Sharpening Social Values For The Branding Strategy Of A Social Business Startup (Case Study Of Ailiv)

Selvi Ramadhenisa*, Melia Famiola2

1,2 School of Business and Management, Institut Teknologi Bandung, Bandung, Indonesia

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ABSTRACT

Research Aims: Ailiv, a preventive health startup guided by the vision of "Quality of Life for All," aspires to extend its mission beyond its current customer base to impact a broader community positively. Therefore, this research seeks to expand Ailiv's social values and establish brand communication that aligns with its founding mission.

Design/methodology/approach: This study uses a qualitative approach with data collected through interviews and focus group discussions (FGD). The interview was conducted with potential customers and beneficiaries. The focus group discussion was performed within Ailiv’s internal team. The data collected from this study was then analyzed using content analysis for interviews and thematic analysis for FGD.

Research Findings: The study identified diabetes as the most critical and urgent health concern to potential customers. To determine Ailiv's enhanced value, the needs and wants of potential customers and people with diabetes were analyzed. The analysis identified opportunities for Ailiv to expand its social impact by offering financial support to diabetic patients. In alignment, Ailiv's brand identity highlighted inclusivity in health empowerment. Ailiv's new communication model aims to foster deeper connections with its audience by utilizing online and offline channels to optimize the brand purchase funnel.

Theoretical Contribution/Originality: This study combines framework from social development study (theory of change) and business frameworks (value proposition canvas, brand identity prism, AIDA funnel).

Keywords: Social Enterprise, Elements of Value, Theory of Change, Value Proposition, Brand Communication

Introduction

The United Nations encourages companies to incorporate the SDGs as fundamental to their values. Furthermore, the UN promotes and endorses social enterprises dedicated to advancing these goals (Regional Academy of the UN, 2023). Social entrepreneurship represents a meaningful and practical approach to reaching the globe's progress in attaining the SDGs. Asian Development Bank affirmed that social entrepreneurs have proven to improve global health and foster economic, social, and environmental well-being (Asian Development Bank, 2024). In achieving...
SDG related to health, the 2018 Basic Health Research provides sad evidence of the failure of Indonesia's health empowerment: it was found that 95.5% of Indonesians don't consume balanced meals, 28.8% smoke, and 33.5% lack physical activity. In 2017, stroke, ischemic heart disease, and diabetes were the top 3 causes of death in Indonesia. Indonesia is rapidly changing to become one of the countries with a high burden of chronic non-communicable diseases (Ministry of Health, 2023).

Conversely, there's a trend emerging in the preventive healthcare sector where digital behavioural health firms are experiencing significant growth (Wang & Zweig, 2023). The COVID-19 pandemic increased the interest in the industry, with more funding allocated toward digital behavioural health companies. Moreover, a particular type of investment has emerged: the rising practice of impact investing in Indonesia (Angel Investment Network Indonesia, 2023). These findings inspire numerous behavioural health startups to enhance their customers' value, especially in communicating social impact value to delight customers (Weinstein, 2020) while aiming to attract funding.

Ailiv is a business that offers holistic support for physical and mental health. Established in 2020, Ailiv aims to be Indonesia's first impact-measured health startup. Ailiv has a vision of “Quality of Life for All”. Inspired by the vision, Ailiv’s purpose is “enhancing the health-related quality of life and productivity of Indonesians through improving mental and physical health”. Ailiv was established to support Puskesmas, Indonesia's primary healthcare center, in enhancing the well-being of Indonesian citizens. The founder envisioned Ailiv to serve paying customers and disadvantaged communities, addressing health accessibility and affordability issues. Ailiv’s core business objectives are twofold: to enhance the quality of life for both customers and beneficiaries and to ensure long-term business sustainability to sustain a positive impact. These dual objectives serve as distinct lenses through which all company policies can be evaluated, particularly those related to product/service development and marketing. In pursuing dual objectives, Ailiv upholds the core value of 'Empower with Care.'

