Value Drivers Analysis of For-Profit Social Enterprise (Case: People of Happiness)

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ABSTRACT

People of Happiness (POH) is a social enterprise lifestyle apparel brand. The brand is socially conscious but also provides gender-neutral and unique products. It focuses on spreading happiness through its apparel where they work with small local communities and businesses to manufacture its products. The experience of happiness is the core value of POH. However, happiness and mental wellness are hard to measure, and defined differently for each person. There is a need to ensure that POH assumptions and hypotheses are validated to nail the business model. The research aims to uncover the hidden needs of customers related to their happiness and understand the value drivers. During the preliminary exploratory study and descriptive research through literature studies and interviews, it is known that people chase a bigger need of being self-actualized with the top characteristics is having a good sense of humor, enjoying meaningful friendship, getting creative, and being grateful. To prepare the solutions, the 5 Whys Method and AHP were conducted. The findings indicate that the countermeasures for customers’ jobs, namely, features are separated into 3, which are to be a brand that gives a fun-loving community, shares content to learn something new, and spreads good news through charities. This study also tested the three features in the form of insight test analytics in which the result would validate the value drivers.

By researching the pain and solution of customers, it becomes validated that the best feature that gets the attention of customers and the willingness to pay comes from the feature of POH if it becomes a medium to learn something new which can be delivered through both online and offline activities. The outcome of this study is also a social business model canvas that continuously innovates its model to adapt to the ever-changing environment around it, as the world is shifting to a healthier lifestyle and more focus on mental health, the social innovation of POH differentiates the company from other related brands.

Keywords: happiness, lifestyle brand, mental health, value proposition.

I. INTRODUCTION

According to the World Health Organization (WHO, 2004), health is a condition of complete physical, mental, and social well-being, rather than only the absence of sickness or infirmity. Numerous research articles demonstrate the link between the state of well-being, happiness, and living longer and healthier lives. Happy people have longer and healthier lives, for example, happiness improves cardiac health (Huffman, 2012), happy people are more likely to eat healthily and be more physically active (Carvajal, 2012), and being happy helps reduce your stress levels (Papousek et al., 2010), and more positive and happy people are less likely to die (Carstensen et al., 2011).

Nowadays, the science of psychology has a lot of new insights into social well-being. Happiness can be designed and increased only if it is known and learned. There is much research that covers human well-being. As said by Gretchen Rubin, the author of the happiness report, about 50% of happiness is genetically determined and some people are born different from others. She also discovered from her research that a person’s connection to others plays a major role in happiness (ABC13, 2013). There are ways to make people feel happier about their life. For example: thinking about losing something is the clearest way to pop out of hedonic adaptation because people are putting attention on what is going to be like not to have that and good things start popping up because people worry about losing those (Kurtz, 2008). Another strategy is to savor daily experiences, to review and appreciate them. Savoring can lengthen the positive emotions which come with doing something you love (Nakamura & Csikszentmihalyi, 2009). Understanding conceptions about happiness can help people prepare to incorporate a specific wellness activity into their life.

A. Social Enterprise

Social entrepreneurship is said to be a way to help the government to overcome social problems, such as poor quality of life caused by human incapacities (Seelos & Mair, 2005). It has emerged over the past decades as a way to
identify and bring transformative societal improvements (Thompson & MacMillan, 2015). It is defined as a fast-emerging discipline that generates social impact through an entrepreneurial approach (Summerfield, 2020). Going by the motto “do well by doing good”, social value and social change are at the heart of any social enterprise operation. Certainly, social entrepreneurship is more than an economic activity—it gives society positive changing solutions at a time when people may need them. Social entrepreneurship activities are defined by combining business with social approaches to create a synergy between capital owners, stakeholders, and the community. It can become a hybrid of government intervention and business entrepreneurship to address problems that are outside of the scope of legislative activism or to attract private capital. According to London & Morfopoulos (2010), being a social enterprise can help in identifying problems and finding problem solvers.

Social enterprises are not always charitable and philanthropic. In some cases, it may even spawn a profitable business. The goal can be both achieving sustainability and even profitability. The for-profit social enterprise is the impact model of the future, the incentives of the company are designed such that greater impact directly correlates to a great profit (Narula, 2017). Customers in social enterprises can be considered agents of change in improving the quality of the lives of the community. Building a social enterprise could help in minimizing the social problem as one of them is to reach mental wellness by creating experiences and showing the concept of happiness.

