, many projects (jobs/activities) can be included and developed; however, the first one created was the Dry Car Washing project, which will be described in the following chapters, specially designed by CAIS to attract companies as clients.

Therefore, taking into account the Social Marketing context, it is very important to create a specific Communication and Promotion for CAIS's Dry Car Washing project, in order to achieve full success.

It is also important to refer that considering the enterprising and innovative (or singular) nature of the social project Dry Car Washing, which is included in *CAHO – Capacitar Hoje* program, it received a prize from EDP Solidária, in order to make its implementation possible.

3 Objectives of the Thesis

With the development of this project, it is intended to achieve these main and specific objectives, here following:

- Make an effective communication strategy, so that the ONG/IPSS, more specifically CAIS Association, is able to overcome their obstacles, by using the right Marketing tools
- Create a Marketing Communication Plan for the *CAHO – Capacitar Hoje* program (more specifically to the Dry Car Washing project), since there is not a completely functional plan yet, which will emphasize the quality of the provided service, the eco friendly side, and the solidarity aspect (the three main characteristics of the service), aiming to pursue and attract a specific target (private companies).

In an overall perspective, the plan intends to maximize the potential of the *CAHO* program, increasing its purchase and demand, and bringing notoriety and awareness to the program.

4 The Research Methods

This Communication Plan intends to present ideas and strategies to CAIS Association's *CAHO – Capacitar Hoje* program. To accomplish this, and besides the theoretical analysis, collection and analysis of information was done using qualitative methods.

There was a usage of marketing textbooks, scientific papers, internet pages, and also an interview to Dr. Sara Morais Pinto (Annex 1), at the CAIS center.

This interview is justified by the need to complete and understand the information that is not available in the documentation that was researched.

Since Dr. Sara Morais Pinto is the project's coordinator and it was her who made the application to EDP Solidária for funding, the interviewee is a valuable source and may give a fundamental oral testimony, necessary for the development of the communication plan that is intended to build.

Regarding the structure of the thesis, the first part concerns marketing communications, focusing on its tools and the marketing communication planning process. In the second part, there is a widely approach regarding social marketing, concerning its contextualization, the agents, the 4P's, and the social alliances. The third part focuses on the case of the Non-Governmental Organization, CAIS, giving a situational analysis, which includes an internal analysis (to the organization and product), and an external analysis (to the target segment, competitors and environment). In the fourth part, the Communication Plan is presented, whose target is private companies, and some strategy actions are proposed. Finally, the fifth and last chapter presents the conclusion, which includes both limitations and added value of the research.

5 Marketing Communications

Marketing communications, as Kotler and Keller (2006: 536) refer, “are the means by which firms attempt to inform, persuade, and remind consumers – directly or indirectly – about the products and brands that they sell. In a sense, marketing communications represent the “voice” of the brand and are a means by which it can establish a dialogue and build relationships with consumers”. Within marketing communication, there is the communication mix which “represents a concrete set of instruments which companies employ to master their communication tasks” (Busch, 2007:147). The marketing communication mix consists of six major modes of communication, and the choice of the media and channels can be different, even in the same industry (Kotler and Keller, 2006).

5.1 Marketing Communication tools

Advertising can create both a long-term image for a product or trigger quick sales, and it can reach geographically many consumers; its general qualities rely on pervasiveness (the message’s repetition), amplified expressiveness and it is somewhat impersonal (Kotler and Keller, 2006). Advertising can be done through the following medium: Television, radio, print, cinema, outdoor, internet (Lindon *et all.*, 2004).

Sales Promotion can make a strong and quick buyer response, thus being a fast highlight of a product’s offers; sales promotion tools are coupons, contests, demonstrations, fairs and trade shows, among others; its benefits rely on leading the consumer to the product, and also incentive and invitation to make the transaction right away (Kotler and Keller, 2006).

Public Relations and Publicity include the representation of the organization as a whole and builds up the organization’s image over time, thus it comprises all communication efforts of the organization itself with its public (Busch *et all.*, 2007). It may take form as press kits, seminars, annual reports, publications, community relations, lobbying and company magazine; the benefits associated rely on its high credibility and authenticity,

its ability to reach prospects that avoid salespeople/advertisements, and its dramatization of the organization's product (Kotler and Keller, 2006).

Events and Experiences are planned and staged to make the company the centre of attention, where the target persons become active participants and experience the world of corporations, products and brands (Busch *et al.*, 2007). They may take form on sports, entertainment, festivals, arts, causes, factory tours, company museums and street activities; its advantages are associated with relevance and involvement for/with the consumer (Kotler and Keller, 2006).

Direct Marketing is associated to all types of communication directed at individuals addresses, thus being an interactive system of marketing (Busch *et al.*, 2007). There are various forms of direct marketing, such as, direct mail, telemarketing, internet marketing and catalogs; direct marketing is characterized as being customized (the message is prepared to appeal to a specific individual), updated and interactive (Kotler and Keller, 2006).

Personal Selling builds up buyer preference and conviction, and it may be more effective, considering the later stage of the buying process; its qualities rely on personal interaction, cultivation of personal relationships, and the buyer's response (which may have some level of obligation) from listening to the sales talk (Kotler and Keller, 2006).

5.2 Marketing Communication Planning

In order to develop an effective communication, there are several steps to be taken into account, which will now be described.

5.2.1 Situational Analysis

The situational analysis and diagnosis must be primarily done, which will include both an internal and external analysis. The first one addresses the company's resources and its evolution's difficulties, therefore its dimension, structure, financial situation, activity domain, range of products and notoriety should be described. The external analysis

involves target analysis (where their behavior, motivation, attitudes and choice criteria towards a product should be addressed), environment analysis (all the tendencies and global evolution that influence companies and clients behaviors), market analysis (where data about product's purchase, criteria for market segmentation and price evolution is appreciated), and competitors analysis (where they must be identified and analyzed regarding their power, experience and marketing strategy). Also, by the end a SWOT analysis should be done, for it adds value when it comes to make operational and strategic choices (Lindon *et all.*, 2004).

5.2.2 Target Audience

Identifying the target audience is crucial to the process, and it is important to keep in mind the different types of the target audience, including potential buyers of the product, current users, deciders, or influencers, since selecting those types will have an effect on what, how, when, where and whom to say the intended communication (Kotler and Keller, 2006).

The market segmentation can be used to profile the target segment with the following criteria: geographic criteria (dividing the market into different units, like regions, cities, or even a specific zip code), demographic criteria (which division is done through age, family size, family life cycle, gender, income, occupation, education, religion, race, generation, nationality, and social class), psychographic criteria (dividing the market through psychological/personality traits, lifestyle, or values), and behavior criteria (where buyers are divided through their knowledge of, attitude toward, use of, or response to a product) (Kotler and Keller, 2006).

It is also important to refer that a proper communication plan must take into account strategic objectives established on marketing basis, even if the target and the tactical objectives are not completely coincident (Lindon *et all.*, 2004).

5.2.3 Promotional Objectives

Communications by its own hardly can make individuals to buy a product, for this decision includes interactions with other variables as well, such as price and product

attributes, therefore it is possible to affirm that promotional objectives are much more confined when compared to marketing objectives (Lindon *et all.*, 2004).

Nonetheless, promotional objectives can be determined and set as following:

- Category need, meaning a establishment of a product/service as necessary to remove/satisfy a discrepancy between a motivational and desired emotional state
- Brand awareness, meaning the faculty to sufficiently identify (which includes recognition and recall) the brand, in order to the purchase be possible
- Brand attitude, in other words measuring the brand capacity to meet a currently relevant need
- Brand purchase intention, meaning educate the purchase of the brand or the purchase-related actions, through self-instructions

Also, various objectives can be achieved, if effective communications are done (Kotler and Keller, 2006).

5.2.4 Promotional Strategies

The promotional strategies starts with the design and formulation of the communications, meaning the message strategy (what to say, like appeals, themes or ideas for a product/service or the brand), the creative strategy (how to say it, since the communication's effectiveness will depend on how the message is expressed) and the message source (who should say it, which could be the company itself, or a known or unknown people if the message is intended to achieve extra attention and recall) (Kotler and Keller, 2006). It is also important to refer that the message can have only one emotional or rational appeal, in other words a *Unique Selling Proposition*, or it can have more arguments, although it should be limited, so that the message is clear for the target audience to understand it (Lindon *et all.*, 2004).

Afterwards, the selection of the communication channels is done in an efficient way, but this can be a challenge, for the channels are becoming more fragmented and cluttered (Kotler and Keller, 2006). The selection is done considering channels in the *media* or *above the line* (which includes the press, TV, Outdoors, radio, cinema, internet), or considering channels outside of the *media* or *below the line* (including relationship marketing, sponsoring, public relations, exhibitions, promotions and internet). However,

when making these choices it should also be taken into account if the consumer's attraction is intended, therefore being a pull strategy, or if sales force and the distribution are to be stimulated, thus being a push strategy (Lindon *et al.*, 2004).

5.2.5 Marketing Communication Budget

To calculate the total budget amount for the communication investment is a difficult task, for the company may use several means of communication, which may not be entirely linked only to communication, such as, for instance, relationship marketing. Thus, determining this budget is one of the hardest problems in marketing (Lindon *et al.*, 2004). Nonetheless, Kotler and Keller (2006) present four methods that can be used to decide on the promotion budget: affordable method, where the promotion expenditures are determined considering the amount that the company can afford; percentage-of-sales method, which uses a specific percentage of sales or of sales price to set the promotion expenditures; competitive-parity method, where the promotion budget is set "to achieve share-of-voice parity with competitors"; objective-and-task method, where the promotion budget is reached through determining the cost of specific tasks, that will be done in order to achieve specific promotion objectives.