Ailiv has been in operation since 2020, during which time Ailiv's services were only enjoyed by a limited group, namely those who could afford the services provided by Ailiv, such as its 2022 customers who are 19 to 23-year-old women students, fresh graduates of bachelor’s degree, and on their early career. Considering these conditions, Ailiv desires to increase the value of its benefits and brand itself into a start-up organization that has a wider impact not limited to its customers. While doing so, Ailiv is anticipating the strategy to position itself as the first impact-measured health startup. Preventive health is a growing industry in Indonesia where there are many new emerging startups. In response to the increasing demand for health and wellness in Indonesia, industry players are introducing innovative products and services such as organic foods, dietary supplements, fitness apps, and wellness centers (IMARC Group, 2023). New health startups typically come in the form of community-based exercise organizers and diet programs. To establish its

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position in the competitive scene, Ailiv needs to study how it can build and communicate its new brand as an impact-oriented start-up.

The body of knowledge of social enterprise is emerging. Mainly, social enterprise studies focus on business model canvas utilization for social enterprise. There are limited research on the value delivered by social enterprises. There are also minimal studies that combine frameworks of social development with business frameworks. Hence, this study intends to fill the gap by combining relevant frameworks from different disciplines. This study aims to sharpen Ailiv’s social values for a wider audience and build branding accordingly. This research uses the theory of change to sharpen its value proposition which is then translated into Ailiv’s brand identity and communication. Hence, the objectives of the study are as follows: (1) to identify specific social values that Ailiv can deliver for broader impact; (2) to identify Ailiv’s appropriate brand identity for wider impact; (3) to develop a new communication model that Ailiv should implement concerning the developed value and identity.

**Literature Review**

In recent decades, the business landscape has undergone significant changes. To ensure sustainable success amidst fierce competition, customer value should be the foundation for strategy [23]. In Grigg (2020), it was stated that value is seen as the next source of competitive advantage. Value creation is the cornerstone of an effective business strategy, encompassing essential elements such as service, quality, image, and price. It was stated that the foundations of customer perceived value in business ought to be spotted through three dimensions: (1) functional value such as quality and price, (2) emotional value, and (3) social values (Arslanagic-Kalajdzic & Zabkar, 2015). The research aims to generate and investigate social value, which plays a positive role in the health industry. A study found that CSR impacts marketing performance specifically in healthcare companies, mediated by customer value and corporate image (Alrubaiee et al, 2016).

The elements of value pyramid by Harvard Business Review (Almquist, Senior, & Bloch, 2016), is a heuristic model where the most powerful forms of value live at the top. Inspired by Maslow’s hierarchy of needs, this pyramid suggests that businesses must first provide some functional aspects of lower-level values before delivering higher-order elements. However, successful products and services often incorporate various combinations of these elements. The highest form of value that a business can deliver is social impact. Social impact is seen as giving customers a perception of self-transcendence, which is helping other people or society more broadly (Bain & Company, 2018).

There is an urgency for social enterprises due to their ability to help attain the Sustainable Development Goals (SDGs) (Chia & Wei, 2023). Social entrepreneurship is defined to be a firm someplace in the middle of the “social value-oriented” and “financial value-oriented” continuum (Neessen, Voinea, & Dobber, 2021). Social
entrepreneurship was said to be distinguished by three principles: (1) social entrepreneurs utilize business and management concepts to solve social problems; (2) social entrepreneurs emphasize the development of affordable and efficient solutions; and (3) sustainability of solutions. Social enterprises typically use frameworks for their strategy. Tools that apply to social enterprises include the theory of change, value proposition canvas, and brand identity prism.

The theory of change is a social development framework that can be applied to businesses. Harvard Business School stated that the theory of change is the rationale that connects mission to strategy (Dushin & Dodson, 2023). ToC was described as an approach that aids the explanation of the modus operandi of complex intervention (Tsantila et al, 2023). ToC is a strategic tool that acts as a framework for evaluation and enforcement for organizations to think about their outcome and progress (Michelini et al, 2019). ToC is typically made in collaboration with stakeholders and changed throughout the development of intervention and evaluation. ToC is often represented visually in a ToC map that portrays causal pathways in which intervention is planned to achieve its impact with the challenges of the implementation setting. Elements of ToC include impact, long-term outcome, precondition, interventions, indicators, ceiling of accountability, rationale, and assumptions (De Silva et al, 2014).