People of Happiness (POH) is a social enterprise lifestyle apparel brand that focuses on a single mission, the experience of genuine happiness. The brand is socially conscious but also provides gender-neutral and unique products. It is a lifestyle brand that focuses on spreading happiness through its apparel where they work with small local communities and businesses to manufacture its products. POH exists because they believe that happiness and mental well-being are important in people’s lives and through apparel, POH would like to create conversations around mental health and happiness. The product can lead to a conversation and a conversation could bring happiness. The goal of the business is to create a positive community that will drive a positive movement in the long run.

This present study aims at figuring out the value drivers for the business model that can bring sales for a for-profit social enterprise with POH as its case study. Along the way, the value proposition needs to be validated. A detailed measurement from a scientific method will be taken to validate the hypothesis through rapid experimentation to map out the POH business model. The test is to help in seeing whether there are customer needs and the right value drivers on customers’ willingness to pay.

The research has limitations as below:

1. This research relates to the POH value which is happiness. Happiness is defined as being self-actualized - appreciation towards life and when your ideal self is aligning with your real self.
2. The result of this research will only discuss customer needs and validated solutions as value drivers. The monitoring process of the proposed strategy is not included in this research.

II. LITERATURE REVIEW

A. Happiness as Self Actualization

One of the most influential figures in modern psychology is Maslow’s Hierarchy of Needs. The model seeks to explain human motivation and personal growth based on the idea that human beings possess a set of needs that drive their everyday existence. It can be the answer to the search for lasting happiness.

According to Fig. 1, The first two levels are called basic needs. The first level is the physiological needs which it is the basic necessities that ensure our survival and are specific to almost every being on this planet. The second level is safety which refers to needs that ensure our survival as human beings. The next two levels are classified as psychological needs. The third level is love or belonging which it reflects our need for meaningful social interactions that ensure our survival and growth as social creatures. The fourth level is, esteem which represents complex psychological needs that drive us to seek more than just an average life. Then the top level is self-fulfilment needs, and self-actualization, which is at the top of the pyramid, and it’s made up of aspects related to personal growth, such as morality, creativity, spontaneity, problem-solving, lack of prejudice, and acceptance of facts.

The first four levels of needs, in this view, inspire people to act when they are unsatisfied. The more people put off meeting these desires, the more powerful they become. To put it another way, the more people engage in activities that meet our requirements for growth and self-actualization, the more motivated they are to pursue them.

![Fig. 1. Maslow’s Hierarchy of Needs (1943).](image)

Self-Actualization is dedicated to personal development and self-fulfillment. This is the point where people aim for the ideal self and move their attention towards discovering their inner potential. This level refers to the inner potential that resides within each of us on a personal, social, and professional level. The goal is to achieve whatever we believe will bring lasting happiness and well-being. Similarly explained that it is the ability to become the best version of yourself. It has been suggested that this is only the most functional people who can achieve actualization through peak experiences, meaning in life and the resolution of dichotomies. All creative people, it is claimed, have the potential to achieve self-actualization. Humans are all, in some way, creative (Olson, 2013).

Even though Maslow organized needs into a pyramid level and hierarchy, it is studied that the steps of the hierarchy of needs do not work properly, and focusing on revealing...
libidinal investment to self-actualization is possible (Raharja, 2011). Instead of hierarchy, it should flatten the top because it is not a one-way path to the top. Rather, it can be imagined as multiple hierarchies side by side and no top, so it is like an ascending staircase that leads to a descending one, and so on in which each path has both valleys and peaks.

There are some studies that the researcher used as a reference for getting the ten self-actualization characteristics in Table I. The number (1) to (10) is written to determine its relationship to each characteristic.

The first is Antin Irsanti (2013) in her thesis Self-actualization Analysis of Ipssak in “Madanguel Naon Amthak” Film: An Abraham Maslow’s Humanistic Psychology Study. In the film "Madanguel Naon Amthak (Leafie, A Hen into The Wild),” Ipssak's attempt to figure out what she wants is examined in this study. Ipssak is a hen who once lived on a poultry farm. Despite the fact that the chicken farm is her natural home, Ipssak prefers to live in the wild. Ignoring the fact that life in nature is difficult and dangerous, Ipssak was not given up easily and continue to fight for survival. This study employs Abraham Maslow’s self-actualization theory. In addition, the theory of self-concept is used as a supporting component in this study in order to attain Ipssak's self-actualization. According to the results of this study, Ipssak can actualize herself by meeting the four basic needs defined by Abraham Maslow: physiological needs, safety needs, belongingness and love needs, and self-esteem needs. Ipssak is also a self-actualizing person since she sees life clearly, commits herself to her work or duties, has spontaneity and creativity (5), self-acceptance (9), life independence (1), and simply enjoys life with gratitude (8). Ipssak also possesses three of the four positive self-concept characteristics: having the confidence to tackle an issue, feeling equal to others, and taking praise without embarrassment. Ipssak's lack of a negative self-concept makes it easier for her to achieve self-actualization.