5.2.6 Measuring results and control

Measuring the results should be done by comparing them with the initial promotional objectives, for this is imperative to detect any deviation occurred and to determine corrective actions (Lindon *et al.*, 2004). After the plan's implementation, the impact on members from the target audience should be measured, by collecting behavior measures, such as how many people bought the product, liked it, and talked to others about it (Kotler and Keller, 2006).

5.3 Integrated Marketing Communication Process

Integrated Marketing Communications (IMC) is understood as the harmonious alignment of the components of the communication mix, over a long period of time, thus being a comprehensive strategy, since it generates synergy effects between as many communication tools as possible (Busch *et al.*, 2007).

IMC takes into account and considers how customers come in contact with a company, how the company's positioning is communicated, the relative importance of the different vehicles and timing issues; therefore, IMC can produce stronger message consistency and greater sales impact, in other words, with this program the goal is to create the most effective and efficient communications program possible (Kotler and Keller, 2006).

6 Social Marketing

6.1 Contextualization

The concept of social marketing was primarily defined by Kotler and Zaltman (1971: 10) as “the design, implementation, and control of programs calculated to influence the acceptability of social ideas and involving considerations of product planning, pricing, communication, distribution, and marketing research”. The same authors affirm that marketing techniques are the link between knowledge possession and the socially useful implementation of what that knowledge allows. However, as social marketing has its roots on commercial marketing, which theory has been recently developed, Dann (2009: 147) provides a new definition of contemporary social marketing as being “the adaptation and adoption of commercial marketing activities, institutions and processes as means to induce behavioral change in a target audience on a temporary or permanent basis to achieve a social goal”.

As mentioned above, despite social marketing having its roots on commercial marketing, there are some differences between them; in social marketing, the main objective is exclusively personal, like changing a certain behavior (which may go against the individual’s comfort) through the use of social conscience stimulation (Lindon *et al.*, 2004); social marketing must deal with market’s beliefs/values, while commercial marketing deals with superficial preferences and opinions; social marketing works with channel systems, which are not as well defined nor motivated, as it happens in commercial marketing (Kotler and Zaltman, 1971). According to a conducted study, there is another relevant difference, however in the organizational level, concerning the fact that employees performing marketing tasks in non-profit organizations do not have a marketing education background, thus being considered as “accidental marketers”, who not received formal marketing training (Akchin, 2001). To overcome this situation, and to reach organizational success (through clients satisfaction), it is necessary for them to learn how mix their educational/professional training with their marketing role, which they portray in the organization (Brinckerhoff, 1997).

6.2 Social Marketing agents

According to Lindon *et al.* (2004), there are five agents in social marketing.

International Organizations are one of them, such as ONU, UNICEF, Red Cross or Médecins sans Frontières, for they have an important role when it comes to defending a social cause, since they work in a worldwide level. The State is also considered as an agent, for it creates and implements social marketing campaigns, which reach many of its citizens, for instance, a campaign about preventing school dropout. The third agent, the Non-Governmental Organizations (NGO), are the ones who more stimulate and boost social marketing, through their campaigns or donation collection. Companies are also considered as agents, since many of them have a conduct and strategy of corporate social responsibility, for instance, through assigning a certain sales percentage for defending a cause. The final agent concerns new generations, as they are the most accessible and reachable target for social campaigns, because it is easier for them to change the behavior sought in the campaign, thus they become agents of change, especially for the older generations.

6.3 Social Marketing 4 P's

Without disregarding the fact that there is dominance in using the four P's marketing mix in social marketing, according to Hastings (as cited in Gordon, 2011) scholars in the field have recognized some of its limitations. The marketing mix models makes budgets to be focused on efficiency and short term effects (usually sales), which can be an obstacle in social marketing context, since the intended behavior changes involves making long term commitments; also, the evolved technology and social media may call into question some of the four P's practicality in social marketing(Gordon, 2011). Nevertheless, and because the four P's provide a simple, accessible and useful framework for practitioners, which is defended by the Chartered Institute of Marketing, it is crucial to present this framework:

Product in social marketing also refers to the design of appropriate products or social ideas, after the target audience's needs have been studied, and this social idea has to be "packaged" in a sense that the target will desire and purchase it; the social product has

to be “buyable” and to serve the social cause, which is a change, well define and desired, in values, beliefs, affects or behavior; there can be different types of social causes, such as altruistic causes (charity, blood donation), personal health causes (nonsmoking, better nutrition) and social betterment causes (civil rights, improved housing, better environment) (Kotler and Zaltman, 1971).

However, in the social marketing context, some product strategy problems may occur, and if social marketers are aware of them, social marketing programs can become more effective; these problems may relate to the fact that social products tend to have less flexibility, in terms of shaping them (for instance, a social behavior that cannot be changed); other problems may be associated with the difficulty of formulating the product concept, since it can be a complex behavior that has to be repeated over a considerable period of time, thus not being as simple as desired; the difficulty on selecting and implementing long-term positioning strategies, can be also a problem, in another words, selecting the best product’s position approach is not clear, for each position has a positive appeal for some publics and a negative appeal for other publics (Bloom and Novelli, 1981).

Price, in social marketing context, is the cost that the buyer has to accept to get the social product, and this cost can take form on money costs, opportunity costs, energy costs and psychic costs (quite smoking, for instance); when pricing the social products, marketers know that the buyers will conduct a cost-benefit analysis, and the investment of money, time and energy will be taken into account, thus marketers’ approach when selling the product is to consider how can be the costs reduced relatively to the rewards, or the reverse, the rewards increased, when the product is purchased (Kotler and Zaltman, 1971). Yet, some problems on pricing strategy may come, like the concerning about financial consequences is only translated into assuring the organization’s financial viability, for social marketers consider that reducing the monetary, psychic, energy, and time costs, incurred by consumers, will engaged them in the desired social behavior (being this their primarily concern); also, social marketers tend to have less control over consumer costs, as opposed to commercial marketers, and all they can do is try to consumers not inflate the perceived costs, but instead to be aware of the accurately costs (Bloom and Novelli, 1981).

Place concerns arranging adequate and compatible distribution and response channels, for buyers who are motivated to purchase the social product, since they should know where they can find and obtain it, or otherwise the whole social campaign can result into an unsuccessful one; thus, it is important to provide proper outlets, which can allow the motivated buyers to take actions (Kotler and Zaltman, 1971). Regarding the problems that may arise in distribution, in the social marketing context, these may concern the difficulty of using and controlling desire intermediaries, and also organizations generally cannot afford to build their own distribution channels (Bloom and Novelli, 1981).

Promotion, in the social marketing context, refers to all the communication's strategies and tactics, which attempt to make the social product acceptable and desirable to the target audience, by using promotional tools, so that the behavior change occurs (Kotler and Zaltman, 1971). Advertising, Public Relations, Relationship Marketing and Sales Promotion, tend to be the most used promotional tools in social marketing (Lindon *et al.*, 2004). However, social marketers often find that their communication options are rather limited, and challenges can occur when it comes to promote their products, such as, paid advertising is probably impossible to use (advertising costs may be unbearable for the organization), they can suffer pressure not to use certain types of appeals in the messages transmitted (partially influenced by their stakeholders), the amount of information in their messages is higher than in commercial marketing messages (describing the complex social behavior, its benefits and the time and place for acting), and also they have difficulty conducting meaningful pretests of messages (Bloom and Novelli, 1981).

6.4 The importance of Social Alliances

The Social Sector or 3rd Sector, where the work of nonprofit organizations is included, acts jointly with the public and private sector, since it is here that NGO's get their funds; thereby, companies nowadays have more "pressure" to join together, their profitable activities, and a more social dimension activities, which implies making contracts or establishing relationships between themselves and the NGO's. Thus, companies are invented to contribute with solutions to the environment's problems, by

making a commitment to social causes, which will influence the companies' legitimacy, reputation and good image within the community (Nicolau and Simaens, 2008). In fact, according to Menon and Menon (as referred in Liu and Ko, 2011) companies leaders are more proactive about the tactics used in giving funds, and will establish corporate social responsibility strategies that adapt the overall business strategy.

According to Nicolau and Simaens (2008), companies can contribute to the community through four modalities of corporate social responsibility, which are a not negligible financing source:

- Internal projects of social responsibility, which involve not only financial, but human, logistics and organizational resources, and also must be followed up in each and every phase, finalized by its results evaluation; their main advantage is the total control by the company, and no deviations expected; a good example of this type of modality are the companies' Foundations.
- Philanthropy, or donations to a particular 3rd Sector organization, is characterized by the donor-recipient relationship, and many times the donation destiny is unknown, thus making this relation a low commitment one.
- Sponsorship, cause marketing, or service's hiring requires NGO's to develop initiatives for gathering company-partner, and it may be difficult to sustain this relationship (or modality) in a long term, but it develops actions which are visible to the public opinion
- Alliances, which are an agreement between company and NGO, to produce a social product or service, where both parts contribute with resources and competencies for that objective, which would not be possible to reach if the alliance did not exist; this relationship is a long term one, but it requires to the NGO a managerial skill, results' presentation, and ability to managing projects with a company.

However, there are some requisites/conditions, for both NGO and company, to consolidating a social alliance, which will be useful when the negotiation time comes for that consolidation; for the NGO, it must have a well-recognized ethical reputation in its filed, an ability to help the company reach new costumer groups, and have a good track record of working with companies; considering the company side, it must be able to provide financial or non-financial contributions, it has to help the NGO to gain public

brand awareness, it has to provide a sign contract protecting the NGO's benefits, and the company should demonstrate that has a good track record of working with 3rd Sector organizations (Liu and Ko, 2011).