A business’ theory of change is well-related to its value proposition (Schutselaars et al, 2023). The value proposition is the benefits customers can expect from a business’s products and services (Osterwalder et al, 2014). The value proposition is a bundle of products and services that create value for a customer segment. The Value Proposition Canvas has two sides: (1) customer profile, where one clarifies customer understanding, and (2) value map, where one describes how it intends to create value for that customer. A business or organization achieves Fit between the two when one meets the other: products and services produce pain relievers and gain creators that match one or more jobs, pains, and gains important to the customers. In social enterprises, value is typically distributed to its beneficiaries through a percentage of its profit. Henceforth, a brand purchase funnel requires management of brand awareness, brand familiarity, brand consideration, brand purchase, and brand loyalty.

Figure 1. Value Proposition Canvas (Osterwalder et al, 2014)
To communicate a brand’s value proposition and to summarize the inner meaning of a brand, the concept of brand essence is utilized by a strategic brand management body of knowledge. Brands act as a two-legged value-producing system, delivering tangible and intangible product benefits (Kapferer, 2008). The updated Brand Identity Prism concept was reinforced by Akbar & Famiola (2023) which can be identified from source or brand and recipient or customer. The Brand Identity Prism consists of: (1) Capabilities: meaning tangible and intangible resources a brand owns to deliver its value through its products or services; (2) Internal culture & values: meaning culture and values within the firm that assist the shaping of the brand's identity; (3) Noble purpose: meaning a higher mission or goal a brand aims to achieve beyond profit; (4) Personality: meaning the unique characteristics that distinguish a brand from its competitors; (5) Shared values & community: meaning the values that the brand and its customers share and community that forms around the brand; (6) Aspirational self-image: meaning the image the brand desires to project to its customers and the market; (7) Rallying Cry: meaning a tagline or slogan summarizing the brand's message and purpose. The Brand Identity Prism is illustrated in Figure 2.

![Brand Identity Prism](Akbar & Famiola, 2023)

To complement brand identity, the brand or sales funnel will influence the impact (financial means) given to potential beneficiaries. For a long time, marketers have employed the funnel metaphor to help them think about touch points. At the wide end of the funnel, consumers would have a lot of brands in mind and gradually filter them down to one final option. Brand funnel as a framework helps demonstrate the customer journey. To comprehensively evaluate brand communication, it's imperative to employ a framework such as the Awareness, Interest, Decision, and Action (AIDA) model (Jankhoteli, 2023). The organization's communication, as well as word-of-mouth or from others outside the organization are the main ways that
Awareness of the product or service is spread. The Interest stage shows a more profound relationship since the customer is curious and wants to learn more. The third stage of Desire denotes the customer's intention to buy and the improvement of the competitive set from which they select. The time of purchase is known as the Action, but it can also refer to action like testing a sample (Mitchell & Clark, 2022).

Method

This study utilizes a qualitative approach to answer the exploratory nature of its research questions. The process of this research is illustrated in Figure 3.1. The explanation of the steps in the illustrated research design is as follows:

1. Business Issue to Problem Statement Formulation: Based on an existing business problem, determine a specific issue this research aims to address.
2. Literature Review: To gain information from the business and management body of knowledge related to the research topic and the appropriate research methods.
3. Data Management and Result of the Study: To collect, manage, and produce information related to the research questions. In this research, the data is collected through semi-structured interviews and an FGD performed via phone calls and online meeting platforms such as Google Meet and Zoom. The triangulation used is the triangulation of sources which considers perspectives from potential customers, two types of potential beneficiaries (disease patients and NGOs), along with the internal team of differing business roles in Ailiv. This study uses four stages of data management:
   a. Stage 1: The first method of data collection is interviews. First, interviews are done with potential customers to explore their attitudes toward personal health management, including purchases of health products/services. This interview also aims to uncover potential customers’ attitudes towards public health issues and their values relating to social impact. The interviews with potential customers will define the specific disease to specify potential beneficiaries’ criteria. Second, interviews are done with potential beneficiaries with the appointed disease of interest by potential customers. This is done to explore their experience and challenges with their disease and to identify room for social interventions.
   b. Stage 2: The interview data is analyzed through qualitative content analysis. The result of the analysis will first be a Value Proposition, which will be used to create a Theory of Change.
   c. Stage 3: The second data collection method is focus group discussion (FGD). The FGD is conducted within Ailiv’s internal team to confirm or validate the proposed Value Proposition and Theory of Change generated by external insights.
   d. Stage 4: The FGD data is analyzed through thematic analysis. The analysis will result in a Brand Prism, which will be used as a foundation to create Ailiv’s
communication model. This stage will yield actionable steps, which will be described in the implementation plan.

