Vignettes: Social media practices
of selected social enterprises in the Philippines

Abstract

Social media enable firms to engage their consumers at a lower cost and at a higher level of efficiency than traditional communication tools. Using the typology for social media marketing of Coursaris et al (2013), we illustrate how two Philippine social enterprises, namely Human Nature and HOPE, utilize social media, specifically their Facebook brand pages, to promote their social and economic objectives.

Our exploratory study shows that social enterprises adopt different approaches in crafting the messages they release on social media. Their choice of highlighting either their products or their advocacies are influenced by the nature of their products and services and also by how the messaging in one platform such as Facebook fits into the overall communication strategy. Our findings also reveal that social enterprises can be either product-driven or advocacy-driven in their social media posts; that they can formulate single-layered or multi-layered messages; and that they have the option of occasionally highlighting their partners' advocacies on top of their own. Given the skillful crafting of social media messages, it is possible for social enterprises to support both economic and social objectives, especially if they choose to utilize multi-layered communication that send both explicit and subtle messages.

We conclude that social media platforms offer social enterprises a level playing field in the competitive business landscape. By taking advantage of social media, social enterprises can build brand equity, gain a larger consumer base, and achieve social, economic, and environmental objectives.

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1. Introduction

Social enterprises are growing and attracting attention from many sectors. Defined as businesses that simultaneously create social impact and economic value (Galera & Borzaga, 2009), these organizations target "unfortunate but stable equilibria" that cause the marginalization of society (Martin & Osberg, 2007). While social enterprises are 'mission-driven' instead of 'profit-driven', they combine business practices applied in the public and private sectors (Peattie & Morley, 2008).

However, social enterprises need to address unique challenges arising from its economic and social objectives. It is not uncommon for some of these businesses to succumb into market pressures (Dees & Anderson, 2002). Indeed, "wanting to make a difference, aside from making money, makes life doubly difficult for social entrepreneurs" (Habaradas, Aure, & Mia, 2019, p.92).

In the digital consumer market, social enterprises are found to use social media marketing to help them achieve their social and economic objectives (Mitchell et al, 2015). Being inherently free and personable in nature (Hoffman & Fodor, 2010), social media is a viable tool for social enterprises that are looking for cost-effective means to promote their business offerings to a larger audience.

The paper looks at how Facebook is used by social enterprises in the Philippines to promote social and economic objectives. Facebook was the platform selected because of the "astounding level of following and dedication" it receives from users, and because a significant proportion of social network users "prefer to connect brands through Facebook" (Coursaris et al, 2013, p.2). Two social enterprises in the Philippines were examined: Human Nature and HOPE. These social enterprises were selected because of their distinct social media practices. It was initially observed that Human Nature regularly promotes its various products, deals, and promos, whereas HOPE regularly highlights its impact to communities.

The paper has the following research objectives: (1) to illustrate how Human Nature and HOPE utilize social media, specifically their Facebook brand pages, to promote their social and economic objectives; (2) to provide qualitative empirical evidence to support the typology Coursaris et al (2013) proposed; and (3) to provide social enterprises alternative models they can use as templates for their own social media practices.

Businesses use social media to develop online, interactive communities (Kietzmann et al., 2011) that allow people to collaborate on user-generated content. This is enabled by social media's core features, namely "dynamic updating and messaging capabilities, numerous interactive applications and media sharing opportunities, and formal social networks" (Saxton & Waters, 2014).

Social media enable firms to engage with their consumers in a timely and direct manner. These businesses are able to do it at a lower cost and at a higher level of efficiency than traditional communication tools. Social media can also amplify word-of-mouth marketing (Karimi & Nagibi, 2015).

According to Stelzner (2020), the benefits of using social media include the following: (a) increased exposure, (b) increased traffic, (c) generation of leads; (d) getting loyal fans; (e) improved sales; (f) growth in business partnerships; (g) generation of marketplace insight; and (h) increased thought leadership. These are indications of how social media marketing utilized "unconventional means to achieve conventional goals, through the use of creativity, community, and relationships" (Karimi & Nagibi, 2015, p. 95). The importance of social media marketing was also especially highlighted during the COVID-19 pandemic when businesses had to deal with restrictions in the mobility of customers. This led business to engage in business model innovation (Autio, et al, 2022).