It is also important to refer that according to Takahashi and Smutny (as mentioned in Nicolau and Simaens, 2008), there are some factors that facilitates the partners relationship, such as, reaching a consensus about the principles of the established program, an identification and pursuit of objectives to the community, and having an democratic management over the program in question.

7 CAIS and the CAHO – Capacitar Hoje program case

7.1 Situational Analysis

This section includes an Internal Analysis, considering the company and product, and an External Analysis, with environmental factors, competitors and target segment analysis.

7.1.1 Internal Analysis

7.1.1.1 CAIS

CAIS's Sector

The Portuguese 3rd Sector is composed by 45.543 non-profit organizations in general, where the majority (50,3%) belongs to the culture area, followed by the religion area (15,6%), and the social work area comes in 3rd, where CAIS is included, corresponding to 13,7% of the total amount, as it is possible to see in the table below:

Area	Percentage (%)
Culture	50,3%
Religion	15,6%
Social Services	13,7%
Professional Ass. and Unions	4,8%
Education	4,5%
Development and Residence	3,9%
Environment	1,7%
Other	4,1%
Total	100%

Table 1 “Non-profit Institutions by Area” Source: Visão Magazine - Social Economy

Included in the 3rd Sector, CAIS Association is a Private Social Solidarity Institution (IPSS), which according to Cooperativa António Sérgio para a Economia Social (CASES) is defined as “a specific type of non-profit institution, with private initiative, aiming to give expression to moral duty of solidarity and justice among individuals, and cannot be administrated by the State”.

Considering specifically the IPSS type, within the non-profit institutions, it is possible to verify that they consist in a group of 5.030, where the majority is in fact Associations (3.159), which is the specific case of CAIS. The IPSS group is also composed by parish centers (1.090), social solidarity foundations (197), among others, as it is possible to verify in the table below:

IPSS type	Number
Associations	3159
Parish Centers	1090
Misericórdias	347
Religious Organizations	227
Social Solidarity Foundations	197
Other	10
Total	5030

Table 2 “Types of IPSS” Source: Visão Magazine - Social Economy

The 3rd Sector employs around 194 200 individuals, where 50,3% of them operate in the social work area, 13,2% operate in the educational area, and 9,1% of those individuals operate in the health area (Annex 2).

The CAIS Association

Founded in 1994, and located in Marvila, Lisbon, CAIS aim is to upgrade the standard of living of its users, who are individuals with no home, social and economically

vulnerable, going through deprivation, exclusion and risk. Therefore, CAIS's central mission is the social integration of the users.

Being an Association of small dimension, the overall objectives of CAIS are the following:

- Enrich the users, making them active and critic members of society
- Developing and implement social intervention strategies, considering the Association's target population/users needs
- Instigate and debate subjects related to poverty and social exclusion
- Reinforce Networks between other Associations and secure Partnerships

In order to make these objectives a reality, CAIS's develops essentially two types of projects: *Inclusion* and *Intervention* projects.

Inclusion projects are those with the intention of bringing out the ability and skills to make an active and autonomous civic participation to its target population (homeless or individuals in extreme poverty situation); the first important project was the CAIS magazine, which was inspired by *The Big Issue*, a London magazine sold on the streets by homeless people ; *Street Football* project (Futebol de Rua) is another good example, since it offers, to whom participates, great opportunities and personal reconstruction, and at the same time it allows a complex work between different organizations, at national and also worldwide level; the *CAHO – Capacitar Hoje* program, the one in focus in this Communication Plan, stands out from the rest, since it is a recent project of 2011 and really represents the concept of *Inclusion* (discussed more in detail in the next sub-chapter).

Intervention projects intend to foment the discussion of subjects, such as poverty and social exclusion at national and global levels. *Pão de Todos Para Todos* is a relevant example, since this event (sponsored by Santander Totta bank), settled in strategic points of Lisbon and Oporto cities, is basically a social-cultural and artistic manifestation, characterized by the literal and symbolic offering and sharing of bread to everyone; another example is the *Reflex* Photography Prize, sponsored by BES bank, which is both a themed national prize (the theme changes from year to year) and a powerful intervention tool, favoring socio-cultural dialogue. Additionally, CAIS has

various publications, many of them regarding CAIS congress, where key topics are discussed, such as social actors, or justice and poverty fighting, for instance.

In 2003, the Association decided to expand its operation area, and so the CAIS Center was created, both in Lisbon and Oporto, with the purpose of giving support to its users during the day, as well as managing their free time, giving them formation in different areas.

Concerning the financial support, 60% of it comes from the Portuguese State and the other 40% from philanthropy, more specifically from a group of 25 supporting companies, named Projecto Abrigo group (Annex 3).

Without this group of 25 companies (that are in fact alliances or partnerships), the sustainability and functioning of CAIS would not be possible, because they support the Association not only monetarily with donations, but also with their services and products; for instance, in order to the CAIS Magazine exist, the Association counts with the help of the company Lisgráfica for printing the Magazine, and with the company DHL for its distribution.

Regarding the team, CAIS Association has a Board of Directors, being Dr. Rui Pereira de Melo the chairman, and a Audit Committee; at the headquarters, the actual field team is composed by twelve working people, including Chief Executive Officer Dr. Henrique Pinto, the center and the *CAHO – Capacitar Hoje* program coordinator Dr. Sara Morais Pinto, coordinators of different areas, and several social assistants.

By the end of 2011, CAIS's population was as following:

Men	166
Women	32
Total	198

Table 3"CAIS's Population by Gender" Source: CAIS's Association

Also, the majority of the CAIS's population is at the working age, as it is possible to see in the table below:

Age Group	
18-24	27
25-44	106
45-54	46
55-64	17
>65	2
Total	198

Table 4 “CAIS Population by Age Group” Source: CAIS’s Association

CAIS Association Marketing

In this sector it is important to refer that CAIS positioning, as a Solidarity Institution, relies mostly on Social Integration of the Association users, through empowerment and capacity; in fact, the CAIS center offers basic knowledge in several areas, such as linguistics (Portuguese and English), mathematics, computers, arts, and develops social and personal competencies.

Also regarding CAIS's positioning, it is important to refer that, the Association plays a big part when it comes to social intervention, bringing up themes, such as, poverty and exclusion, for instance through events or congress, thus making the Association signature “CAIS- desperta consciências” (in free translation “awakens consciousness”) pertinent.

However, it is relevant to point out that despite being an active and entrepreneurial Association, CAIS has no overall Marketing strategy. In fact, there is not a Marketing Department, nor an employee specifically devoted to that, regardless of CAIS's projects.

Nevertheless, there is an employee responsible for communication in general, regarding CAIS image, its events, CAIS site maintenance and updates on Facebook page.

7.1.1.2 CAHO – Capacitar Hoje program

The *CAHO – Capacitar Hoje* program was created in 2010, when CAIS Association tried to respond to one of the problems of its users, their employability. As mentioned before, one of CAIS objectives is to enrich their users, making them active and critic members of society, so it was extremely necessary to take care of the users' employability issue, since it is an important part of the "active role in life and society", that CAIS wishes to bring out in their users.

Therefore, in order to fulfill this objective, the Association created *CAHO – Capacitar Hoje*, which is a program of employability and social entrepreneurship, directed to CAIS's users. The program aims to be a sustainable way and a link between those users and the labor market itself, because CAIS is much aware of the difficulties that social and economically vulnerable individuals have to face when employability is concerned.

The idea was to design and create projects within the *CAHO – Capacitar Hoje* program, and these projects are nonetheless than jobs or activities, which are at the same time easy to implement (in terms of costs and monetary return), and accessible for users to put into practice (considering the individual's social/educational background).

CAIS also accepts external individuals, unemployed, social and economically vulnerable, to enter the program, even if they are not part of the Association. It is clear that the main cause (a social betterment cause), with this specific program, is the difficulties of employability, concerning this part of the society's population, and helping those who need that kind of help and support.

With this kind of projects, the objectives wanted are the following:

- Developing users' auto-capacity
- Promote employability within CAIS's users, in a sustainable way
- Improve the standard of living of the users

The first project created was the Dry Car Washing service. This specific project won a monetary prize in 2010, from EDP Solidária Foundation, which made possible the project's implementation. It was necessary to make logistic changes in CAIS (locker room for the users), users received training in order to get the know-how to properly work in the field, materials and products for the work were purchased, and some communication actions were done.

It is also important to refer that from the research made from internal documents, the program presents unique, innovative and socially entrepreneurship aspects, which was a request for winning the prize from EDP Solidária Foundation. CAIS was also contacted by another Social Solidarity Association from Algarve, which wanted to implement a sort of *CAHO – Capacitar Hoje* program in their community, also revealing this way, the importance and potential side of it.

Finally, *CAHO – Capacitar Hoje* program can and should include more projects (meaning more jobs/activities) besides the Dry Car Washing, and others projects are being tested and reflected to be included in the program, such as CAIS Recicla project (where industrial waste is used to create different materials like pens, notebooks, sun umbrellas, later to be sold). So, *CAHO* works as an agglomeration of CAIS intention to foment the employability of its users.

Product

The Dry Car Washing project is a service provided by CAIS Association since 2011, where some selected users are the work labor (the car washers), with the task of cleaning and washing cars (automobiles), using a “green” product, the NoWet product (which allows a complete cleaning without the use of water, thus being a eco friendly product). Also, the car washers will dislocate to the clients location, thus helping the service's purchase, making it more comfortable for the clients. The full service is presented as exterior washing, interior cleaning, or both.