4. Conclusion and Recommendation: To rectify business solutions from the analyses and propose recommendations to solve determined business issues.

Result and Discussion

The analysis first started by analyzing the interview and FGD data. The interview data is analyzed first to be brought forth as discussion points in FGD. This study’s participants were 9 potential customers, 7 potential beneficiaries, and 3 persons of Ailiv’s internal team. The profile of potential customers are male and female aged 23 to 33 years old, had purchased health product and service in the past month, and consists of different backgrounds namely students, employees, and entrepreneurs. The profile of potential beneficiaries consists of two categories namely diabetic patients and NGOs. Diabetic patients profile ranged between 20 to 45 years old from students and employees. The NGOs interviewed the founders and consists of two different NGOs who has strong presence within diabetes prevention and control in Indonesia. The internal team FGD involves people from ranging roles in Ailiv. All these insights consisting external and internal perspectives build the analysis of the study.

Value Proposition Canvas

Value proposition canvas was introduced by Osterwalder (2014) to connect customers’ expected benefit to business’ offerings. The value proposition for customers is the value proposition that was designed for Ailiv to solve customer problems (Figure 4). The customer of Ailiv is the user and people who purchases the product or service. In this research, the social and emotional values of customers were captured and depicted in the value proposition canvas. This use case of the framework were also used by Pokorna et al (2015) to research customers’ personal and broad social and emotional value of grocery shopping at Farmers’ Market.

Figure 4. Ailiv Value Proposition Canvas to Customers
Accordingly, value proposition canvas was used to demonstrate insights from potential beneficiaries and aimed Ailiv offerings. Ojasalo, Wait, & MacLaverty (2023) also utilized the framework to understand community value. The value proposition for beneficiaries is the value proposition that was designed for Ailiv to solve beneficiaries’ problems (Figure 5). Beneficiaries of Ailiv are diabetic patients who will receive benefits of donation funds.

![Figure 5. Ailiv Value Proposition Canvas to Beneficiaries](image)

With these value propositions to customers and beneficiaries, Ailiv’s elements of value have been enhanced to rise to a higher level of the value pyramid. This is to align with Almquist, Senior, & Bloch (2016) finding that the more elements a firm delivers, the more excellent customer loyalty and the higher the company’s sustained revenue growth. In this research, both value propositions are gained through the valid voices of customers and beneficiaries. Before the enhanced value was applied to its products and services, Ailiv’s customers only mentioned functional, emotional, and life-changing elements. Ailiv’s enhanced elements of value are depicted in the following table:
Table 2. Ailiv’s Enhanced Elements of Value