Social media practices have evolved extensively throughout the years (Bhangadia, 2017). According to Felix, Rauschnabel, and Hinsch (2017), studies on social media practices focus primarily on purchase behavior, customer relationship management, brand management, innovation management, and employee recruitment (Chang, Yu, & Lu, 2015; Kumar et al., 2016; Relling, Schnittka, Sattler, & Johnen, 2016; Trainor, et al, 2014; Asmussen, Harridge-March, Occhiocupo, & Farquhar, 2013; Gebauer, Füller, & Pezzei, 2013; Sivertzen, Nilsen, & Olafsen, 2013). Studies have also investigated social media marketing objectives. These include increasing sales, expanding brand awareness, increasing purchase intention, developing brand image, generating online traffic, and undergoing sentiment analysis of conversations in social media, to name a few (Felix, et al, 2017; Astoriano, et al, 2022).

Many of these studies are descriptive in nature and focused on a narrow aspect of social media. Jensen and Jepsen's

(2006) study, for example, identified the types of online communication tools used by businesses, while the study of Waters et al (2008) focused on the organization profiles of non-profits in Facebook. Jenkin's (2011) study focused on 30 YouTube videos of for-profit brands to analyze virality, while the study of Kwok and Yu (2012) categorized Facebook messages of restaurants into two categories—communication messages and marketing messages—and compared their relative popularity.

Subsequent studies examined the frequency and type of brand posts to explain what encourages engagement (likes, comments, shares). For example, Čeněk et al (2016) provided evidence that frequent posting and revisions of posts can increase engagement. On the other hand, the study of Saxton and Waters (2014) showed that the public is most responsive to call-to-action and community-building messages. On the other hand, the public is least engaged by messages related to events and promotions and by messages on fundraising and sales.

Also, worth noting is the study of Kim, Spiller and Hettche (2015) on major global brands, which provided evidence that differences in consumer responses (i.e., likes, comments, shares) exist along various product categories (i.e., convenience, shopping, specialty, industrial, service), media types (i.e, text, photo, video), and content orientation (i.e., task-oriented, interaction-oriented, self-oriented).

Setting the stage for the analysis of social media content are the development of social media typologies, such as those proposed by Saxton and Waters (2014) (i.e., informational messages, fundraising-and-sales messages, events-and-promotion messages, community-building messages, call-to-action messages); by Kim, et al (2015) (i.e., task-oriented, interaction-oriented, self-oriented media content); by Taecharungroj (2016) (i.e., information-sharing content, emotion-evoking content, action-inducing content); and by Tafesse and Wien (2017) (i.e., informational, interactional, transformational).

In this paper, the typology proposed by Coursaris et al (2013) was used. This typology takes a critical step in improving the current understanding of firms' utilization of social media. It presented a detailed and refined categorization of social media posts without necessarily distinguishing the informational purpose of the message from other communication goals, as was done in the studies of Taecharungroj (2016) and Tafesse and Wien

(2017). The point is that all posts have informational content, even if the posts are also meant to encourage interaction, to evoke certain emotions, or to induce action.

Although originally developed for Facebook, Coursaris et al's typology is also applicable to other social media platforms and had been utilized by scholars such as Vargo (2016) and Chemela (2019). Analyzing brand messages of organizations in Twitter, Vargo (2016) found that brand-related messages—posts that establish company presence in the virtual market—led to an increased level of engagement among consumers. Moreover, he found that promotional messages led to a decreased level of engagement among consumers, which suggests that consumers are unconvinced of product information coming directly from the brands. Chemela (2019), on the other hand, utilized the same social media typology, but on the brand messages of organizations in Instagram. She found that consumer engagement is significantly impacted by content typology, with brand awareness being the category that increased engagement; while there was higher consumer engagement among Instagram posts that only contained the product. There was also high engagement if the Instagram posts are original content developed by the organizations instead of simply reposts.