Some important aspects of the service are that the car washers are fully prepared for making and providing the service, for they are carefully selected within CAIS population and they receive proper training; they are paid at task, meaning that they

collect the payment by the end of the service. Also, the car washers receive 70% of total paid quantity, while the rest is used for the maintenance of the *CAHO – Capacitar Hoje* program.

Originally this service was created considering as target clients both Lisbon’s private companies and individuals from general population (since they together formed a group of four cars to wash). However, the first target shows much more potential as client, given their social responsibility attitudes, and also the small dimension of CAIS must be considered, but individuals from general population will not be disregarded as clients.

Price

The price was established through consultation of market prices, from companies that also provide this type of service, and slightly decreased. The unit price was settled as following:

Exterior Washing	11,5€
Interior Cleaning	11,5€
Washing + Cleaning	15€

Table 5 “Dry Car Washing service Price” Source: CAIS Association

Distribution

Considering that this service is done at the client’s location and the small dimension of the project and the Association, the main forms to obtain it are:

- Online, through the use of email, available at CAIS site
- Directly through telephone
- At the CAIS Center itself.

Communication

When it comes to promoting the service, some actions have been already made. Some of them were possible, because a small amount of the prize from EDP Solidária Foundation was determined for communication of the project Dry Car Washing. Other

actions were possible, due to the alliances that CAIS has with the group of the 25 companies. These actions consist of:

- Creation and design of flyers (Annex 4) promoting the service, with information concerning the advantages and price of the service, and also the contacts (email and telephone) for the purchase
- Printed ads on CAIS magazine, continuously in every edition
- A printed ad on Time Out magazine, when the project was launched
- A radio ad on Renascença Radio, also when the project was launched
- A small display of the project on CAIS site, with the same information showed in the flyers, and also a Facebook page containing the same information
- Direct contact with the companies from Projecto Abrigo, since they are already familiarized with the type of CAIS work

It is also important to refer that the message passed on, regarding the Dry Car Washing service was “Útil e Solidário” (“Useful and Supportive” in free translation), in all the communication actions.

However, there is not an actual communication plan for this project at medium term, which would emphasize its potential and assure its sustainability, for there is enough “space” for more strategies and actions to attract private companies, the project’s main target.

7.1.2 External Analysis

7.1.2.1 Competitors

Considering a 3rd Sector perspective, or a more social perspective, it is relevant to point out that there are about 45 543 non-profit Institutions in Portugal (Annex 2), where 13,7% of them concerns social work, CAIS Association included; each of them with their own cause, and therefore claiming for attention, which makes this a competitive market/sector.

Since this specific project, the Dry Car Washing project, which is a social service, has unique and innovative characteristics, 3rd Sector competitors definition is not completely translucent.

However, in a more commercial perspective, the Portuguese company Esponjinha can be considered as a direct competitor, if the commercial context is taken into account. This company is an Australian franchise, which uses the same eco friendly product NoWet, and is located in Lisbon since 2008. Esponjinha – Manutenção de Veículos Lda. is considered as a commercial main competitor, because of the use of the same product, and the car washers team also dislocates to the clients location.

As expected, this company provides a wider range of services, regarding the car maintenance and cleaning, and it considers automobiles, vans and minivans for possible service providence. Its services include the exterior washing, the inside cleaning and extra options, such as the treatment and protection of the automobile upholstery and carpet. Also, this company is responsible for distributing and selling the NoWet product, for instance in gas stations, and they define it as one of their marketing strategies and actions.

Regarding their unit prices, they are slightly dissimilar, and they are as following:

Service	Unit Price (€)
Exterior washing	15,90
Exterior washing (3 pack washing)	13,49
Exterior washing (6 pack washing)	11,90
Interior cleaning	11,49
Interior cleaning (3 pack cleaning)	9,49
Interior cleaning (6 pack cleaning)	7,90
Washing + cleaning	19,90
Washing + cleaning (3 pack w + c)	16,49
Washing + cleaning (6 pack w + c)	14,90

Table 6 “Esponjinha price’s table” Source: Esponjinha websit

7.1.2.2 Target Segment

In this part it is important to describe the target segment motivation, attitudes and behavior, since it is important information for a successful communication plan.

This plan is specifically directed towards private companies, for CAIS has not a functional communication plan yet, and they are the target that has shown more interest in the Dry Car Washing service.

Regarding companies attitudes, when corporate social responsibility (CSR) is concerned, the consultant Sair da Casca, which is a sustainable development strategy consultant operating in the Portuguese market, has provided a study with valuable information.

This study, released in 2010, wanted to measure companies' contribution for the community and its social actions, therefore 52 Portuguese companies were taken into account for the study development.

The results show that between 2008 and 2010 the contribution for the community of these companies reached the amount of 76 million Euros, and that there was no contribution retreat during that period, despite the national economic crisis.

Solidarity causes are the ones which receive most attention by these companies, through support of institutions or supporting campaigns done by those institutions; the secondly most attractive cause concerns educational causes, focusing on children and youth, and culture causes. However, there is a certain tendency to support causes that are already visible in society, and receive already a lot of companies' attention, because these causes can bring more benefits for the companies, due to, of course the cause visibility.

Lastly, elderly support, and disability dependence people are causes that do not receive as much attention and support from companies.

Corporate volunteering is also a visible tendency in corporate social responsibility, where 72% of these 52 companies have volunteering programs for their employees,

thus being a relevant weight on the CSR actions; however, this tendency is parallel to companies' commitment to reduce poverty and social exclusion, as the study shows.

There is also a new approach to companies' social actions, the "inclusion businesses", which are created to answer to social needs (with objectives of self-sufficiency), where companies can use their philanthropic budget to invest in these "inclusion businesses", therefore highlighting an investor side, instead of charity side. One of the advantages of these actions is that after the investment is done, the profits will be re-invested within the community or company.

Regarding the companies communication towards corporate social responsibility, there has been an evolution in terms of rigor of the data; however there were still 13% of the 52 companies do not report the exact amount of the supports given.

The communication concerning the criteria choice for supporting projects, institutions and initiatives is also not clear, where only 25% of the companies did that communication. Nonetheless, there was a positive evolution through the years, when it comes to communicate commitments of intervening in a selected area of action, where 83% of companies did it, in 2010.

Also, the link between the corporate sustainability strategies and the community intervention strategies has become much clear, during the period of time concerned.

However, when the measure of results from the actions of the community intervention is concerned, there are still a relevant number of companies that do not do it, for this part of the process is considered to be in an initial phase; therefore, the exact results for the community are still rather unknown.

Finally, the study concluded that despite the national economic crises, companies still invest in CSR in an external perspective (the examples mentioned above), and internal perspective (employing individuals with disability, for instance) as well, which is nowadays more visible and also a tendency of CSR.

7.1.2.3 Environment

The social and economic context of Portugal, within the context of the European crisis, shows that - as happened in other historical periods - institutions dealing with social action will have, in the coming years (not to mention the coming decades), much work ahead.

According to The European Commission predictions, a gradual decline in unemployment rate will start next year (which now stands on the 15%), but in 2015 the rate will remain at 12.4 percent, a level too high for Portuguese standards.

Unemployment affects not only the most socially and economically fragile, but also and increasingly, young people and adults with higher educational qualifications. By the end of 2011, according to INE (Instituto Nacional de Estatística) there were 108 thousands of unemployed young graduates.

Small and medium businesses close every day, dozens of families go into bankruptcy and social differences become more severe as stated in Associação para a Cidadania, Empreendedorismo, Género e Inovação Social webpage:

"Portugal is among the EU countries most unequal in terms of income distribution, along with Romania with 35%. (...) So it's necessary to restore the foundations for creating richness and jobs, through measures, policies and solid programs, active and consistent in reinforcing active citizenship and innovative. "

7.1.3 S.W.O.T Analysis

This sector includes an analysis to CAIS Association's Dry Car Washing service, regarding its strengths, weaknesses, opportunities and threats.

The following refers to **Strengths**:

- Strong and well established Network of partnership with private companies
(*Projecto Abrigo*)

- CAIS's recognition within Lisbon's and Oporto's society/community, specially due to CAIS's magazine
- The empowerment that CAIS's users get from Scholarship and Formation, which is reflected on the quality of the service
- The majority of CAIS' users are at the working age
- The *EDP Solidária* prize, which triggered the Dry Car Washing project
- CAIS's proactive projects: *Inclusion* and *Intervention* projects
- The Dry Car Washing service is an innovative service, considering the 3rd Sector context
- The main service's qualities, eco-friendly side, client's comfort and solidarity, which makes a differentiation from the rest
- Considering only the 3rd Sector, the service has no direct competitors

The following concerns **Weaknesses**:

- CAIS is financial dependent from the Portuguese State, and from companies' philanthropy
- Nonexistent Marketing/Communication Strategy
- Insufficient internal human resources to manage and promote the service in a sustainable way
- Insufficient information about the service on CAIS website

The following was established as **Opportunities**:

- Overall Portuguese population with higher intentions of solidarity
- Companies' social responsibility conduct is still at the same level, despite the economic crisis
- The chance to create a new alliance with companies, especially for the service

As to **Threats**, it was established as the following:

- National economic crisis

- Many other campaigns/actions from diverse Solidarity Association
- Weak purchasing power
- The social stigma that surrounds homeless individuals (CAIS population and work force)

8 CAHO – Capacitar Hoje Communication Plan

In this section the Communication Plan for the Dry Car Washing service, from *CAHO – Capacitar Hoje* program, is presented. Firstly the Target Audience is introduced, followed by the Promotional Objectives, Promotional Strategy, and finally the Schedule and Budget.