<table>
<thead>
<tr>
<th>Elements of Value</th>
<th>Ailiv’s Elements of Value Descriptions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Functional Elements</strong></td>
<td></td>
</tr>
<tr>
<td>Reduces effort</td>
<td>Customers could obtain comprehensive yet science-based health informations with less effort</td>
</tr>
<tr>
<td>Saves time</td>
<td>Saving customers time in finding informations, organizing aspects of health, or health professionals</td>
</tr>
<tr>
<td>Integrates</td>
<td>Integrating different aspects of life such as physical health habits, mental health habits, and spiritual habits</td>
</tr>
<tr>
<td>Organizes</td>
<td>Organizing informations and important habits to be tracked, organizes customers’ thoughts</td>
</tr>
<tr>
<td>Sensory appeal</td>
<td>Appealing customers’ senses from its vibrant and unique media designs</td>
</tr>
<tr>
<td><strong>Emotional Elements</strong></td>
<td></td>
</tr>
<tr>
<td>Wellness</td>
<td>Improving customer’s physical and mental health</td>
</tr>
<tr>
<td>Therapeutic value</td>
<td>Providing therapeutic experience through journaling and sharing to peers, facilitator, and professionals</td>
</tr>
<tr>
<td>Design/aesthetics</td>
<td>Providing appealing designs in the eyes of its customers</td>
</tr>
<tr>
<td>Fun/entertainment</td>
<td>Presenting fun elements with Ailiv’s tone of delivery and product/service experience design</td>
</tr>
<tr>
<td><strong>Life Changing Elements</strong></td>
<td></td>
</tr>
<tr>
<td>Motivation</td>
<td>Stimulating customers to achieve their health goals</td>
</tr>
<tr>
<td>Provides hope</td>
<td>Providing aspects for customers to be optimistic about</td>
</tr>
<tr>
<td>Self-transcendence</td>
<td>Helping diabetic patients in terms of their health financing</td>
</tr>
</tbody>
</table>

**Theory of Change**

The process of generating Ailiv’s Theory of Change consists of the following sequence: (1) interview with potential customers, (2) triangulation through literature review, and (3) interview with potential beneficiaries and triangulation. Interviews with potential customers were conducted to discover their interests and attitudes towards health issues and which non-communicable disease they are most concerned. Interviews with potential beneficiaries were then done to explore their experience regarding the appointed health issue according to potential customers’ interests.

The interview with potential customers showed that their interest in health issues beyond their personal health varies between low to high, but most reported moderate and high interest. As for their most concerned public health issue, most of the respondents think that diabetes is a health issue that is growing and urgent to be solved, and put high emphasis on diabetes prevention. As for diabetes, they see an
increasing trend for the disease due to the increase in sweet foods consumption and seeing news that today’s diabetic patients are those of productive age and children. Some of the interviewees even know diabetic patients personally either as a friend or family.

“To me it’s diabetes. Because it’s getting more of people approaching their 30s (that has the diseases) … someone I know who was previously chubby has now emaciated. That becomes a yellow light for us too ‘oh, now diabetes had become so dangerous’. It’s because of the foods that now has plenty of variants … along with our current lifestyle which works really hard with any concerns to our health”

Most of the respondents think that the government’s current intervention to prevent diabetes or the government’s preventive efforts are not enough. However, most stated that the current national insurance (BPJS Kesehatan) has helped to handle the issue as curative efforts. In the prevention aspect, most of them profess that the intervention is inadequate and rarely heard of and one interviewee even went on to say that the business world intervenes more in diabetes prevention. All 9 respondents mentioned that the way to prevent diabetes is through education and screening. Some of them think that education or health promotion should be more prioritized than screening, thinking that if someone is well-educated, they would want to check themselves for diabetes. Some other think that both education and screening is needed and go hand in hand in diabetes prevention.

“What’s effective for common people is socialization (education) with early screening.”

Understanding people with diabetes is the first step towards creating a theory of change as a result of empathy. In conclusion in interviews with people with diabetes, there are plenty of challenges, adjustments, and emotions in dealing with the disease. There is also a common thread that is phases that people with diabetes experience after receiving the diagnosis, which relates to information and community seeking and behavioral change. There were plenty of adjustments in terms of medication and consumption or exercise behavior. A good government effort in diabetes is Indonesia’s universal health coverage program, BPJS Kesehatan, which finances medication for diabetic patients. However, Indonesia’s UHC program does not cover non-medication fees such as the purchase of a wheelchair or anything related to diabetic feet, and the purchase of blood sugar test kits. One insightful note is also how there is much emotional distress and fear surrounding people with diabetes, namely in social and work environment acceptance and their medical condition.

“For example, people with diabetes who have had amputations may need wheelchairs. Then there are those who is in need, maybe diabetic feet, need special shoes. That’s not covered by BPJS. So we donate from there.”