While there is a rich literature on social media messaging, these are generally oriented towards corporations and mainstream businesses. Social enterprises—an emerging industry—have not been extensively covered in the social media typology literature. Conceivably, the social media practices of for-profit social enterprises might differ from mainstream businesses, given that social enterprises have a stronger orientation towards their social mission.

In this paper, we address this research gap by looking into the social media messaging practices of social enterprises. We used the typology of Coursaris et al (2013) because it had been validated in subsequent empirical studies.

2. Research Method and Frameworks

The paper utilized the social media marketing typology of Coursaris, et al. (2013), which includes seven categories: brand awareness, corporate social responsibility, customer service, engagement, product awareness, promotional, and seasonal. Under these seven categories are 23 subcategories (see Table 1). This classification scheme, according to Coursaris, et al (2013), is meant to inform future descriptive research and exploratory research on social media marketing.

CBRD
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Table 1
Typology for social media marketing (Coursaris et al., 2013)

Categories	Description	Subcategories	Description
Brand Awareness	Posts that build company presence and attentiveness in digital consumer market	Promotions	Posts that contain the use of celebrity and/or event sponsorship which mentions brand's name
		Heritage	Posts that seek to bring consumer into company's history; trivia and employee spotlights
		Operations	Posts that inform consumers about production processes and behind-the-scenes operations
Social Responsibility	Posts that build a brand image of being involved in supporting and strengthening the community, primarily among socially conscious consumers	Awareness	Posts contain elements that support nonprofit organizations and/or raise awareness of causes
		Fundraisers	Posts that showcase support for specific charity fundraisers
Customer Service	Posts that aim to build consumer knowledge about product, industry, and brand changes	Openings	Posts that contain store opening notifications
		Outages	Posts that contain service outage notifications
		Public Service Announcement	Posts that contain a consumer notice even if it was originally posted by another source
Engagement	Posts that build consumer connections/ communities through direct interaction with the brand	Assistance	Posts that include advice, home improvement, cooking, life tips, recipes for the consumer
		Community	Posts that encourage consumers to follow one of the brand's other social media platforms (e.g. Twitter, YouTube)
		Likes	Posts that specifically point consumer to "Like" a message
		Photos/Videos	Posts which direct consumers to look at new photo albums and/or videos posted by the brand
		Polls	Posts that request information or prompts answers from the consumer through multiple-choice questions
		Questions	Posts that request information or prompts answers from the consumer through fill-in-the-blank or open-ended questions
		Appreciation	Posts that recognize and show gratitude for consumer support
		Directional	Post that direct a consumer to click/do something (except for Liking)
Product Awareness	All posts that build product knowledge, understanding, and existence	Name Brands	Posts that mention products sold at the store but are not specifically produced by the posting brand
		House Brands	Posts that mention products sold and produced by the posting brand
Promotional	Posts that are designed to stimulate immediate or near future purchases through monetary incentives	Deal	Posts include some form of instant reward for the consumer to make a purchase, such as discounts, coupons, limited time deals, and one-day specials
		Chance	Posts contain incentives for consumers to make a future purchase by offering a potential reward, such as a contest, giveaway, or sweepstakes
Seasonal	Posts that remind and inform consumers of seasonal and annual events and related products by the brand	Holiday	Posts that mention or advertise specific holidays such as Valentine's, Christmas, or New Year
		Season	Posts that reference a climatic or sports season
		Event	Posts that mention significant timely events that are not holidays, such as Graduation, Tax Day, Daylight Savings, or Spring Break

Adopting a qualitative research method and a multiple case study research design, the paper looked at the Facebook brand pages of Human Nature and HOPE—two well-known social enterprises in the Philippines. As of September 27, 2020, Human Nature's Facebook page had 293,835 followers; while HOPE's Facebook page had 10,556 followers.

Using secondary data from the Internet, profiles were created for each social enterprise. A total of 20 randomly selected Facebook posts were retrieved (10 for each social enterprise) for the period January to April 2020. These posts were subjected to a content analysis. A comparative analysis of the two social enterprises' social media practices was also conducted.