8.1 Target Audience

This Communication Plan is direct towards private companies, in the Lisbon area, preferably near by the Marvila area (Parque das Nações area, for instance). This specificity is recommended only because it is more profitable to provide the Dry Car Washing service to the surrounding private companies, since the travel costs will be much more reduced. Additionally, these companies must have in their profile Corporate Social Responsibility as one of their strategic conducts and activities.

However, the companies that do not match this specificity will not be disregarded.

It is also important to refer that the sponsors and benefactors companies from Projecto Abrigo do not include the target audience, since they are already overloaded with supporting services or financial support, which make CAIS Association sustainability possible through the years.

Also, strategically speaking, completely new companies to CAIS must be reached, for a new approach of the service is intended.

Although the plan is directed to the companies described above, due to the fact that they are the priority target, some of the strategies and actions in this plan may reach individuals, which will not be disregarded, since they respect the rule of grouping in four clients (as mentioned before).

8.2 Promotional Objectives

The promotional objectives of this communication plan are simultaneously to create awareness and inform private companies about the Dry Car Washing service of the *CAHO – Capacitar Hoje* program, and also pursue and attract them to purchase the service, thus increasing its demand.

The overall objective of this plan is to maximize the potential of the *CAHO* program.

To do so, in the next sub-chapter cost-effective strategies and actions will be presented, since CAIS is a small dimension Association and has great conditionings and limitations regarding the communication budget; so it is crucial to resort to low cost actions, that nevertheless can achieve the established objectives.

8.3 Promotional Strategy

The promotional strategies offered in this communication plan rely on pull strategy, for customer attraction towards the social service is intended; and since push strategy implies channel intermediaries stimulation, it will not be used, because there is no purpose in it due to its inexistence.

All the actions will be done in communication channels below the line, or outside of the *media*, because the main target are private companies, it makes no sense to use advertising and the *media*, which is on one hand a mass communication, and on the other an option economically not valid for CAIS, due to its budget restrictions/limitations.

The strategy actions presented will be done to achieve at the same time the various promotional objectives (create awareness, inform, and purchase intention), so there is no requirement for dividing them.

For some of the actions, CAIS will need help from the supportive companies of Proyecto Abrigo, which will lend their services or financial support, in order to implement the actions themselves, and so the Association has to approach these specific companies and request for their services.

In order to create, develop, and implement the strategy actions, CAIS Association should assuredly hire an employee, to be fully devoted to the *CAHO – Capacitar Hoje* program, managing its operations, and especially to take care of the communications actions here proposed.

8.3.1 CAHO – Capacitar Hoje program Site

The first action to be applied must be the creation of a website exclusively for *CAHO – Capacitar Hoje* program. As it was mentioned before, a small display with some information about the Dry Car Washing service was included on CAIS website, and also a Facebook page was created for that service.

However, with this action it is intended to give the importance that this social service requires, by creating an exclusive website for it, with visible and notable link displayed on the CAIS website. The Dry Car Washing service will be highlighted on the website of *CAHO* program, as its main social service, at least for now. Strategically thinking, the website will include in the future the other possible projects/activities of the *CAHO* (CAIS Recicla project, for instance), which will be initiated in the long run.

The *CAHO* website intention is to give a life of its own to the social service, with the creation of a proper online platform, with a modern and appealing look, and a visible section for the Dry Car Washing service; this website must include several features, such as:

- Presentation and overall information about *CAHO* program and Dry Car Washing service, pointing out the main characteristics of it, the quality of the service (the car washers are equipped with the know-how for service providence), the eco friendly side of the service (use of a green product), the dislocation of car washers to consumers location, and the solidarity aspect (the payment goes to CAIS' users)
- The cause must be clear (the employability issue of CAIS population)
- Use of the message “Útil e Solidário”, which reflects the characteristics of the service, for it is a quality service and the profit will go for those who need it

- EDP Solidária Foundation logo must be displayed, a rule expressed in the prize contract, and also points out that this is a winning project
- Videos and images demonstrating the service must be displayed on the website
- An application for booking the service online, with the price table and data collection from consumers, which will be easy for consumers themselves to use it promptly, and will save some human resources efforts
- The name of companies that have required the most this service will be displayed online (on both CAIS and CAHO website), thus emphasizing their social responsibility conduct

To accomplish this action, CAIS Association has to reach its group of 25 supportive companies, the Projecto Abrigo group.

In order to facilitate this action implementation, a synthesis and guideline is presented in the following table:

Action	CAHO – Capacitar Hoje website		
Description	Design, creation and implementation of the CAHO program website, apart from CAIS website		
Objectives	Provide useful information to consumers about the service; Provide an online platform for the service's purchase		
Tasks	List	Duration	Date
	Content creation and development	1 month	May 2012
	Design and creation of the website	1 month	June 2012
	Website launch	1 day	July 2nd 2012
Budget	0€		

Table 7 “Guideline for CAHO – Capacitar Hoje website”

8.3.2 Social Media

As it was mentioned in the theoretical part, technology evolution and social media have nowadays an important role in social marketing, and even influence its context. In this plan it is proposed the use of a new online social network in Portugal, named My Social Project. This network is exclusively devoted to the 3rd Sector, as it connects individuals (who wish to be a volunteer in a social cause that they believe in), private companies (allowing them to communicate their social responsibility activities and which causes they support), and also 3rd Sector Associations (allowing them to promote their social cause, and search for volunteers or supportive companies, depending on their needs).

With the same logic of other social networks, for instance Facebook, each one has to create their one profile, and so CAIS must do it, giving an introduction of Dry Car Washing service, explaining the cause that is being promoted, displaying videos and images of the social service, and most importantly a link to *CAHO* program website must be placed there, so that possible consumers may gather more information and purchase the product in the right place.

CAIS must also have a proactive posture, and search within My Social Project network for companies profile that match the requirements for the social service purchase, and thus contact them for the service presentation. According to the social network founders, My Social Project has already around 100 companies, and 30 associations, and these numbers are expected to increase by the end of 2012, and so CAIS must take full advantage from it, by continuously (at least weekly) updating and managing its profile, fomenting interactions.

Also, strategically speaking, this social network can also be used for other purposes and causes of CAIS, however, its promotions have to be distinct from one another, thus avoiding confusion. Again, a guideline is presented for this action:

Action	Use of Social Media		
Description	Registration on social network My Social Project, developing a profile, updating and managing it		
Objectives	Create awareness of the service among companies with social responsibility conduct, and interact with them		
Tasks	List	Duration	Date
	Registration on My Social Project	1 Day	July 2 nd 2012
	Developing a profile	1 Day	July 2 nd 2012
	Managing and updating the profile	continuously	July 2012 (starting date)
Budget	0€		

Table 8 “Guideline for My Social Project network”

8.3.3 “Project Job” Alliance

Social Alliances provide 3rd Sector’s organizations the financial and service support they need, in order to exist and maintain their activities, as it happens with CAIS Association and its group of supportive companies, named Proyecto Abrigo.

The strategy action here proposed concerns a vision of long-term sustainability of the Dry Car Washing service, and so, a Social Alliance must be created, other than Proyecto Abrigo, since these companies already support the Association existence, and are overloaded with “attention” towards CAIS.

So, it must be selected new companies with strong/clear social responsibility conduct as one of their operational strategies (including the possibility to sign a contract), and its Institutional Relations Department has to be reached and contacted through marketing tools, such as direct marketing, including e-mail and telemarketing, and also personal selling, including presentations and meetings (at CAIS Association or the company’s headquarters, depending on the agreement). The objective here is not to receive either

donations or service supports from the companies, but instead the company client will purchase the Dry Car Washing service, and thus contribute to the social cause (the auto-capacity and reduction of employability difficulty from CAIS's population), and at the same time receive a quality service.

When the companies contact is made, especially in the presentations and meetings, CAIS must emphasize its ethical reputation in the field and its good track record of working with companies, since it will empower the negotiation for the Association side (as it was mentioned in the theoretical part). Also, to reach a consensus, during the negotiation, CAIS must present a clear definition of the program and its objectives; a contractual agreement has to be done in order to assure the sustainability of the service, with the definition of the durability of the contract, and how many services will be provided to that company, and how the purchased will be effectuated (if the purchased is done by the Institutional Relations Department, or by the companies' employees).

The proposed name for this Social Alliance is "Project Job", and the constant results expected will contrast the ones from the other actions, which might be single purchase actions.

CAIS must carefully manage this Social Alliance, due to its importance for the service sustainability, and has to do that management democratically with the group of companies, which will be highlighted by the Association, for its social responsibility conduct.

The Association must also carefully manage the number of companies that will integrate "Project Job", for CAIS ability to provide a certain amount of the service has to be regarded with attention.

Following, a table containing the guidelines for this strategy action:

Action	Social Alliance		
Description	Creation and implementation of the Social Alliance with private companies, named “Project Job”		
Objectives	Create a sustainable way for the social service, by assuring its continuous purchase over time, from the group of companies		
Tasks	List	Duration	Date
	Companies’ selection	1 week	July 2012
	Companies’ contact	1 week	July 2012
	Meetings and presentations	3 weeks	July – August 2012
	Contracts closure	2 weeks	August 2012
Budget	0€		

Table 9 “Guideline for Social Alliance”

8.3.4 Contacting the Media

Through media contact, CAIS will create awareness and recognition over the Dry Car Washing service and the cause itself, on the public opinion. It will represent an act of marking a position for the social service in the 3rd Sector market. Therefore, considering Public Relations as a marketing tool, the Association (with the support of the communication agency Ogilvy) must create a press release, where the social service has to be presented and explained, there must be a contextualization of the service itself and the cause, the supportive/client companies must be mentioned, and it must be provided information regarding specific facts and objectives of the social service; also, a press kit must be designed, including the display of the service’s pictures and videos, later to be sent to TV channels and newspapers.