The theory of change of Ailiv is derived from the sequential and triangulated data collection process in this research. The appointed health issue by potential customers was diabetes. The issue was seen by potential customers to be growing and has delved into younger, productive-aged population of Indonesia. Data from health research and agencies have also proven the same, that the issue is growing
and urgent. When being probed and interviewed, people with diabetes and concerned NGOs uncovered pain points. The issues that were feasible to intervene are some financial issues for injury cure, hard-to-find offline community of people with diabetes, and social stigma or perspectives burdened upon people with diabetes. The theory of change logical process of this research is demonstrated in Figure 4.3. This is to make use of ToC that acts as a framework for evaluating and enforcing organizations to think about their outcome and progress (Michelini et al., 2019). In other words, Ailiv’s theory of change components is as follows:

<table>
<thead>
<tr>
<th>ToC Components</th>
<th>Ailiv’s ToC</th>
<th>Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Impact</td>
<td>Increased quality of life of Indonesians</td>
<td>*this impact is beyond the ceiling of accountability</td>
</tr>
<tr>
<td>Long-term outcome</td>
<td>• Increased health-related quality of life of productive-aged Indonesians</td>
<td>Quality of life test scores</td>
</tr>
<tr>
<td></td>
<td>• Increased health-related quality of life of people with diabetes</td>
<td></td>
</tr>
<tr>
<td>Intermediate outcome</td>
<td>• Decreased sick leaves amongst productive-aged Indonesians</td>
<td>State of health, low complications</td>
</tr>
<tr>
<td></td>
<td>• Less burden on people with diabetes financials related to non-insurable</td>
<td>Decreased out-of-pocket spending</td>
</tr>
<tr>
<td></td>
<td>yet diabetes-related expenses</td>
<td>Perceived support and decreased stigmatized</td>
</tr>
<tr>
<td></td>
<td>• Fostered support and social understanding for people with diabetes</td>
<td>experience amongst people with diabetes</td>
</tr>
<tr>
<td></td>
<td>• Increased knowledge of personal health management for the public,</td>
<td>Knowledge test scores</td>
</tr>
<tr>
<td></td>
<td>especially productive-aged Indonesians</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Consistency of healthy habits amongst productive-aged Indonesians</td>
<td>Amount of funds disbursed to NGOs</td>
</tr>
<tr>
<td></td>
<td>• Amount of funds Ailiv had donated to NGOs that distribute non-insurable</td>
<td>Knowledge test scores</td>
</tr>
<tr>
<td></td>
<td>expenses</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Increased knowledge and empathy from the public to people with diabetes</td>
<td></td>
</tr>
</tbody>
</table>
### Brand Identity Prism

Internal analysis was conducted to explore the internal team’s perception of Ailiv’s brand based on the proposed value proposition and theory of change. The FGD consisted of Ailiv’s team of differing business roles namely Founder, Brand Director, and Community Specialist. Ailiv’s internal culture and values through the minds of its team is lean innovation through low investment cost.

“Yes, we lack capabilities in terms of less strategized marketing. But we also (lack) capabilities in terms of budget … but honestly, it’s in accordance to what’s being preached in business school. “Experiment first don’t spend too much budget firsthand”, something like that.”

Ailiv’s shared values and community, along with its aspirational self-image is inclusivity and be of help to customers and beneficiaries. This concludes a rallying cry of ‘Empower with Care’.
“The aspirational self-image is a persona of educator and a friend. Well, what I really want is to be one who provides information and is trustworthy or easy to trust. Not only is the information valid, but it’s trustworthy, it makes it seem like people share about their struggles too … If we talk about it strictly, how to achieve the aspirational self image: with this kind of content, how we set our content settings so that it can enter someone’s personal or inclusion context, you know … aspiration with the strongest content will have an impact on our potential customers”

As a framework for brand identity, a brand prism is developed to articulate Ailiv’s enhanced values. The brand prism serves as a tool to create a succinct, transparent, and attractive brand identity. This pyramid structure helps brands understand and cultivate deeper connections with their consumers by progressively enhancing brand performance, imagery, judgments, and feelings (Kim Man, 2016). Ailiv’s brand identity is shaped through internal analysis informed by external insights and augmented social value. The illustration of Ailiv’s brand identity prism is illustrated in Figure 6.

