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Marketing Your Social Enterprise

social enterprise london

Social Enterprise London is the heart and voice of the social enterprise sector in London. We promote community, best practice, advocacy & development - working directly with individuals, organisations and regional government to help them realise their vision through social enterprise.

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// About this guide

The purpose of this guide is to give you an overview of what marketing is, why you must consider it as part of your organisational planning and how you can achieve maximum results for modest efforts. Social enterprise is a unique way of doing business, and as such needs some specialist advice. In terms of effective marketing, however, the need for the information to be targeted in the same way as legal or financial advice is reduced. This is because the processes involved in compiling a marketing plan for a large profit-making company and a small co-operative or social business are the same, albeit on different scales. It involves assessing who your target market(s) are, how you meet their needs with your products and/or services and how to market your company, your products and services effectively. Social enterprises are united by the fact that they trade for a social and/or environmental purpose. But in other ways they may have little in common. A children's nursery and a design co-operative may both be social enterprises. In terms of marketing, however, the nursery will need to promote itself alongside other nurseries and will therefore need to be aware of the 'hot topics' in childcare, what parents are looking for and how they can meet those requirements. It is therefore difficult to write a 'social enterprise marketing' guide, as it will be relevant to only one aspect of each company's identity. Instead, this publication looks at marketing in general, and encourages you to think about how you can tailor the knowledge to the individual circumstances of your organisation. The main issues to consider are:

- Who is your target market?
- What are their needs?
- How do you meet these needs?
- How will you communicate with the target market(s)?

// 1 - About Marketing Communications

Marketing communications is the activity undertaken by organisations as part of their marketing strategy. After making decisions about the company's product(s), financial information, and distribution, the company must then decide how to promote their company, product and/or service. The term 'promotion' is sometimes used interchangeably with marketing communications. This can be confusing, with some people thinking that this means sales promotion, such as the 'Buy Two Get One Free' promotions frequently run by retailers. Marketing communications encompass everything from advertising to branding, strategic planning to sponsorship. It may be used to launch a new product, to re-brand a company, for crisis management and many other situations.

DRIP outlines what marketing communications are all about:

- Differentiate your product/company/brand
- Remind consumers that you are there and what you can offer
- Inform potential purchasers about your product/company
- Persuade them to try your product, or to continue using them

// 2 – Context Analysis

Before planning your marketing communications campaign, you should analyse your organisation, your portfolio of products and the environment in which you are operating.

// Internal Analysis

An internal analysis of your company will give you a good insight into the issues you may face in marketing your products - where there may be a need for increased skills, or an area which could be a particular strength for your organisation.

A SWOT analysis is a useful tool for internal assessment. The SWOT enables you to consider the Strengths, Weaknesses, Opportunities and Threats you face, and clarifies how you may tackle these challenges.

// SWOT Analysis

Strengths	Weaknesses
Opportunities	Threats

As well as organisational analysis, it is important to consider your portfolio of products. One of the best known portfolio planning methods is from the Boston Consulting Group (BCG). It is a fairly sophisticated planning tool. If you don't think it is relevant to your organisation, it is still important to think through each service and product you are offering. It's amazing how many organisations continue to offer unprofitable products or services long after they should have stopped.

The BCG Box identifies various Strategic Business Units ('SBU's') in a company portfolio. Each SBU is a unit of the company that has a separate mission and objectives that can be planned independently from the rest of the business. An SBU could be a company division, a product or service line or perhaps an individual brand. Using the BCG Box, a company can classify all of its SBU's accordingly. For most social enterprises, it will be helpful to think in terms of individual products or services.

The horizontal axis relates to relative market share – what percentage of the market share a particular product line or brand has for example.

The vertical axis relates to market growth rate – provides a measure of market attractiveness, whether the market is in a period of growth or decline.

Four types of SBUs can be distinguished by using the matrix:

		// Market Share	
		High	Low
// Market Growth	High	Stars	Question Marks
	Low	Cash cows	Dogs

Stars – are high growth businesses or products, competing in markets where they are performing strongly compared to the competition. They can, in certain circumstances, require significant investment to maintain their position. Stars can sometimes become cash cows if their growth slows but they maintain their relative market share.

Cash Cows – low-growth businesses or products with a relatively high market share, They require relatively low investment in order to maintain their position. Cash cows can be used to generate strong revenues in order for a company to develop its Stars.