3. Profile of Social Enterprises

Human Nature. 'Pro-Philippines', 'pro-poor', and 'pro-environment'—these are the three taglines that make up the social mission of Human Nature. Founded in November 2008 by Anna Meloto-Wilk and Camille Meloto, Human Nature produces natural and organic personal care products that are free from harmful chemicals. Part of its vision is "to provide sustainable livelihood through high value organic crops to farming communities all over the country".

According to its web site, the company aims to "develop globally-certified organic farms in the countryside that can produce excellent raw materials for Human Nature products, as well as community-based enterprises that will multiply the income of poor communities". Human Nature products are generally sold and distributed through direct selling. This is because the owners wanted to give an opportunity for interested individuals to become independent distributors. There is also another strategy that helped spur the growth of the social enterprise: its use of social media.

Human Nature actively uses its social media channels. In its various advertisements, the social enterprise promotes several products from beauty oils to pet care products. It also publishes a magazine, and conducts launches of new and upcoming products. With all its efforts, the social enterprise now employs hundreds of residents from rural communities in diverse roles such as accounting, merchandising, manufacturing, and warehousing. Its employees enjoy a higher minimum wage as compared to industry and labor standards. Moreover, Human Nature is multi-awarded by local and international organizations

including the Schwab Foundation at the World Economic Forum, Devex, Ernst & Young, and Cosmopolitan Philippines, to name a few.

Hope in a Bottle. Hope in a Bottle (or simply HOPE), a social enterprise that is based in the Philippines, has one main goal: To build classrooms for impoverished communities. Its business model is straightforward—sell water bottles through partner retail outlets and use 100% of its profits to build public school classrooms across the Philippines. Believing that "every Filipino child deserves a safe and comfortable environment in which to grow up and learn the skills crucial for a promising future", HOPE works with the Department of Education (DepEd) and other institutional partners to reach underserved communities "to build bright and beautiful new public-school classrooms for young learners, no matter how remotely located they are". In 2017, HOPE became the Philippines' first B Corporation for meeting the highest standards of social and environmental impact. It was also recognized as Best For The World Honoree in both 2018 and 2019 for its positive impact on the community.

In the digital world, HOPE took advantage of five social media platforms: Facebook, Twitter, Instagram, YouTube, and its main website. Of these five channels, Facebook, Instagram, and its main web site were the most effective ones in terms of audience reach. Through its various campaigns and use of social media platforms, the social enterprise has built 95 schools across the Philippines as of June 2020. Since its inception, HOPE has sold 35 million units of its water bottles and has impacted the lives of over 17,000 students. HOPE also gives its customers and site visitors an option to 'nominate a school', which enabled HOPE to coordinate with schools anywhere in the Philippines that needs classrooms. Ultimately, social media became a tool for HOPE to spread its message, enabling children in impoverished communities to gain a decent education.

4. Results and Discussion

Table 2 summarizes how the Facebook posts were categorized. While a total of 20 posts were collected, there were several posts that fall under several categories thus resulting to the counts reaching 28. There were no Facebook posts that fall under the 'seasonal' category, which is why it was omitted in the frequency distribution table. Finally, the term 'social responsibility' was used instead of 'corporate social responsibility' to account for the different structure of social enterprises.

Table 2
Frequency distribution of selected Facebook posts

Categories	Subcategories	Both social enterprises (N=20)		Human Nature (N=10)		HOPE (N=10)	
		Count	%	Count	%	Count	%
Brand Awareness	Promotions	3	15.00	2	20.00	1	10.00
	Heritage	1	5.00	-	0.00	1	10.00
	Operations	1	5.00	-	0.00	1	10.00
Social Responsibility	Awareness	5	25.00	1	10.00	4	40.00
	Fundraisers	3	15.00	-	0.00	3	30.00
Customer Service	Openings	1	5.00	1	10.00	-	0.00
	Outages	-	0.00	-	0.00	-	0.00
	Public Service Announcement	1	5.00	1	10.00	-	0.00
Engagement	Assistance	1	5.00	-	0.00	1	10.00
	Community	-	0.00	-	0.00	-	0.00
	Likes	-	0.00	-	0.00	-	0.00
	Photos/Videos	3	15.00	-	0.00	3	30.00
	Polls	-	0.00	-	0.00	-	0.00
	Questions	-	0.00	-	0.00	-	0.00
	Appreciation	-	0.00	-	0.00	-	0.00
	Directional	2	10.00	1	10.00	1	10.00
Product Awareness	Name Brands	1	5.00	1	10.00	-	0.00
	House Brands	3	15.00	3	30.00	-	0.00
Promotional	Deal	3	15.00	2	20.00	1	10.00
	Chance	-	15.00	-	0.00	-	0.00