![Ailiv Brand Identity Prism](image-url)
Communication Model

The utilization of the AIDA framework (Awareness, Interest, Decision, and Action) is deemed appropriate for crafting brand communication (Jankhoteli, 2023). Given the updated Brand Identity, Ailiv’s modification to its AIDA stages would be as demonstrated in Table 3. For value communication, Ailiv should optimize online and offline channels according to the new brand identity. This is considering Ailiv’s current situation in which it only utilizes online channels inconsistently. The use of offline channel is also to adhere with current trends where most audience are shifting towards offline events (Branding in Asia, 2023).

Table 3. Communication Model of Ailiv

<table>
<thead>
<tr>
<th>AIDA Stage</th>
<th>Status Quo</th>
<th>Proposed Improvements</th>
</tr>
</thead>
</table>
| Awareness  | ● Ailiv Instagram posts (often)  
             ● Ailiv TikTok and Twitter (rarely) | Online channels  
             ● Regular Instagram and TikTok posts  
             ● Instagram ads  
             ● TikTok Live  
             ● KOL collaboration posts  
             ● Shopee and Tokopedia ads  
             ● Webinar collaboration with Diabetes NGOs |
| Interest   | ● Product specs information through Instagram posts, Shopee, and Tokopedia  
             ● Answering questions on Instagram by the audience who asks regarding the product | Offline channels  
             ● Banner or booths on events  
             ● Event sponsorships  
             Online channels  
             ● Product demo on Instagram, TikTok, and Webinar Collaborations  
             ● Open Q&A on Instagram  
             Offline channels  
             ● Free sample through events  
             ● Workshop collaborations |
<table>
<thead>
<tr>
<th>AIDA Stage</th>
<th>Status Quo</th>
<th>Proposed Improvements</th>
</tr>
</thead>
</table>
| Desire     | ● Information on product benefits through Instagram posts  
             ● Price discounts     | **Online channels**  
                    ● Inform product benefits through Instagram, TikTok, and Webinar Collaborations  
                    ● Targeted vouchers giveaway on Instagram and TikTok Live  
                    ● Price discounts on special dates  
                    **Offline channels**  
                    ● Targeted price discounts specific to booth/workshop events |
| Action     | ● Link to product check out on every Instagram posts | **Online channels**  
                    ● Link to product check out on every Instagram posts  
                    ● KOL links (affiliate marketing)  
                    **Offline channels**  
                    ● Product selling on offline spaces (commission to café or stores) |

**Conclusion**

The conclusion to the study, following the research objectives is as follows:

1. To deliver a broader impact, the specific social value that Ailiv should adopt is diabetes intervention. This is based on insights from customers’ issues of interest and the financial needs of diabetic patients. All insights are used to justify Ailiv’s enhanced value, which was to provide social impact through donations and education to improve diabetic patient’s quality of life.

2. Ailiv’s new brand identity is generated according to its enhanced value for broader impact. The brand identity prism facilitates value delivery by guiding the communication of value. The addition to Ailiv’s identity emphasizes the
shared values of inclusivity with the motto "Empower with Care" to fulfill its noble purpose, "Quality of Life for All."

3. The AIDA framework introduces a novel communication model to align with its updated values and brand identity. As consumer behaviors and market dynamics shift, the company is revamping its communication strategy to engage customers across various touchpoints better. Ailiv aims to foster deeper connections with its audience by utilizing online and offline channels to optimize the brand purchase funnel.

To broaden its social impact, Ailiv must expand its resources and optimize its capabilities to deliver financial donations to diabetic patients. Ailiv should release a new product and service bundle to address customers' newfound needs and benefits. As part of value delivery, Ailiv must ensure a consistent brand identity across all communication channels. Consistency in identity across audiences, customers, and partners is vital for portraying the Ailiv brand as one that prioritizes inclusivity, empowerment, and empathy. To update its brand communication approach, Ailiv should incorporate new offline channels and improve online channels by collaborating with new partners. The implication of this study for further research is the shown feasibility of merging theory of change into business frameworks (value proposition, brand identity, and communication model). Future research related to value of social enterprise could adopt, apply, and improve this to other social enterprises in order to broaden the body of knowledge.

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