Question Marks – businesses or products that have a relatively low market share but are in a market with higher growth. This could be a new technological area which has the potential to become widespread. They may require heavy investment to become Stars or Cash Cows. Companies should carefully consider which of its Question Marks to invest in, and which ones they should allow to fail.

Dogs – businesses or products that have low market share in a low growth market. Very rarely, if ever, worth investing in.

A company should have a variety of Cash Cows, Stars and Question Marks in order for their business to remain dynamic and to allow the products and businesses that occupy different positions to support each other. Too many Stars and Question Marks will through out the balance of the company, and will cause a strain on the business as they will require heavy investment.

// External Analysis

Marketing communications strategies are devised in offices, amongst a group of people who are likely to have similar opinions about the way the organisation should be marketing itself. In order to assess how external factors may influence the strategy, it is vital that a context analysis is undertaken. The context analysis illustrates the world that your business and product is operating in. It provides background information that will allow you to make judgements about your proposed marketing communications strategy. It helps to make sense of the market in which you will be operating.

The 4 main areas to consider within the context analysis are economic, social, cultural and environmental.

Economic – In what state is the economy in the area or country where you will be operating? Are there financial reports of an impending economic depression? Which industry sectors within the economy are growing or shrinking?

Social – What are the characteristics of your target market? What is their average salary? What do they have in common? What newspapers do they read? What are their decision-making processes?

Cultural – What are people's attitudes to your product? What value do they place on it? What are their buying habits? How do they respond to marketing? What is the likely reaction from the media?

Environmental – Will your product contribute to your target market's debate about environmental concerns?

Analysis of the points above will help you to shape your communications messages to ensure that they are relevant and on-target. You may be familiar with the terms PEST (political, economic, social, technological) or PESTLE (political, economic, social, technological, legal, environmental) – these are just quick ways of stating the elements of the context analysis. The one you decide to use will depend on your business or product, the elements you need to consider and how much detail you need to go into.

You should also analyse the industry in which you are operating – is it in a growth or decline period? It is particularly important to evaluate your competitors – are there alternatives to your product available? If so, how much do they cost, how are they positioned and what quality are they? How much market share do they have compared to you? What marketing activities do they use, and how successful are they?

// Consolidation of analysis

It's important to ensure that after you have finished your analysis, you consolidate it and ensure that it is compiled in a report which is meaningful to your organisation – don't make the mistake of reaching 'analysis paralysis' whereby you have analysed until the cows come home but can't see how it relates to your business. The Chartered Institute of Marketing (CIM) suggest that you use the following headings to summarise the information you have gathered. They call them the 6Cs.

- **Customers/market** – what the market is, who the customers are and their levels of demand
- **Competitive position** – how the organisation is positioned in the market relative to its main competitors
- **Core competencies or capabilities** – an objective assessment of what the organisation is genuinely good at
- **Chances/opportunities** – the nature and scope of any opportunities available to the organisation
- **Critical success factors or problems to be overcome** – what the organisation has to do to succeed in this market, including any threats that have to be faced
- **Constraints** – any factors beyond the organisation's control that will constrain choices or actions in the market.

// 3 - Strategy & Planning

// Company strategy and marketing communications

Before you put together your marketing communications plan, it is essential to ensure that your proposed activities work within the wider company strategy. Marketing activities should add value to the organisation, and they should satisfy company objectives.

The organisation's mission statement provides an overview of its aims. Corporate objectives are measurable goals, for social enterprises this may include providing a facility to its stated community. Corporate strategies are set to achieve the corporate objectives. Functional objectives (e.g., marketing, finance, HR). These departments must set goals for strategies where they are primarily responsible for their delivery as well as strategies where its contribution is secondary. The objectives need to be set into functional strategies. Promotional objectives are the final ones to be set. It should be clear, when looking at the company's mission statement and corporate objectives, how the promotional objectives fit in. They should not be contradictory.

// Marketing Plan

Strategy – the vision and purpose of the organisation will provide the long-term strategic direction. As a social enterprise, one of your core values will be to reinvest profits into your stated cause or community, but this will be accompanied by company-specific purposes, e.g., to provide community transport services in the borough of Enfield.

Communications Objectives – SMART (Specific, Measurable, Achievable, Realistic, Time-bound) objectives should lead action planning. Communications objectives work within the buying cycle, AIDA – attention, interest, desire, action, and different media are used throughout the cycle to stimulate demand. In addition, objectives should consider company image and branding.