Twenty Facebook posts were subjected to a content analysis and were categorized accordingly. Brief explanations were provided on why each post was categorized as such. One notable finding was that several posts can be placed under multiple categories, which suggests that some messages being sent to the target audience address multiple communication goals. Further validation was conducted on the initial observation that Human Nature seems intent on promoting its products via its Facebook brand page, with 40-percent of its posts classified under product awareness and 20-percent of its posts classified under the promotional category. HOPE, on the other hand, was more focused on promoting its impact on the communities, with 70-percent of its posts classified under social responsibility. These findings suggest that there is, indeed, a difference between the messages that Human Nature and HOPE communicate to their respective audiences.

This paper's analysis reveals that Human Nature and HOPE apply distinct approaches in crafting messages for their Facebook pages. For instance, given that many of Human Nature's Facebook posts fall under the product awareness and promotional categories, it would seem that it wants to build product knowledge and understanding (product awareness) among its customers, and to stimulate future purchases through unique incentives (promotional). Human Nature, therefore, appears to be focused on generating revenues given its multiple product offerings, promos, and deals. On the other hand, HOPE has more Facebook posts that fall under the social responsibility, brand awareness, and engagement categories. This indicates that HOPE is concerned with projecting a brand image of being involved with socially-oriented consumers (social responsibility). It also has several posts that establish company presence in the digital market (brand awareness), as well as posts that build communities through direct brand interaction (engagement). HOPE, therefore, is focused on highlighting its mission and its impact on its partner communities.

By examining the Facebook posts of these two social enterprises more closely, three themes emerged, which are highlighted in the succeeding paragraphs. These emergent themes are: (1) 'product-driven' and 'advocacy-driven' social media messages; (2) 'single-layered' and 'multi-layered' communication; and (3) leveraging on partners' advocacies.

Product-driven and advocacy-driven social media messages

While Human Nature and HOPE are both social enterprises that have both economic and social objectives, it is interesting how one focuses on messages aligned with its economic objectives, while the other focuses on messages aligned with its social objectives.

Human Nature is focused on highlighting the characteristics, features, benefits, as well as the promos, deals, and discounts it currently has for its product line. The Facebook posts of Human Nature are straightforward and are clearly meant to increase sales via the regular promotion of its products. Figure 1, for example, features two of its hair care products, including information on how to use them (both in the photo and in the accompanying text); and also offers a discount for customers who will buy both products. At the end of the post, there is a post that leads the reader to other "exciting promos" offered by the

Figure 1. *Facebook post of Human Nature: Miss your salon treatments?*

HOPE, on the other hand, highlights its social impact, particularly its partnership with different schools and communities. It does this by sharing vibrant photos and videos that showcase the different members of its community. In Figure 2, an example can be seen of a post that demonstrates HOPE's support for health care workers during the pandemic through its donation of 4,000 bottles of clean drinking water to the Philippine General Hospital. The post "extends its heartfelt thanks to the HOPE community," and provides information on how potential donors can make water pledges that can augment HOPE's efforts to provide clean drinking water not only to health front liners but also to poor communities in Metro Manila.

Figure 2. *Facebook post of HOPE: 4000 bottles delivered to PGH*

HOPE also regularly provides updates on its current classroom building projects. Through its advocacy-driven social media messages, HOPE appears to be more concerned with its social mission instead of its profits.

What accounts for the differences in the two social enterprises' social media content?