This action follows “Project Job” Alliance, because it is a key strategic action for highlighting the social responsibility conduct from the partnership companies, an outcome that they desire, as well as CAIS Association.

Following, a table regarding this action synthesis and guideline:

Action	Contacting the Media		
Description	Design and creation of press release for reaching the media (TV channels and newspapers)		
Objectives	Create awareness and recognition for the Dry Car Washing service, and extol the supportive companies from “Project Job”		
Tasks	List	Duration	Date
	Design and conception of the Press release	1 Day	September 2012
	Creation and development of the Press release (including its dispatch)	1 week	September 2012
	Media feedback	1 week	September 2012
Budget	0€		

Table 10 “Guideline for Media contact”

8.3.5 Sales Promotion incentives

With the use of Sales Promotion tools, the strategies rely on getting a quick purchase response from consumers, and thus reach a short-run effect on sales. It has to be used according to seasonality, for instance in September, when the new work season starts right after summer vacations; during Christmas time, when the solidarity spirit is more prominent, and also on Easter time. These actions will regard mostly client companies that only make single purchases from time to time, and that have made the online booking, and therefore based on data collection, CAIS must reach/contact these companies. Also, the information will be displayed on both CAIS and *CAHO* website, and on CAIS magazine.

The sales promotion tools include:

- Price deal, a temporary reduction of the service’s price, reaching at most 30% - 40%
- Coupons, with a price discount when the next purchase is done

- Premiums and gifts, like using for instance CAIS magazine as a gift

It is important to refer that all these actions will not be translated as a monetary prejudice for the car washers, since their auto-capacity and economical independence is the most desired outcome for CAIS Association.

The guideline for these actions will be presented as following:

Action	Sales Promotion incentives		
Description	Using Sales Promotional tools for purchase stimulus, such as price deal, coupons, premiums and gifts		
Objectives	Get a quick response of single buying-acts from client companies		
Tasks	List	Duration	Date
	Contact companies and displaying on website the coupons info	3 Days	September 1 st 2012
	Contact companies and displaying on website the premiums/gifts info	3 Days	November 15 th 2012
	Contact companies and displaying on website the price deal info	3 Days	March 1 st 2013
Budget	0€		

Table 11 “Guideline for Sales Promotion incentives”

8.4 Schedule

All the strategic actions have a certain duration and they must be executed and implemented at the right time, in a careful way.

In a strategic perspective, the first action to be executed is the creation, development and launch of the *CAHO – Capacitar Hoje* website, for it provides key information about the social service.

Following, the second action to be applied is the use of Social Media, in concrete the My Social Project network, which must contain the *CAHO* website link, among other components, and therefore can only be implemented after the first action is complete.

The third action, the social alliance, can be done at the same time of the previous action, so it starts in the beginning of July, and lasts until August.

The Media contact action, comes in fourth, precisely because it has to be implemented after the social alliance is concluded and cemented, due to the fact that the Media will highlight the corporate social responsibility from the companies included in the social alliance, which is a key component to attract the companies to join the alliance itself.

Finally, the Sales Promotion incentives will be applied in key timing, more specifically in September, when the new work season starts, November, during the Christmas spirit, and March, during Easter.

The complete schedule is presented next, to give an overall view of the strategic actions' timing.

8.5 Budget

As mentioned before, the proposed strategic actions were design to be as much cost-effective for CAIS as possible. For their development and implementation, CAIS Association must reach the help from the companies of Proyecto Abrigo, for instance Ogilvy for the press kit's design, concerning the action "Media contact".

This situation translates into a no monetary costs expectation, and therefore there is no considerable amount associated to the budget.

However, since contracting a marketer was advised for CAIS, so that the process of implementing the communication plan becomes more efficient, there might be indirect costs in the form of salary, if the marketer hiring is taken into account.

9 Conclusions

The Portuguese 3rd Sector is composed by more than 45000 non-profit organizations from different types and includes more than 190000 jobs, thus revealing itself nowadays as a competitive and important sector, at a national level.

As it happens with CAIS Association, the 3rd Sector organizations have to count with the support from private companies (and also from the Portuguese State), preferably in the form of social alliances, which provides them the help they need, may it be a financial support, or a support with the companies' services providence.

This is, in fact, a relationship of the most importance, since without the private companies' support, non-profit organizations would not be able to execute their tasks and perform its activities; this relationship is marked with a strong dependence on the companies' social responsibility conduct, from the non-profit organizations side.

So, private companies' support plays a crucial role on the sustainability of non-profit organizations, and helps them to overcome their various obstacles.

To attract private companies' social responsibility conduct, the 3rd Sector organizations should use Social Marketing (its strategies and tools), to make that process more effective and efficient, and regard it as an advantage to make a differentiation from the other non-profit organizations, and to mark a position in the 3rd Sector.

In the case of CAIS Association, the challenge was to communicate its latest, and innovative social project, the Dry Car Washing service, which is aimed at private companies, counting on their social responsibility conduct for purchasing the service.

Therefore, considering Integrated Marketing Communication process, a communication plan was proposed for that service, which overall objective is maximize the service's potential by increasing its purchase from private companies; however, general individuals were not regarded as target in the communication plan, and if so, other promotional actions must be proposed in the future.

Strategic actions were presented, in order to reach that objective in an effective way, where the message passed on ("Útil e Solidário") relates the service's cause (increase the employability of CAIS's users). These cost-effective strategic actions rely on:

creating a website for the social service, the use of My Social Project network, the creation of a social alliance between CAIS and private companies (specifically for the service), contacting the Media for awareness on the behalf of the service and the client companies, and use Sales Promotion incentives to increase the service's purchase. All of these actions were scheduled from May 2012 to March 2013. Also, CAIS was advised to contract a marketer, to properly implement and manage both the service and the plan development.

As CAIS has to deal with many budget difficulties, being this a considerable limitation, the communication plan will maximize the service potential, in a cost-effective way, thus being an added-value for the Dry Car Washing service sustainability over time, and also for the Association success.

10 Bibliography

Akchin, D. (2001), Nonprofit Marketing: Just How Far Has It Come?, *Nonprofit World*, 19, 33-35

Acegis – Associação para a Cidadania Empreendedorismo Género e Inovação Social (2012), Pobreza, Desigualdades e Desemprego em Portugal, <http://acegis.wordpress.com/2012/02/29/pobreza-desigualdades-e-desemprego-em-portugal/> March 2012

Ballan, N., Lobos, E. V., Miguel, A.. Sair Da Casca (2010), O Papel das Empresas na Sociedade, <http://impulsopositivo.com/content/o-papel-das-empresas-na-sociedade> March 2012

Big Issue magazine, <http://www.bigissue.com> December 2011

Bloom, P., N. & Novelli, W., D. (1981), Problems and Challenges in Social Marketing, *Journal of Marketing* Vol.45, 79-88

Brinckerhoff, P., C. (1997), The Nonprofit Marketing Disability – And How to Overcome it, *Nonprofit World*, 15, 18-19

Busch, R.; Seidenspinner, M.; Unger, F. (2007), *Marketing Communication Policies*, Springer

CAIS Association, <http://www.cais.pt/> November 2011

CASES, Cooperativa Antónia Sérgio para a Economia Social, <http://www.cases.pt/ipss/identidade-das-ipss> January 2012

Dann, S. (2009), Redefining social marketing with contemporary commercial marketing definitions, *Journal of Business Research*, 63, 147-153

Esponjinha, Lda., <http://www.nowet.pt/> February 2012

Gordon, R. (2011), Re-thinking and re-tooling the social marketing mix, *Australasian Marketing Journal*, 20, 122-126

Kotler, P. and Keller, K. L. (2006), *Marketing Management*. Pearson Education, Inc.