Next is from Priambada Aryobimo (2017) in his thesis entitled Bilbo Baggins’ SelfActualization in J.R.R. Tolkien's Novel the Hobbit. Bilbo Baggins is portrayed as being affulent, polite, bright, curious, adventurous, afraid, and a feeble hobbit, according to the study. Within the story, he evolved from a fearful and timid hobbit to a courageous and strong individual, and later into a leader and savior figure. From the beginning of the story until the finish, Bilbo Baggins is a member of high-class society. Bilbo Baggins' self-actualization is spurred by two factors: his curiosity about the outside world and his willingness to assist dwarves to retake their home from the dragon, both of which demonstrate compassion (2) and deep friendship (4). As he travels on the adventure, Bilbo Baggins begins by focusing on the fulfillment of two basic wants, and as he progresses, he begins to focus on things bigger than himself (7).

The other reference is from Irina Strazdina (2014) on the aspect of personality self-actualization in the context of life quality in relation with a sense of humor. Humor is used to deal with difficulties and conflicts that make people happy and in harmony. Humor lowers or eliminates contradictions and conflicts, lessens alienation, reduces human depression and anxiety, aids psychological equilibrium, and creates a pleasant mood. A healthy sense of humor aids in the reduction of aggression, enhances social adaptation, and protects against stress. Humor offers a unique perspective on issues which makes it no longer threatening if one can get away from the circumstance. With such an isolated attitude, the individual feels more protected and in control of his surroundings, leading to the conclusion that a sense of humor is another trait of self-actualization. A good sense of humor has a comparable impact to medication in that it helps people successfully solve a variety of problems, even in very adverse conditions.

Then, Meylysa One Putri et al. (n.d.) in self-actualization On Movie “Eat, Pray, Love” stated that self-actualization is a fundamental concept in humanistic psychology. Humanist theorists believe that humans are naturally motivated to go beyond their basic needs in order to realize their full potential. Maslow's hierarchy of needs, on the other hand, requires an individual to meet their basic needs in order to progress and be considered a fully functioning person; however, this theory of Maslow has prompted the question of whether a fully functioning person has the tendency to reach self-actualization. Their research investigates the research topic through a case study of an autobiography based on Liz Gilbert's desire for self-actualization. According to the experience Liz Gilbert had that led to her experiencing peak experience (6), the result reveals that a fully functional individual has a strong tendency to actualize themselves.

Dwi Anggara Asianti (2010) in Self–actualization of human’s needs: The portrait of a woman’s struggle against patriarchy in NH. Dini’s novel Bandungan Street. Mur's ability to reach Maslow's hierarchy of wants is hampered by his patriarchal status. Apathy and unhappiness are felt by Mur as a result from the inability to meet those needs. Mur then employs Nietzsche's "Will to Power" to exert control over the undesirable situation and empower herself. As the ultimate need, she can finally attain self-actualization and become the best she can be. She demonstrates that if women are given the same opportunities as men, they can be a better species, and that democratic values and attitudes (10) are one of the essential features of self-actualization.

Last is from Fiedhawatie (2013), on “Maslow’s Hierarchy of Needs Manifested by the Main Character in the Forrest Gump Movie”. Being a self-actualized person, Forrest already has some of the characteristics of a self-actualized person. He has the acceptance of self, others, and nature (9). He already passed the peak experiences (6) in his life. And his democratic values and attitude (10) especially towards other people were already done since he was just a kid. Forrest is a self-actualized wisefool. His limitation does not really limit him to fulfill his basic needs as a human. He is the wisefool fool who has success in facing his destiny.

The literature reviews showed that people are looking to become self-actualized and would do the characteristics listed in Table I to reach happiness. In addition to this desk study, the researcher will assess the validity of the hypothesis that people will try to achieve self-actualization through customer needs testing.