Communications Tactics – The stage of the product in the product life cycle, campaign objectives, customer profile and positioning determines which media are used. An integrated campaign is strongest, and ensures that the marketing messages are reinforced.

Action planning and implementation – Resources, budgets and time frames are confirmed, and test marketing may be undertaken.

Evaluation and control – Controls are essential in measuring the results of the campaign compared to expectations. This will also help with planning further marketing campaigns.

// Segmentation, targeting and positioning

// Segmenting the market

Mass marketing is no longer viable. As competition has grown, companies have found it necessary to target discrete groups. Creating brands aimed at specific target groups through segmenting the market can generate significant advantage over the competition. Segments should be analysed for their attractiveness:

- **Size** – if you are entering the market as a follower, is the market sufficiently large enough to support another brand? If you are marketing a brand new product, how will you assess how many people will potentially want to purchase it?
- **Segment growth** – at what stage of the life cycle is the segment you wish to target? Is it in growth or decline?
- **Segment profitability** – if you analyse other companies in the same segment for their profitability you should be able to gain a good insight.
- **Customers' price sensitivity** – are you entering a market which is highly price sensitive? Is it a market that is frequently discounted or the subject of 'loss leading', e.g., 1 p cans of baked beans?
- **Stage of industry life cycle** – for example, chocolate is a mature market in the UK, but Green & Black's successfully established a new market segment of fair trade chocolate. Social enterprise the Day Chocolate Company have entered and developed this market.
- **Pattern of demand** – how are the products purchased? For example, Christmas products will be bought in the same few months of the year, whereas bread is bought year-round.
- **Potential for substitution** – how many other products are there available on the market that could do the same or a similar job?

The importance of the size of the segment is relative, depending on the product or service you are marketing. For example, in the case of chocolate bars, which are inexpensive impulse purchases, the market needs to be of a significant size. In the case of more expensive, luxury products, the pool of people who are able to purchase may be smaller, but could still represent a viable segment.

It is possible to compete either by becoming the brand leader in a market, or by becoming a brand follower. If you are a brand follower, you will need to differentiate your product in some way. If we look at the UK coffee market, the brand leader is Nescafe. Social enterprise Cafédirect has carved out a significant portion of the coffee market by differentiating itself with its ethical, fair trade approach. They have become market leaders in the fair trade coffee segment of the coffee market as a whole by carving out a new niche.

// Case Study – Green Bottle Unit

Green Bottle Unit LLP is a Social Enterprise manufacturing and selling 100% recycled glass building materials called Eluna™.

The Market

The building materials market is vast and even the decorative materials sector within the overall market is huge. There are a number of macro-economic and social pressures surrounding the environment and sustainability that provide a positive pressure for the use of recycled materials in the built environment.

Green Bottle Unit's aim was to achieve commercial viability by generating a very tiny market share in the overall tile and paver market. These were segmented as follows:

- 1. Public & Private – Commercial – Leisure – Residential
- 2. Exterior & Interior
- 3. Specifiers
 - End-users / clients
 - Architects
 - Designers
 - Landscape architects
 - Contractors
- 4. Influencers
 - End-users / clients
 - Media
 - Trade suppliers
- 5. Environmentalists (Greens) & 'Aesthetes'

Ultimately the product is specified because of the appropriateness of the application, often with the 'green' and 'social' aspects as criteria in the brief.

The decision-maker is made aware of the product through word of mouth, the trade or the media. Targeting the general public through the media, even the discerning, green and wealthy would be a time consuming and potentially expensive process that is not guaranteed to produce sales in the short term. The aim was therefore to build on the existing relationships already achieved in the previous years.

The strategy focused on the professional specifiers – architects, designers and landscape architects and specifically those with 'green' credentials who could be considered to be 'early adopters' of environmental and social awareness.

Positioning

Through enquiries, sales and networking as well as from the limited market research undertaken previously, a certain amount of intelligence has been collected about the attitudes and requirements of the market.

As the sales have progressed a pro-active attempt has been made to describe the benefits Eluna™ products provide: eye-catching design, meeting environmental targets, long lasting, low maintenance etc. This process has been undertaken by sales and customer service staff who will probe the values of the Eluna™ material at every opportunity.

The Eluna™ product is now positioned as a unique and new material that is high in quality and aesthetics.

