

4.2 Marketing planning

The big picture

Crepes and Waffles, a Colombian for-profit social enterprise, is a French-style crêpe restaurant that actively employs single mothers. The restaurant also promotes climate-resilient farming practices in Colombia. It is most famous for its brunch menu. The business, founded in the 1980s, now has a total of 120 restaurants in Brazil, Panama, Mexico, Chile and Venezuela.

The marketing mix of the Crepes and Waffles business has evolved over the years. Before the first restaurant opened in 1980, there were virtually no brunch restaurants in Colombia. The owners spotted a gap in the market, which enabled them to find a niche for their unique product.

The company then differentiated itself further by becoming a positive stakeholder in the community. Crepes and Waffles hires mostly women, who are often the heads of households, thus supporting the social foundation ([Section 1.1.2 \(/study/app/y12-business-management-a-hl-may-2024/sid-351-cid-174702/book/the-doughnut-economics-model-id-36500\)\)](#) through the social enterprise values. The business takes care of its employees by providing stable employment contracts, health benefits for staff and their families, and education and art programs. These policies support workers, but also differentiate the business from its competitors. Customers know that the people who serve the food at Crepes and Waffles are treated and paid fairly; they are more likely to eat at Crepes and Waffles because of the social values of the business.

Most recently, the business has turned towards sustainable environmental practices. It is sourcing its products locally and serving seasonal food to both promote and benefit from Colombia's biodiversity.

The business has achieved a well-developed and resilient marketing strategy. Some customers come to the restaurant for its unique menu. Some customers come for its sustainable and regenerative social and environmental practices, as confirmed through its B Corporation status – a certification for social and environmental performance (see [Section 1.2.3 \(/study/app/y12-business-management-a-hl-may-2024/sid-351-cid-174702/book/forprofit-social-enterprises-id-36510\)\)](#)). And some customers come to support a local business.



Figure 1. Crepes and Waffles introduced the idea of brunch to the Colombian market.

Credit: Nattaya Chanvithee, Getty Images

Concept

Creativity

Crepes and Waffles is not following the profit-maximising path of a for-profit commercial enterprise. The business treats its employees with care and respect, taking a creative approach to build a sustainable corporate culture.

The business has taken some creative steps in its operations. For example, when the founders first realised that some of its workers were illiterate, not only did they take steps to promote literacy, but they also created a system of communications through symbols to serve in the meantime. And when the idea of a French crêperie was not yet popular in Colombia, the founders worked to develop unique recipes that would attract potential customers. This desire to innovate allowed the business to keep up with the ever-changing tastes of their customers. Eventually, the creative approach paid off in shaping a sustainable business with a positive regional reputation.

Crepes and Waffles provides just one example of how a marketing plan can evolve. In this subtopic, you will learn how businesses decide what product to sell, who to sell it to and how to sell it.