One possibility is that Human Nature has an extensive product line, while HOPE has a more limited product line. Given that Human Nature has many products that cater to different segments of the market, it is understandable if the company focuses on communicating the characteristics and benefits of these products in its Facebook posts. Also, if it introduces new products to the market, then it must also make the public aware of its new offerings.

HOPE, on the other hand, offers one physical product, which is its bottled water. But more than the water itself, what HOPE really sells is the opportunity for customers to help build classrooms through their purchase of the bottled water and making them feel good about their purchase. HOPE's bottled water is much more expensive than other bottled water brands in the market and will not be able to compete on the basis of price alone. Therefore, it is probably the reason why its messaging strategy is focused on generating awareness about its advocacy, as well as on engaging its customers and potential donors so as to generate more resources to support its cause.

It must be pointed out, however, that Facebook is only one of the platforms utilized by these social enterprises to communicate to their stakeholders. Therefore, their content and communication strategies could differ across platforms. For example, Human Nature's official web site has an entire section that talks about its advocacies, even as it also contains a catalogue of its various products. The point is that a company's social media strategy must fit into its overall communication strategy, especially if it sends messages across different platforms.

Single-layered and multi-layered communication

The two social enterprises' Facebook posts revealed that both companies utilized single-layered and multi-layered communication strategies. We define single-layered communication as those that send a single message that is direct and explicit. Multi-layered communication, on the other hand, refers to posts that send more than one

message—one that is explicit or apparent, and another that is implied or subtle.

Human Nature's post 'A formula for goodness' (see Figure 3) is an example of a single-layered communication. It shows a photo of Human Nature's 100% Natural Soothing Hair Serum product, enumerates the benefits that the user can get from the different types of oil that is contained in it, and directs the reader to a link where the product can be bought. It is a straightforward attempt to sell the product.

Figure 3. *Facebook post of Human Nature: A formula for goodness*

HOPE's post 'Hang in there' (see Figure 4), on the other hand, is an example of a multi-layered communication. The Facebook post shows a photo of two boys hanging on a horizontal bar in a playground. While the text "hang in there" seems to refer to the kids, it really serves to encourage people to hold on to hope as they undergo challenges due to the coronavirus pandemic. The company, therefore, communicates its concern to its readers, even as it subtly promotes its product by telling people that "hope is in the horizon". The post also indirectly communicates its main advocacy of building classrooms by showing a photo taken in Homalan Elementary School, which is one of its beneficiaries.

Figure 4. *Facebook post of HOPE: Hang in there!*

After this appeal to emotion, HOPE then announces that it wants to "offer our community value in uncertain times" through free nationwide shipping of its bottled water. Note that while the second part of the post was intended to sell its product, HOPE came up with a phrasing that still communicates care and concern for the community.

Our current understanding of multi-layered communications tells us that social enterprises can be more conscious and creative in crafting their Facebook posts so that they can send clear messages that could achieve multiple goals. However, this means that they will have to employ the services of individuals that are skilled in copywriting, particularly in terms of creating narratives that send both direct and subtle messages to their intended audiences. In the case of Human Nature and HOPE, it seems that they also benefit from the services of skilled graphic artists who are able to skilfully combine text, photos, and other graphic elements to send compelling messages to the readers of their posts, even as they deliberately use elements (e.g., color, typeface, corporate logo) in their posts to project a distinctive brand identity.

Leveraging on partners' advocacies

Finally, several posts were discovered that support the advocacies of other organizations. Conceivably, other social enterprises might be more insular in terms of their communication content, but this is not the case for the two social enterprises examined.

In the case of Human Nature, it featured a post that promotes the pet adoption service of The Philippine Animal Welfare Society (PAWS), and then proceeds with promoting its own pet-care products (see Figure 5).