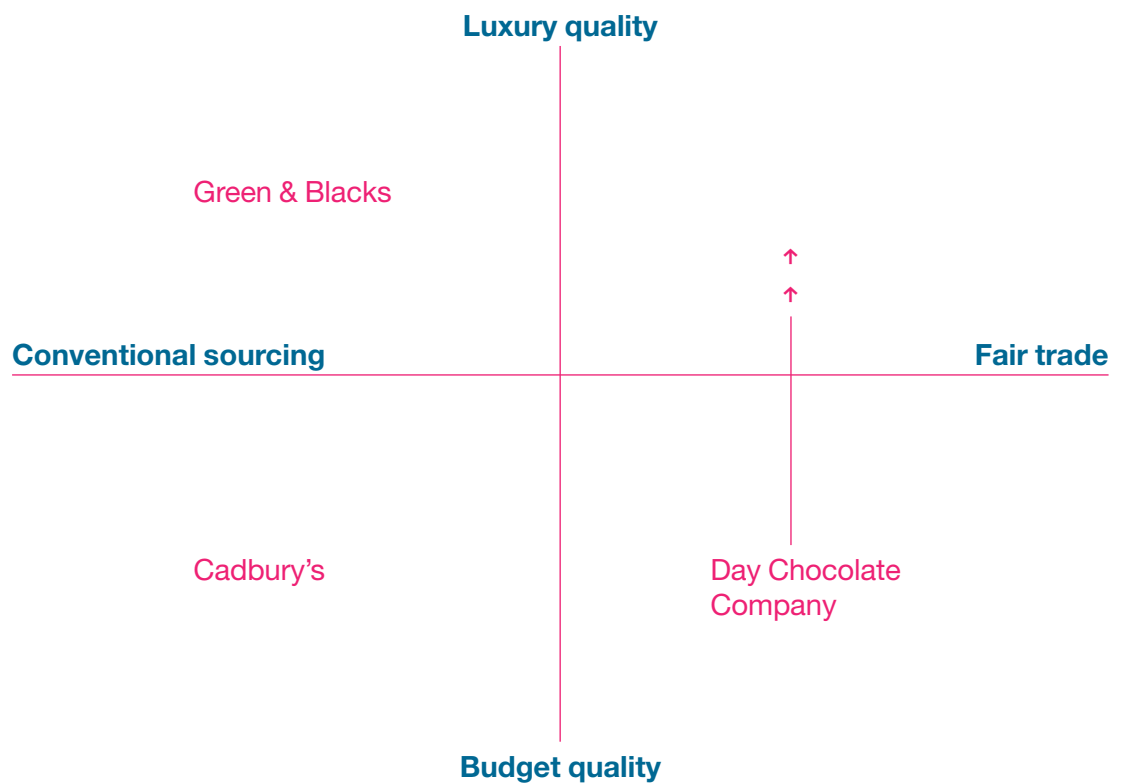
Launch strategy

Eluna™ was launched as the new, unique building material in February 2006, using the exhibition Ecobuild at Earls Court as a platform. Simultaneously, the new website was launched. The website has been search engine optimised, where key words like 'recycled', 'glass' and 'building material' lead to Eluna™ as one of the highly ranked websites. This has been instrumental in helping us reach our clients through the Internet. Our website is now the main source of leads to our business.

// Positioning

To make sure that your marketing plan is effective and makes the best use of the resources available, it is necessary to break down the total market into ‘segments’ of people, who all share common properties – customers who can be reached by similar marketing strategies. When companies develop brands aimed at specific target groups, they gain an advantage over the competition. The key is to identify and market to a segment that is sufficiently large to lead to adequate sales. It is essential to assess the attractiveness of different market segments.

After selecting a target market(s), a company must work out a positioning strategy to enable it to compete in its chosen segment(s). When they are deciding which product to buy, consumers run through the information they understand about a company, brand or product before deciding whether it is the right one for them to purchase. For example, when choosing which supermarket to shop in, consumers will take a decision as to whether it fits with their needs. The perceptual map below illustrates the positioning strategies of some UK chocolate companies.



As we can see here, there isn't a company currently occupying the position of luxury fair trade brand (Green & Black's have one product that is fair trade, but their entire brand is not fair trade). There may be an opportunity for the Day Chocolate Company to develop a luxury fair trade range of products.