B. Nail It Then Scale It

The framework used is adopted from the understanding of the Nail It Then Scale It (NISI) process. It all started with assumptions/hypotheses and then scepticism about their assumptions. The NISI process is straightforward and focuses...
TABLE I: SELF-ACTUALIZATION CHARACTERISTICS

<table>
<thead>
<tr>
<th>No.</th>
<th>Characteristics</th>
<th>Description</th>
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<tbody>
<tr>
<td>1</td>
<td>Live independently</td>
<td>Don’t structure lives around the opinions of others. Have an appreciation for solitude and don’t always need company.</td>
</tr>
<tr>
<td>2</td>
<td>Have compassion and kindness</td>
<td>Possess a social feeling that goes both to the person and others this person encounters.</td>
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<tr>
<td>3</td>
<td>Good sense of humor</td>
<td>Laugh at themselves when mistakes are made and help others see the humor in challenging situations.</td>
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<tr>
<td>4</td>
<td>Enjoy meaningful friendship</td>
<td>Prefer long-lasting relationships instead of casual friendships.</td>
</tr>
<tr>
<td>5</td>
<td>Creative</td>
<td>Creativity doesn’t just refer to artistic abilities. Some self-actualized people might have a knack for looking at problems in new ways of thinking along different lines than other people do. They may simply lack inhibition, another characteristic of a spontaneous nature.</td>
</tr>
<tr>
<td>6</td>
<td>Enjoy peak experiences</td>
<td>A peak experience describes a moment of euphoria, wonder, and joy, often characterized by a sense of feeling connected to the universe. They might seem like eye-opening moments, where deeper meanings suddenly become clear. They aren’t necessarily spiritual, though.</td>
</tr>
<tr>
<td>7</td>
<td>Focus on things bigger than themselves.</td>
<td>Tend to see the big picture instead of only considering their own lives, and may dedicate their lives to a mission, cause, or deeper purpose.</td>
</tr>
<tr>
<td>8</td>
<td>Grateful</td>
<td>Appreciate each positive or joyful moment, as if it were the first no matter how many times, they’ve already experienced it.</td>
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<tr>
<td>9</td>
<td>Acceptance of self, others, and nature</td>
<td>See human nature as is, have a lack of crippling guilt or shame, enjoy themselves without regret or apology, and have no unnecessary inhibitions.</td>
</tr>
<tr>
<td>10</td>
<td>Democratic values and attitudes</td>
<td>The Self-Actualized person can learn from anyone, is humble and friendly with anyone regardless of class, education, political belief, race, or color.</td>
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</tbody>
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The Nail It Then Scale It Process

![Fig.1. The Nail It Then Scale It Process.](image)

on validating assumptions. The process is to avoid common entrepreneurial pitfalls and have the discipline to adhere to this process in full.

The Nail It Then Scale It (NISI) method is straightforward and methodical: begin with a hypothesis regarding the customer’s pain, then test it. After the pain has been discovered and validated, hypothesize the bare minimum of features required to persuade the consumer to buy. Build a series of more advanced prototypes from there, discussing and validating each one with customers along the way. Eventually, a usable solution is built and pilot customers are signed up to help the business fine-tune products and develop a go-to-market strategy. The first phase, “Nail the Pain” is to precisely characterize and comprehend the customer’s need, as well as to establish whether the pain represents a market opportunity and if the brand can validate its base on using happiness as its core value. Customer pain is frequently used to solve unmet requirements in B2C businesses, such as love and friendship. People also pay for things with both money and time (Furr & Ahlstrom, 2011).

In the next “Nail the Solution” phase, customer needs are validated while the minimum feature is developed iteratively. In addition to refining the solution based on customer feedback, the company should be expanding its understanding of the market. The test of nailing the solution is determined by whether or not customers buy it (Furr & Ahlstrom, 2011). The process has three steps, beginning with the brand turning their ideal hypothesis from the “Nail the Pain” phase into (1) a hypothesis of features set based on the motivation behind the validated customer needs, (2) best features when buying from a brand, and finally (3) the validation of value proposition. The value proposition test ensures that customers should have a deep customer validation that they want to pay. According to Furr & Ahlstrom (2011), if customers won’t pay now, they probably won’t pay later.

Then is the “Nail the Go-to-Market Strategy” phase. This phase runs simultaneously with iterations in phase two of the nail solution. The goal is to understand the process by which customers find out about and decide to purchase ROH products and to use the findings before to develop a repeatable sales model and optimize the marketing strategy. According to Furr and Ahlstrom (2011), nailing the go-to-market strategy starts with understanding the consumer buying process. The consumer buying process is the map of customers’ activities from the moment they find out about products through purchase and use to the post-purchase activities. The breakdown of the consumer buying process according to Dulce Alonso’s Marketing Portfolio is Customer Awareness, Evaluation, Purchase, and Use. After understanding the consumer buying process, the sales model and market communication infrastructure can be defined and discovered. Understanding the flow of information to customers such as distributors, partners, influencers, advertising, and social media. The go-to-market strategy is found in parallel with the value proposition testing.