Kotler, P. and Zaltman, G. (1971), Social Marketing: An Approach to Planned Social Change, *Journal of Marketing* 35, 3-12

Letra 1 (2012), Nova rede social promete aproximar as pessoas <http://letra1.com/2012/04/nova-rede-social-promete-aproximar-as-pessoas/> April 2012

Lindon, D.; Lendrevie, J.; Rodrigues, J.V.; Lévi, J.; Dionísio, P. (2004), *Mercator XXI Teoria e Prática do Marketing*, Dom Quixote

Liu, G., Ko, W. (2011), An Analysis of Cause-Related Marketing Implementation Strategies Through Social Alliance: Partnership Conditions and Strategic Objectives, *Journal of Business Ethics*, 100:253-281

Nicolau, I., and Simaens, A. (2008), O impacto da Responsabilidade Social das Empresas na Economia Social, *Revista Portuguesa E Brasileira De Gestão*, 68-76

Público (2012), My Social Project: a rede social portuguesa para defender causas, <http://p3.publico.pt/actualidade/sociedade/2551/my-social-project-rede-social-portuguesa-para-defender-causas#.T3CN5IUIWDY.facebook> March 2012

Público (2012), Número de licenciados no desemprego ultrapassou pela primeira vez os 100 mil, <http://p3.publico.pt/actualidade/economia/2269/numero-de-licenciados-no-desemprego-ultrapassou-pela-primeira-vez-os-100-m> March 2012

SIC Notícias (2012), Taxa de desemprego em Portugal vai descer mas continuará nos 12,4% em 2015, prevê Comissão Europeia, <http://sicnoticias.sapo.pt/economia/2012/04/03/taxa-de-desemprego-em-portugal-vai-descer-mas-continuara-nos-124-em-2015-preve-comissao-europeia> April 2012

Social Marketing Institute, Social Marketing, <http://www.social-marketing.org/index.html> November 2011

VISÃO (2011), A força do terceiro sector, <http://visao.sapo.pt/a-forca-do-terceiro-setor=f635589> January 2012

11 Annex

Annex 1

Script Interview to Dra. Sara Morais Pinto

General Coordinator of CAIS Association and Program Coordinator CAHO

Block I	Objectives
CAIS and the emergence of CAHO	Understand and contextualize the program CAHO within the line of work of CAIS Association
Questions	
How does the Program Capacitar Hoje arises?	
What are the main objectives of this new program?	
What value brings Program CAHO to the association?	
Block II	Objectives
Characterization of the Car Wash Service	Identify and characterize the Car Wash Service; Identify the internal and external main obstacles of the Service
Questions	
What are the main objectives of the Car Wash Service?	
Who are your beneficiaries?	
What strengths and weaknesses you identify in this service?	
In addition to this service under the Program CAHO, what other services may be part of it?	

<p>Until now, how do you classify the acceptance of this service by customers?</p> <p>What may have failed?</p>	
Block III	Objectives
<p>Characterization of the Car Wash Service Communication</p>	<p>Understand what actions have already been made in terms of communication and to whom they were addressed to</p>
Questions	
<p>Is there a communication plan for the service?</p> <p>What communication actions of the service were carried out until now?</p> <p>What channels and instruments were used so far for the spread of the service?</p> <p>What approach was made to sell the service: a more commercial or social approach?</p> <p>To whom such communication was addressed?</p> <p>Did you try to sell the service to Projecto Abrigo Companies? Why?</p> <p>What importance do you attribute to the communication made of the service?</p>	

Interview to Dra. Sara Morais Pinto – Block I

General Coordinator of CAIS Association and Program Coordinator CAHO

Rui - Let's start ... the first block is about CAIS and the emergence of CAHO ... so... how begins the Capacitar Hoje Program?

Sara - This idea ... as it appeared was ... was a path of several ideas for action that culminated with the idea of employability and to find answers to the people we ... effective responses of autonomy, that is, by practical work, there was a reimbursement

for such task performed. And so this logic of employment and the difficulties that we have to get jobs in the labor market at this juncture, the reduction of social support... comes the idea ... so there is this need to create something that we could develop and we did not have large investment spending. At the same time there is this need ... so there's no place but there is this latent concern for people, beyond the Journal (CAIS), are integrated into tasks and work, had their own remuneration... appears and over time ... this award is that the EDP Foundation rewarding innovative and entrepreneurial and that somehow supports the investment of a project submitted. Then, we present to EDP Foundation, not the program, but the project Capacitar Hoje with the Car Wash Service...

Rui - That is, it was very specific..

Sara – yes... It was not a program, was a project and the project was a car wash service and was a project that would be ... it serves the community ... so it was a business, sort of speaking ... because it becomes a business, but it was a low investment business that wanted to integrate several people and there was a need to market that would be customers who would want to wash their car. So CAHO appears as a very specific Car Wash Service, because we didn't know if it would be approved or not. Having this approval ... there is the concern: "how to fix and how to implement a cleaning cars service project in their own social action, how we were going to do this? Then we realized we had many projects internally and lots of social intervention in this direction, but dispersed. There wasn't a guiding principle, that is, if we wanted to explain what the scope of employment or work we did with our clients or our beneficiaries of our action, we would take centuries to explain why things were dispersed. So was this idea and this wave of concern before the draft ... the importance of training, the importance of providing skills to people with low educational levels, had little room for family, so all this personal stuff and social person, we knew that this was the key, but we were also working the employment and training skills. Then, when it was the adoption of the EDP Foundation and raises investment, we realize that this makes no sense to be called Projecto Capacitar Hoje so we will integrate all of the training, skills acquisitions and work integration, social work, and call it a program. It was there in 2010, at the end of

2010, that appears the consolidation of various things scattered in CAIS, in the Capacitar Hoje Program.

Rui - Therefore, includes several actions...

Sara – Yes.

Rui - The second question... what value the new program brings to the Association?

Sara - Organizes our work internally and, on the other hand, organizes the arrivals, the person realizes that he is entering in a specific program that will help for at his integration into gainful employment.

Rui – Ok. The third question: What are the main objectives of this new program?

Sara - It is the skills training. It is knowing, being and doing - personal, social, professional knowledge. It's learning a task. We had other attempts beyond the cleaning cars service: we tried jobs sewing, laundry. The idea is always an activity that has little investment by CAIS, financial, but that can quickly bring a return to whom it belongs. In Porto was born, at the same time, another project, exactly with the same objective, which is Recycle CAIS and in this sense this program also enters in CAHO, because it was also a knowing, being and doing.

Block II

Rui - let's now turn to the second part that deals with the characterization of the car wash service. What are the main objectives of the service?

Sara - The service is simple. The service itself is: look to the community, the city of Lisbon in this case ... and make life easier for those who are working. So our idea was, with companies, we do a mass communication (not happened yet) and get, while we are training people to become certified car cleaners, people who are employed or not ... or have a garage, ask the service and we go to local to wash the car. What does it brings? Brings the utility to community, because while I'm working, someone is cleaning my car or while i'm at home doing something, someone ... cleans the car and is paid on time. Basically this is the service.

Rui – Ok.

Sara - The objectives behind this are the training, so even if the person is not tomorrow CAIS car washer, with his training and the experience gained here has more skills and there so, can go to a company. Our goal is not to make this service a service or a highly profitable multinational corporation as a company that would serve as washing cars.

What we want is to integrate people and make a quick turnover. This implies that the service should be excellent and sometimes our internal capacity to make that happen ...

Rui - - The second question ... Who are your beneficiaries?

Sara - It is the CAIS community, the user CAIS, however. And outsiders, but are people with great difficulties of professional integration, are people who are long removed from the labor market, are people who live lives economically very weak, with little support networks of family or friends. Therefore the issue of housing is also sometimes precarious, but they are already in a course of change, already accepting this change, since this integration sees this service as a life-changing opportunity. So that motivation has to be latent. It can not be done with CAIS clients or outsiders which are in need of our support at all levels. So if someone who does not have a home ... that is still in the

street for example, we have to help forward the person to a hostel, to address the basic needs before he can ... so at this point, the person already has to be able to work, have the minimal mental and physical health in order to integrate... but there are people who are, in principle, at risk of exclusion or who are long removed from the labor market and that this might be the first step.

Rui - But outsiders can ...

Sara – yes... we make connections with other peer institutions of CAIS.

Rui – Ok ... strengths and weaknesses you identify in this service?

Sara - Weaknesses in this service are the weak monitoring of the beneficiaries themselves, the issue of logistical support. For example, transportation to the places of the scrubbers is a weak point. We did not increase the resources to have this service, so internal resources are scarce here, also at the level of communication for example ... The strong point is that there is room for development the service ... because it is sought, because training is easy to acquire, because the products are low cost, eco-friendly ... therefore it has many strengths that I think are needed ... there is a formation behind, so all that is to benefit those who are with us ... I think it's a great strength ... and ... the utility... is useful, the comfort that if I'm working, someone comes, cleans my car ... so are the strengths ...

Rui – ok...

Sara - Another weak point is the business competition ...

Rui - Well, because they are commercially ... and you are also a social product, but in the end is the same product ...

Sara - Are focused on that ... is their mission, right? Our mission is not to wash cars.

Rui - Until now, how would you classify the membership of this service by customers?

Sara - Moderate, very moderate. Because of the communication issue. We don't do it really. And the fact that training is not paid... we also have some difficulty in recruiting people for training.

Block III

Rui - ok ... so now passing to the third part of the characterization of the communication car wash service, which communication actions in the service were carried out until now?

Sara - We did a Christmas release in Timeout, the media, we have a Facebook page, we have a presentation on our website, we have a brochure for mass distribution, so we have the material but never so massively distributed, we use the webmail. We leave, inside the car, a letter of thanks and end of service, the name of the cleaner who did the service and ask the customer to contact us the next time. We thought in other communication pieces, but we didn't produce them. But there are gifts of solidarity ... we thought this last year. And we have a brochure for recruiting.

Rui - Is there a communication plan of the service, thought and written plan?

Sara - No. The resources were not increased, the internal resources. We didn't thought of it and therefore the service deserved a communication plan, but we didn't go forward.

Rui - What approach was made to sell the service: it was a more commercial approach or an approach of a social product?

Sara – It was a commercial attitude. We send business proposals, we called commercials, but in the end, we always presented the social context of the product, because we did not want to be recognized for social support, but for the service and to help people. Moreover, the service released on the net is "helpful and supportive," so the commercial utility, supportive because we know that we are recruiting people who had no other way of subsistence.

Rui - To whom is this communication? The communication that was made was more to companies or individuals?

Sara - Companies, but it was not very consolidated – companies from Proyecto Abrigo. Why? Because we were stuck with the logistics, we had some fear. Suddenly there is a series of orders and not having enough resources to respond to services... And, secondly, with the waiting time of some services, our trained washers could integrate other companies. So it was good in social terms, in terms of service itself, I think is missing a lot to do and I think that was not enough explored.