// 4 – Product strategy

// Differentiating your product

In the case of social enterprises, there are a number of ways in which you can differentiate your product or service against the competition. Depending on your target market, the term 'social enterprise' may be meaningful, for example with particularly enlightened local councils! In the consumer market though, it will not be well known. However, there are terms that you can use that will have more resonance with the audience, including fair trade, ethical, co-operative. You may need to educate your audience, but this will be a long-term PR exercise as opposed to one neat advertising campaign. It takes a lot of time and effort to inform a large segment of a new concept, especially one that is as complex as 'social enterprise'!

It is worth taking a considerable amount of time to decide on your positioning, as it is tricky to embark upon re-positioning. It can be done though – when Green & Black's began trading, they positioned themselves as an organic product. They have since repositioned themselves to be a luxury organic product, which has been very successful.

// Planning for Growth

Ansoff's matrix is one of the most well known tools for marketers who need to make strategic choices about products and the market they are operating in.

Market \ Product	Present	New
Present	Market penetration	Product development
New	Market development	Diversification

Market Penetration – marketing existing products to existing markets. This could mean increasing revenue by promoting the product, repositioning the brand etc. However the product is not altered and new customers are not sought.

Market Development – marketing existing range in a new market. The product remains the same, but it is marketed to a new audience. Exporting the product to a new country is a good example of market development.

Product Development – a new product to be marketed to existing customers. Here new product offerings are developed and marketed to existing customers.

Diversification – marketing completely new products to new customers.

// 5 - Marketing Communications Decisions

// Communications strategy

There are 3 types of audience:

- 1 – The end-user of the product/service
- 2 – Intermediaries, who operate between the producer and the end-user
- 3 – Stakeholders who may have no direct interest in the product but who have an interest in the organisation itself

Different communication strategies are required for each audience.

Pull strategy – aimed at the end-user. Seeks to create demand through the target audience so that they pull products through the marketing chain. This demand may be for products and information. An individual approaching a retailer for a product they have seen advertised on TV and an Internet user searching for product details on a company web site and are both examples of pull by consumers.

Tools – personal selling, expos, trade ads, web sites, PR, direct mail.

Push strategy – targeted at intermediaries. Push activities aim to persuade the intermediary to push the product along the marketing chain by stocking it, displaying it or advocating it.

Tools – revolve around relationships, personal selling and account management will be central to this approach.

Profile strategy – aimed at stakeholders and seeks to influence their perceptions of the organisation, e.g., communications about the business financial performance, ethical stance or community involvement.

Once you have decided on your product strategy, the market segments you wish to target, your positioning and communications strategies, you can then look at the tactics of your marketing communications plan; that is, the elements of the marketing communications mix that you are going to use to implement the marketing communications strategy.

// The Marketing Communications Mix

The elements of the marketing communications mix include:

- Advertising
- Sales promotion
- Personal selling
- Public relations
- Direct marketing
- Sponsorship
- Exhibitions
- Events
- e-marketing

In the 1970s and 80s, marketing was a 'mass-market' activity. These were the days of no cable TV or Internet, when a third of the population regularly tuned into the same TV shows. Now, marketing's role is changing. This is due to a number of factors including;

- The fragmentation of the media, for example the hundreds of digital TV channels, the increased number of magazines
- The growth of new technologies, e.g., the Internet, digital radio, pod casts
- As a consequence of the above factors, some audiences have become increasingly hard to reach, for example young people aged 16-25
- The growing prominence of other forms of marketing communications, for example direct marketing

Outlined on the next few pages are the benefits and pitfalls of each marketing activity and examples of how you could use them.

// Advertising

Advertising can use many different channels, including TV, radio, newspaper, trade magazines, Internet and SMS messaging. It is more suited for some products and services than for others. In the case of an already established brand such as The British Red Cross, advertising can serve to highlight a current fundraising campaign, but different channels will highlight different aspects of the campaign. TV, for example, can utilise graphic images to stir a response. A newspaper advert must be more descriptive, and try to generate a response that way. Advertising can serve to 'legitimise' a brand, product or service. For example, you may be more likely to pick up a new brand of chocolate in the supermarket if you have already seen it advertised in a magazine.