Comes to the last phase, which is “Nail the Business Model Canvas” which should be an entrepreneur’s goal as it provides a working blueprint for business operations. The objective is to map how businesses create value and deliver it to customers.

According to Furr and Ahlstrom (2011), the NISI process can be used for startups, new ventures, and to turn around stalled businesses. The core principles of NISI are (1) to get
out into the field and meet the customers to validate the assumptions, (2) to fail fast and embrace change, care about truth but not about being right, (3) to adopt the attitude of learning to discover real opportunities, and (4) test with rapid, inexpensive, simple experiments before building a product based on a guess. The NISI process consists of 5 phases as seen in Fig. 1. Each phase is a rapid, inexpensive, simple experiment to test guesses to tackle each area in the business model. This process will progressively validate assumptions. In this paper, Nail the Solution process is being elaborated.

III. RESEARCH METHODOLOGY

A. Objective of the Study

This research follows a research design that aims at validating assumptions regarding value proposition and the drivers of willingness to pay for POH based on customer needs. Therefore, the objectives of this research validate the value proposition of POH and if the business solution solves the social problems, and project value drivers for the POH business model.

B. Customer Needs

From the 10 characteristics in Table I, this study has preliminary research on the customer needs which shows that the customer's needs of being self-actualized are validated and the top characteristics that they chase are a good sense of humor, meaningful friendship, being creative, and being grateful.

<table>
<thead>
<tr>
<th>TABLE II: CUSTOMER PROFILE</th>
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<tbody>
<tr>
<td>Aspect</td>
</tr>
<tr>
<td>Age</td>
</tr>
<tr>
<td>Sex</td>
</tr>
<tr>
<td>Income</td>
</tr>
<tr>
<td>Education Level</td>
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<tr>
<td>Family Status</td>
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<tr>
<td>Lifestyle</td>
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<tr>
<td>Goals</td>
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<tr>
<td>Interest</td>
</tr>
<tr>
<td>Geographic</td>
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<td>Behaviour</td>
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Customers' jobs are the tasks that they are attempting to complete in their daily lives. It could be the tasks they're attempting to do and compete on, the difficulties they're attempting to solve, or the requirements they're attempting to meet (Osterwalder, 2018). The customer jobs focus on the four most important self-actualization characteristics. Not to set aside that other characteristics are important and may differ from one to another. The first job is to have a meaningful and quality friendship to share goodness (e.g., time, attention, knowledge, materials) to help and be a blessing to others. The second is to learn something new to develop creativity in life. Last, a good sense of humor can be used to make others feel good, gain intimacy, or help buffer stress. Along with gratitude, a sense of humor belongs to the set of strengths of transcendence and optimism. The customer jobs are:

1. Have a meaningful friendship.
2. Learn something new to develop creativity.
3. Optimistic towards life.

The profiling based on the preliminary research is presented in Table 1.

C. Research Design

In the research design, 3 methods are conducted.

1) The 5 Whys

In this study, the hypothesis of features was concluded from the motivation behind customer jobs which comes from the 5 Whys analysis. This hypothesis comes from deep observation using the 5 Whys of the customer jobs, the problem they have, and the reasoning. This study develops three features and in developing each feature, the 5 Whys method is conducted to deliver the root motivation analysis of customer needs. It is a method of asking why five times from one statement to get beyond habitual thinking of what the customers need which can then be addressed with a countermeasure or hereinafter called a feature. In some cases, an appropriate countermeasure can be created before the fifth Whys as it has given the real root cause before the fifth, and when the “Why” produces no more useful responses, no need to go further.

2) AHP Methods

AHP is a decision-making technique involving multi-criteria decisions where different characteristics of products are taken into consideration and weighed against one another (Danner et al., 2011). The importance weight of each feature set was tested using the AHP method. This method is used for alternative ranking and criterion weights. This AHP method aims to define the most important criteria as the core feature of the brand. From 3 features: (1) brand as a place to engage with a fun-loving community, (2) brand as media to learn something new, and (3) brand that spreads good news which contains two and three sub-criteria is necessary to allocate the most important criteria for the making decisions.