Human Nature happens to be "the first cosmetics and personal care company in the Philippines to be awarded the distinction of being cruelty-free by the People for the Ethical Treatment of Animals (PETA), the world's largest animal welfare organization" since many of its products are vegan-friendly. This is one example of how a company can work together with other organizations whose advocacies intersect with its own.
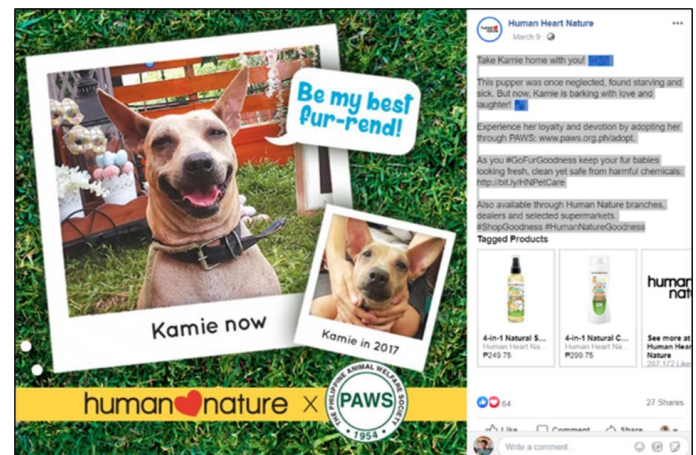

Figure 5. *Facebook post of Human Nature: Be my best fur-rend!*

In the case of HOPE, it featured a post that supports the advocacy of Plastic Credit Exchange (PCEx), a Philippines-based non-profit organization tackling plastic waste. As seen in Figure 6, this post sends a message that, in spite of using plastic bottles for its product, HOPE seeks to come up with a plastic neutral solution for its business. By clicking on the link, the reader is directed to the web site of PCEx, which, in turn, highlights the efforts of HOPE as an environmentally responsible company.

Figure 6. *Facebook post of HOPE*

5. Conclusion

In summary, social enterprises adopt different approaches in crafting the messages they release on social media. It would seem that their choice of highlighting either their products or their advocacies are influenced by the nature of their products and services and also by how the messaging in one platform such as Facebook fits into the overall communication strategy.

The social media typology of Coursaris et al (2013) can be a useful tool in classifying Facebook posts. However, it was also revealed how the categories in the typology are not necessarily mutually exclusive, given that social media posts can contain multiple messages.

This paper, in particular, revealed that social enterprises can be either product-driven or advocacy-driven in their social media posts; that they can formulate single-layered or multi-layered messages; and that they have the option of occasionally highlighting their partners' advocacies on top of their own. Given the skillful crafting of social media messages, it is possible for social enterprises to support both economic and social objectives, especially if they choose to utilize multi-layered communication that send both explicit and subtle messages. In any case, even if the social enterprise chooses to focus on selling its products, as in the case of Human Nature, this translates to bigger revenues and income that support its social value proposition (i.e., providing livelihood opportunities for rural communities and business opportunities for its dealers nationwide). Conversely, a social enterprise that highlights its social impact does not necessarily mean that its

economic objectives are not equally valued. In the case of HOPE, it could be a way of building brand awareness, a strategy that could ultimately result in better overall business performance.

Given the exploratory nature of this paper, the limitations are acknowledged, particularly in the number of social enterprises examined and the number of posts included in the analysis. As Coursaris, et al (2013) also pointed out, researchers must consider the inherent temporal biases in a data set collected over a particular period, as the popularity of certain categories of messages could be due to seasonal or one-off events (e.g., holidays), and might, therefore, not be a good representation of a brand's overall social media marketing strategy.

It might also be interesting to compare the communication strategies utilized by social enterprises across online platforms (i.e., web site, Facebook, Twitter, YouTube, Instagram). This will further test the hypothesis that the types of messages communicated by social enterprises would differ across platforms. This type of study could generate valuable insights not only for social enterprises but also for other organizations that seek to achieve effective communication across online platforms, leading to an optimal social media mix.

To conclude, it can be argued that social media platforms offer social enterprises a level playing field in the competitive business landscape. Indeed, "practitioners can achieve significant levels of interaction and engagement with stakeholders if strategic choices are made to demonstrate commitment to stakeholders" (Kelleher, 2009, as cited by Saxton and Waters (2014), p.283). By taking advantage of social media, social enterprises can build brand equity, gain a larger consumer base, and achieve social, economic, and environmental objectives.

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