Advertising works to inform and educate the consumer. Many adverts aim to evoke an emotional response. Car adverts, for example, filmed in beautiful mountains, with a great feeling of space, aim to give a sense of freedom and the wide-open road, the feeling that you are invincible. This is appealing to many people, even though the nearest they may get to this 'open road' is driving the car around a congested city centre. For social enterprises, evoking an emotional response will be a key element to many marketing campaigns. This is because the emotional response may be the element that can set you apart from competitors. People rarely buy a product because of purely 'functional' reasons; they are looking for something else to identify with.

You can use advertising to:

- Raise awareness
- Educate the market
- Persuade the market

Before you embark on an advertising campaign, which can cost a significant amount of money, it is vital that you know what you are trying to achieve:

- Are you launching a new product?
- Are you defending your market position against a new competitor?
- Do you want to remind people about your market-leading product?

You must:

- Define your target audience
- Decide on the objectives for your campaign
- Set the budgets for the campaign
- Select media
- Test and develop advertising
- Implement and schedule the campaign
- Evaluate the campaign – this should inform you as to whether the campaign was a success or failure

Advantages

- You can tailor the campaign according to your budget and place ads in a wide variety of media including newspapers, magazines, cinemas, TV, radio and the Internet.
- Some media, for example, magazines, have very specific and specialised target audiences which can ensure that 'wastage' – i.e., the number of people who view the advert for whom it is not relevant – is minimised.
- Some media can be low-cost, for example radio and e-marketing.

Disadvantages

- It requires relatively long-term planning.
- Unless you have staff with the relevant skills it is likely that you will have to employ an agency to work on your behalf to purchase media space etc – this can increase costs.
- It can be relatively expensive, and may be out of the reaches of even significant-sized social enterprises.
- There may be company cultural hesitations about advertising that will need to be overcome.

// Sales Promotion

Sales promotions are usually run at the point of sale, and may be supported by an advertising campaign. In the consumer market, one of the most popular is 'Buy One Get One Free', or 'Buy One, Get One Half Price'. Sales promotions can also be targeted at retailers themselves, for example by the manufacturer running a sales competition for stores who sell the most products or by providing point of sale material to help promote the products in-store. The aim is to encourage consumers to buy more of your products at a particular time or to encourage increased use of your product. Sales promotions mainly change short-term behaviour, for example encouraging shoppers to stock up, and can have minimal impact on long-term shopping habits.

Sales promotion can be used for:

- Changing short-term behaviour in consumers, retailers and stockists
- Encouraging different and increased usage of your product/service

Advantages

- Can be relatively quick and simple to organise
- Inexpensive
- Should successfully alter behaviour

Disadvantages:

- Behaviour change is likely to be short-term only
- Can lead to a drop in sales after promotion is over

// Personal selling

Face to face selling and telephone sales are most often used in a business-to-business context. Personal selling can lead to a long-term relationship with the customer, for example with graphic design agencies.

Can be used for:

- Business to business product/service selling
- New product launch

Advantages

- When long-term relationships develop, they can be very lucrative
- Personal selling allows for more complex products/services to be demonstrated and explained

Disadvantages:

- It is expensive and time consuming, with each sales call being very costly

// Public Relations

Public relations means using the media to convey the messages you want to give out about your organisation or product. A well-written, effectively targeted press release can result in editorial coverage in a range of newspapers and magazines, sometimes even leading to radio and TV. For organisations without a marketing communications budget, PR can be a good way to raise their profile. Internal PR is very important in keeping staff informed, especially during periods of change. PR techniques include press releases, press conferences, publications, media relations, events, annual reports and lobbying activities.

Can be used for:

- Profile raising
- Lobbying and campaigning
- News announcements, for example a new project being undertaken
- New product launch
- Crisis management

Advantages

- Can be cost effective
- Can achieve multiple objectives
- Can be targeted at specific publications

Disadvantages:

- Using an external agency may be required if a large-scale campaign is planned
- Once the message has left your organisation, you have no more control over it. It can be interpreted and reported by journalists in a positive or negative way.
- It may not be picked up by the press, which you have very little control over

// Case Study – Give It

Give It is a not-for-profit company operating on-line charitable gift list services, including key services of The Alternative Wedding List, The Alternative Gift List and The Alternative Christmas List. They started operating in 2004.

Each service provides a choice of gift-lists to marrying or anniversary couples, those celebrating birthdays, retirements etc, or groups of people looking for a group list for Christmas (families, work-groups etc). Each gift list is made up of a choice of donations to a mix of charities. Here, Andy Hickey, Managing Director of Give It describes how he has entered awards in an attempt to promote the business and generate press coverage.