This study uses sampling from the brand’s customer profile, in which the researcher collects the samples by taking interviews with a panel of individuals known to existing customers of the brand. Related people will be recruited to participate in the AHP survey and asked to compare pairs of criteria and score them. AHP allows decision-makers to build up a numerical score, based on their preferences on a scale from 1 to 9 when comparing the importance of two criteria.
In this study, the questionnaire was done by pairwise comparison to get the weight or ranking of each feature and determine each weight.

In AHP, each pairwise comparison represents an estimate of the ratio of the weights of elements. The result of the comparison will be put into a matrix and if the judgment value is on the left side of 1, then A is more important than B and the actual value will be put in the upper triangular and if the judgment value is on the right side of 1, B is more important than A.

The result of the pairwise comparisons will be the relative weight of each feature. This study is using the numerical from 1 to 9 pairwise comparison between each feature and activations as an online survey.

The sample size in AHP is justified as a small sample size as the quality of the respondent is being maintained to be aligned with the customer profile of the brand. In regard to data collection, this study uses 20 judgments from the brand’s existing customer base. The data collected would be from the customer lists the brand has because having the customer list to fill in the survey will focus the respondents on the brand’s customer profile. When people are on the brand’s customer list, that means they have bought products from the brand.

The questionnaire comprised ten questions and, in each question, the respondents were asked to compare each feature with other features concerning purchases from a brand in general.

The online questionnaires (Appendix) are distributed to 20 respondents. The targeted respondents must have at least bought POH products before, with a minimum education of a bachelor’s degree, and live in either of these cities, such as Bogor, Bandung, Jakarta, Medan, or Bali. The minimum number of respondents was determined using the AHP method in several previous studies. A minimum of 19 samples are required to reach a margin of error/CR value of 0.05, which qualifies the questionnaire as valid (Melillo P. & Pecchia L., 2016). AHP can also be used in conjunction with a smaller sample if the respondents are an expert in their respective fields, namely 19 samples (Matsumoto, 2018). Other sources used 4 research samples (Kalyuzhnova & Y Clarke M L, 2016), and 13 research samples (Harrison S, 2003). After collecting the data, the synthesis of the AHP method was conducted using Expert Choice Software. All pairwise comparison data are populated to the Expert Choice software and judgments will be combined and synthesized using the distributive mode to show the aggregate final weight of all features concerning the best features for the brand. If the inconsistency ratio in the results is less than 0.1 and considered acceptable. The first is to test which feature has the highest weight.

3) Insight Test Analytics
To do validation or value proposition testing, the researcher conducted insight test analytics from several platforms. In this case, a high response rate according to different metrics is very important in validating the most important feature.

This study tested the three features as a value proposition of POH, each in the form of insight test analytics. Insight test analytics is a dashboard that displays a set of charts that provide an at-a-glance view of test execution information, test result, and test scenarios. Several tools are used in this study to track the metrics such as google analytics, website analytics, and Instagram analytics. The input for the test would come from email marketing tests, website analytics, and Instagram polling questions, respectively. The focus is to see which features are the most important to customers. A CTA (Call to Action) button is provided in each input of the tests and a high response rate shows that one feature is more important than the other features. The result of these value proposition testing would validate the synthesized result of the best feature from the AHP method.

The email marketing campaign sent has three buttons that represent the three features that could direct the visitors to visit different landing pages. The three buttons were “License of Happiness Perks”, “Happiness Hacks and Tips”, and “ONEPOHONEMEAL” which represents features 1, 2, and 3, respectively. Each landing page has a feasible “SHOP NOW” button to make it more user-friendly and hassle-free for visitors should they want to surf the website shop page. Email marketing was blasted to 52 customers on the list with active emails and monitored for 10 days. The time of observation is considered done when the data is showing a stagnant result and not moving for one full day.

The website analytics are observed between 2 to 11 April 2022 by the time window of email marketing analytics observation. Each landing page that represents all three features is analyzed using the insight analytics tools from Google. The observations focus on which landing page has the most views, users, engagement time, and unique user scrolls. The objective is to serve as a business metric for promoting specific features which get the highest attention from the customers.

D. Hypothesis of Value Proposition Statement
POH's existing value proposition statement is: “People of Happiness offer more than just comfortable clothes. We create experiences that promote optimism and positivity. We do this through our social media campaigns, spreading mental health awareness through several activations”

As the world is growing in the age of social media and the internet, the brand wanted to find an organic way to make the brand resonate with the young generation and community. POH wants to make a much larger impact through the amplification of the internet, fostering a connected community of happy people. Other than offering comfortable lifestyle products, POH believes that collaborations are key. Brand partnerships are one of the brand's key activities and it allows POH to work with companies and people that have the same values, creating releases that both consumer bases love. This is where the engagement and exchange of ideas happen between POH and their surroundings, expanding the community. Last, customers' encounter with POH means that they are supporting POH to keep spreading mental health awareness, promoting kindness and happiness, and at the same time, joining the giving movement and making an impact.