Rui - What importance do you attribute to the communication of CAHO?

Sara - In commercial terms, I think it is poor, and in social (recruiting people), I think we have the right materials and I think that language is easy, even for the accession of the technical personnel, I think what we have works. I think the big issue here is the exterior. And here, a communication plan has to be more worked out.

Rui – Have you heard about My Social Project?

Sara – yes... They sent me the proposal this week.

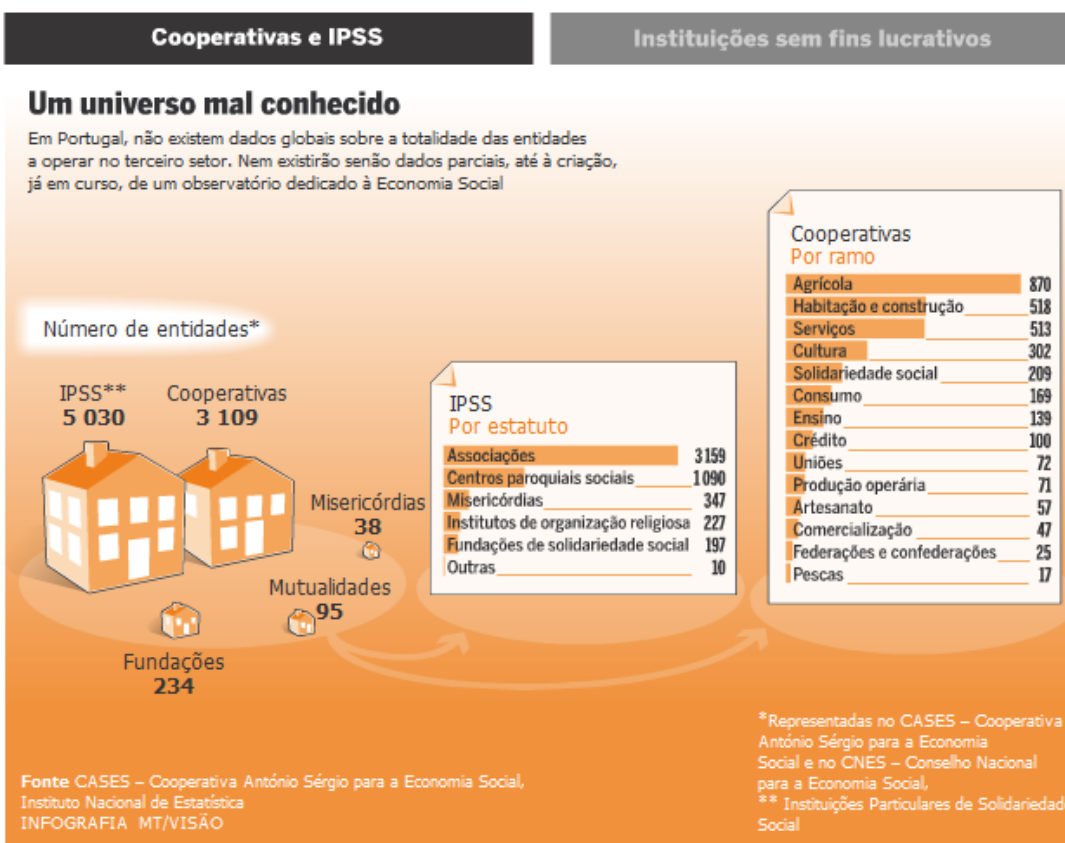
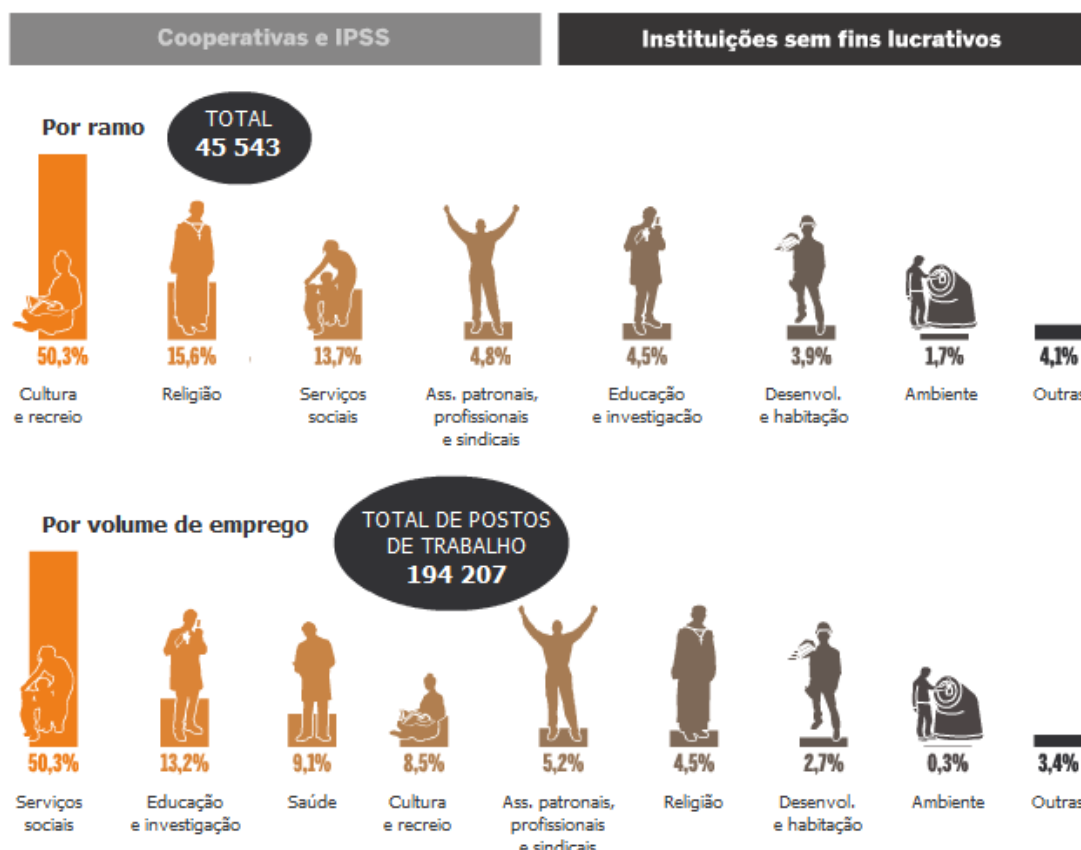
Rui - Well, it could work for your service. I saw it on the news and saw immediately that it would be great for CAHO specifically and in general for CAIS. It could be a great channel of communication ...

Sara - Good, good ...

Rui - This is one of the actions for sure in the communication plan. And that's it.

Thank you.

Annex 2 – 3rd Sector Data



Annex 3

Projecto abrigo

Name of each company from the group of 25 benefactors
Their main and specific support
Abreu advogados
Legal advice
BP Portugal
Contribution with diesel and gas for CAIS's centers and events
C.E.C Embalagens
Contribution with plastic packaging for CAIS Magazine
Competir – Formação e Serviços, S.A.
Donation and formation for CAIS's users
Controlinveste Media
Contribution with advertising in their printed, radio and online media of CAIS's events (for instance, "Pão de Todos para Todos", "Futebol de Rua")
CTT – Correios de Portugal
Free mailing services per year
Danone Portugal
Weekly supply of their products and donations concerning a CAIS's event

Datastorm
Monthly computer support
DHL Express Portugal
Contribution through transport of the CAIS Magazine to the printing and selling points
ENTREPOSTO
Contribution with a Hyundai van for CAIS Association
FERNETO
Contribution with specific equipment for the bakery in the “Pão de Todos para Todos” event
EVICAR
Contribution through car maintenance
Fundação Portugal Telecom
Contribution through an annual plafond for communication and free internet
Lisgráfica
Magazine printing
LUSA
Contribution with of Magazine’s contents and also production of contents
Mono Eléctrica
Maintenance of electric equipment at CAIS center and events
STAPPLES
office materials and pgotocopies
Ogilvy

Communication and design of campaigns
Padrões Culturais Editora
Edition and production of CAIS publications
Prosegur Activa Portugal
security alarms
Puratos
bread production in the “Pão de Todos para Todos” event
Santander Totta
financing support of “Pão de Todos para Todos” and “Futebol de Rua” projects
SCC – Sociedade Central de Cervejas e Bebidas
supply of water and juice for CAIS center in Lisbon
Sumol Publicidade
Communication and image brand advise
Unicer
supply of water and juice for CAIS center in Oporto

Annex 4



LAVAGEM AUTO

CAHO
CAPACITAR HOJE
powered by CAIS

Junte 4 carros (entre colegas, amigos, vizinhos...)
e nós tratamos de tudo.

CAIS
desperta consciências

A CAIS promove o Capacitar Hoje, programa de formação e integração numa actividade profissional.

www.cais.pt

Apoio

fundação **edp**

VANTAGENS

- ✓ Profissionais especializados = Serviço com qualidade
- ✓ Lavagem a seco com produtos ecológicos = Pouparamos o ambiente
- ✓ Vamos ao seu encontro = Sem sair do seu lugar, poderá manter o seu automóvel sempre Impecável

PREÇOS

LAVAGEM EXTERIOR	11,5€*
LIMPEZA INTERIOR	
LAVAGEM + LIMPEZA	15€*

*Preço com IVA por automóvel ligeiro.

Para empresas e particulares na área da Grande Lisboa.
Para marcar ou obter mais informações: **Telf: 218369000 email: capacitarhoje@cais.pt**