E. Hypothesis of Features
The result of the 5 Whys analysis from the three customer jobs leads to the features which are as follows:
### IV. RESULT AND DISCUSSION

Feature two gets the most attention as the best feature for a brand’s added value. Priorities for each criterion or feature from the 20 respondents are presented in Fig 3. Weights of each feature represent the relative priorities of the respondents with an overall inconsistency of 0.01, which is acceptable. The respondents placed the highest weight on a brand that can be a medium to learn something new.

POH offers more than just clothes and gives added value, called features in this study. Understanding and validating the best feature could help the business determine and plan the next business activations, events, and product launches. The result of the validation phase is as follows:

#### A. Email Marketing Validation

According to the data insight gathered from 2 to 11 April 2022 (Fig 4), the “Happiness Hacks and Tips” button gets the most unique link clicks. Unique link click is the number of times a link was clicked by a person and repeat clicks are not counted. This validates the best feature for POH which is the brand as media to learn something new. People clicking happiness hacks can be interpreted as those who want to know how to be happy, therefore, having a discussion around happiness and spreading knowledge is the value that POH should focus on to increase its market share. Furthermore, as the 52 recipients of the email have bought POH before, this also validates the willingness to pay.

#### B. Website Analytics Validation

Feature 2 which is shown by the “Happiness Hacks and Tips” landing page gets the most views, users, and unique user scrolls. However even though the engagement time is slightly lower than the Feature 1 landing page, the other metrics prove that Feature 2 gets the most attention. Views can be described as a metric to show the most popular page on the website based on the traffic and Users are defined by a unique account coming to the page. Meanwhile, engagement time can be described as a metric to show how long the user stayed on the page and unique user scrolls are how many users scroll to at least 90% of the page. The summary is listed in Table IV.

Other than that, the website analytics shows most unique visitors and site sessions came from social media, such as Instagram (Fig. 5) and found POH’s website from a referral link found on POH’s Instagram profile which is useful when formulating a go-to-market strategy. This result also shows that social media Instagram is the best tool to reach an audience and share content. However, it shouldn’t be set aside that paid ads from Facebook and direct search also give high page views and attract visitors.
C. Instagram Polling Features Validation

This is a supporting stage where POH utilized the Instagram feature to get insights. Instagram is where the brand is most active in sharing its activations and products. People of Happiness has 15K followers and a question box is put in the story asking which features are closely related to POH, which activities are you most interested in, and what content you wish to see more from POH. The researcher tweaked the language to be more understandable and relatable to customers and the highest ranking is that POH is closely related to the second Feature as seen in Table V.

According to the email marketing test, website analytics, and Instagram test (Table VI), POH's best feature is how the brand could share new knowledge and be the media for customers to learn as shown by the result that the “Happiness Hacks and Tips” landing page is the most attractive page from the email marketing test and website analytics. It becomes the most attractive value for customers that produce higher traffic among other features. Furthermore, it is also validated that social media is the platform that people are most comfortable with receiving the value delivered by POH.

V. CONCLUSION

The researcher discovered that the customers are vocal young adults who invest in mental health to reach mental wellness through friendship, optimism, and creativity. They purchased from a brand that has purposes and not simply because of the comfortable apparel. However, they want a product that resembles themselves through its unique and thoughtful relatable design. Furthermore, it is also found that they are tired of the busy social life and looking for a healthy social environment which can make them distracted from the busy life they all have. These simple facts show that POH should focus on developing the product and give educational, inspiring, and fun content to show POH values and meet customer preferences.

A. Proposed Value Proposition Statement for POH

POH focuses on spreading awareness, however, through the study, it is validated that the best feature that gets the attention of customers and the willingness to pay comes from the feature of POH as a medium to learn something new and to discover new skills which can be achieved through social media communication. The value proposition statement of POH is that People of Happiness offers more than fun clothing, we aim to inspire the world by showing that happiness can be learned. The keyword fun is associated with the discussion around the brand which focused on happiness. Next, alongside the business, POH aims to inspire the world by showing that happiness can be learned, allowing customers to understand that POH shares knowledge with the customers, and can make them feel happier. The larger the bank of information someone has to draw from, the greater the chance they will be able to create new and useful ideas in the future. Learning can be from scholars, real people telling stories about their experiences, and talking to experts. These stories are built as content and shared to inspire. Learning new things to grow can also be categorized as developing creativity and this can be done through events such as webinars, social media content, blogs, and podcasts.

In People of Happiness, being the media to learn something new is delivered through a series of activities such as webinars or online classes that talk about happiness, running blog posts that share stories from its community, or focusing on social media communication to give education and inspirational content. In this digital era, the brand could use both offline and online strategy and activation to boost and share more knowledge for the customers to learn something new.

**TABLE IV: ENGAGEMENT INSIGHTS ON POH’S WEBSITE**

<table>
<thead>
<tr>
<th>Feature</th>
<th>Landing Page</th>
<th>Views</th>
<th>Users</th>
<th>Engagement time</th>
<th>Unique user scrolls</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feature 1: Brand as a fun-loving community</td>
<td><a href="https://www.peopleofhappiness.com/license-of-happiness">https://www.peopleofhappiness.com/license-of-happiness</a></td>
<td>24</td>
<td>12</td>
<td>32s</td>
<td>6</td>
</tr>
<tr>
<td>Feature 2: Brand as media to learn something new and developing skills</td>
<td><a href="https://www.peopleofhappiness.com/happinesshacks">https://www.peopleofhappiness.com/happinesshacks</a></td>
<td>32</td>
<td>18</td>
<td>31s</td>
<td>8</td>
</tr>
<tr>
<td>Feature 3: Brand that gives good news (Giving Back)</td>
<td><a href="https://www.peopleofhappiness.com/onepohonemeal">https://www.peopleofhappiness.com/onepohonemeal</a></td>
<td>18</td>
<td>14</td>
<td>8s</td>
<td>1</td>
</tr>
</tbody>
</table>

**TABLE V: INSTAGRAM POLLING INSIGHTS FOR POH**

<table>
<thead>
<tr>
<th>Features</th>
<th>Instagram Questions</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feature 1: Brand as a fun-loving community</td>
<td>Fun-loving community</td>
<td>3rd</td>
</tr>
<tr>
<td>Feature 2: Brand as media to learn something new and develop skills</td>
<td>Educational and inspirational visual contents</td>
<td>1st</td>
</tr>
<tr>
<td>Feature 3: Brand that gives good news (Giving Back)</td>
<td>Giving back movement #ONEPOHONEMEAL</td>
<td>2nd</td>
</tr>
</tbody>
</table>

**TABLE VI: DATA ANALYTICS AND INSIGHTS SUMMARY**

<table>
<thead>
<tr>
<th>Metrics</th>
<th>Email Marketing</th>
<th>Website Analytics</th>
<th>Instagram Polling</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tools</td>
<td>Landing Page Visitors</td>
<td>Landing Page Visitors</td>
<td>Polling Answer</td>
</tr>
<tr>
<td>Feature 1: Brand as a fun-loving community</td>
<td><a href="https://www.peopleofhappiness.com/license-of-happiness">https://www.peopleofhappiness.com/license-of-happiness</a></td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Feature 2: Brand as media to learn something new and developing skills</td>
<td><a href="https://www.peopleofhappiness.com/happinesshacks">https://www.peopleofhappiness.com/happinesshacks</a></td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Feature 3: Brand that gives good news (Giving Back)</td>
<td><a href="https://www.peopleofhappiness.com/onepohonemeal">https://www.peopleofhappiness.com/onepohonemeal</a></td>
<td>2</td>
<td>3</td>
</tr>
</tbody>
</table>

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VI. RECOMMENDATION AND IMPLEMENTATION PLAN

Understanding POH’s sales model map and market communication infrastructures could help in creating go-to-market strategies to convert leads into customers. The goal is to focus on POH as the medium to learn something new for its customers, and the effective usage of social media to deliver values. The go-to-market strategy is tailored to be aligned with its customer's preferences and behavior. POH should focus on developing the product and give educational, inspiring, fun contents to show POH values. The data said that customers' traffic comes mostly from Instagram and websites. Hence, POH should focus on and mark the brand’s spot in the media by promoting its product and value. Social media campaigns could be done to gather more people that talk about POH including creating brand ambassadors and getting a lot of UGC (User Generated Contents). Furthermore, brand trustworthiness is important so that customers can think that they are buying from a brand of quality. Showcasing digital records where POH has done several activities where they have shared happiness tips and hacks could be one of the strategies to gain credibility and trust.

CONFLICT OF INTEREST

Authors declare that author does not have any conflict of interest in doing value drivers analysis for People of Happiness.

REFERENCES