“There are a plethora of awards programmes covering what seems to be every possible category of individual and organisation – you could probably enter one a week and still find others you could qualify for. However each application can take quite some time, and sometimes an entry fee, so to date we have been very picky.

We first identified the sorts of awards we could enter, taking a detailed look at which organisations had won in previous years (although not conclusive it gives an indication of how the judges will think);

General business awards – as a starter business we would have difficulty pointing to a proven track record and so are only just starting to enter these.

New business awards – these would appear to be a better option (less businesses can enter) and there is more focus on the idea and potential rather than the proven growth.

Charitable/social enterprise awards – we considered we would have limited potential in these, as our business model is a tight one, having limited local impact and employing few local people. Once we grow further these may look more appropriate.

Different organisations will obviously take a different view on which awards might work better for them (i.e. which they’re more likely to get further in).

Lessons we have learnt include;

It’s not all about getting short-listed as a finalist – preparing an application can give you some good challenges about how you are ‘selling’ yourself which can help in other areas of your marketing activity (although it’s obviously better to be short-listed).

It’s not all about winning – being a category finalist has given us some good pr opportunities such as local business newsletters and local newspaper articles (although it’s obviously better to win).

Okay, it’s all about winning – as this gives you some great follow-up PR, looks great on your website/marketing materials, and is a big step-up from ‘finalist’ (and there’s sometimes a prize!).

We have entered just five awards so far;

2005 – local start-up business awards – not short-listed

2006 – national start-up business awards (HSBC-sponsored) – not short-listed

2006 – local start-up business awards – short-listed in two categories, winners in one

2006 – national start-up business awards (NatWest sponsored) – short-listed in one category, winners announced October

2006 – local all business awards – just entered, short-listing yet to be announced

We're quite pleased with our 2006 record so far!"

// Sponsorship

Sponsorship can be effective in communicating a brand or product to a variety of stakeholder groups. It is a joint marketing activity that allows both parties to benefit from the brand values of each other. It can lead to media coverage, and allows the sponsor to develop a relationship with the sponsee. Sponsorship can work at different levels – in some arrangements, it will be a logo on a poster, advertisement or direct mail piece. Others will become more involved; Cadbury's sponsorship of Coronation Street, for example, has allowed them to use their slots during the show to launch new products, and reveal new branding.

Can be used for:

- Product launches
- Profile raising
- Brand development

Advantages

- The sponsor-sponsee relationship should ideally be win-win, with each party gaining from their association with the other
- Provides the opportunity to develop a long-term relationship

Disadvantages

- If either party suffers bad press coverage it could affect the other
- Sponsorship can be a more long-term, profile-raising activity – only a disadvantage if company expectations do not reflect this

// Direct Marketing

Direct marketing has become increasingly sophisticated, and the industry as a whole is constantly developing new methods of targeting potential customers. Direct marketing works on the basis that a certain group of people have a particular thing in common, which could be that they support Manchester United football team, went on holiday to Spain last year or have made a charitable donation within the previous 3 months. Companies use the information that is available to them to build up 'profiles' of groups of people who they think may be likely to be interested in their product or service, and then communicate with them directly via mail, e-mail or SMS message.

Can be used for:

- Product launches
- Sales promotions
- Relationship management
- Market research

Advantages

- Allows very specific targeting on individuals
- It can be easier to monitor response rates than other methods

Disadvantages

- Direct Mail can be perceived by the recipient as a nuisance
- There are rules and regulations which may make it more difficult to employ direct marketing techniques
- An increasing number of people are choosing to opt out of receiving unsolicited direct mail

// Integrated Marketing Communications

What is important to remember is that all activities should complement each other – they should work as a ‘family’ of communications so if someone were to look at, for example, an advertisement, a direct mail flyer and your website they should be able to see familiar themes running throughout them, whether that is the branding, the promotional messages or the ‘look and feel’ of the pieces.

Which ones you decide to use in your marketing plan depends on what you are trying to achieve. For example, if your budget for marketing communications is tiny to non-existent (welcome to the third sector!) and you want to promote yourself to a well-defined audience, you might consider employing PR to get your message across. A well-constructed and interesting press release to appropriate magazines, newspapers, sector newsletters and websites can work wonders in raising the profile of your company or a project that you’re running. If you want to appeal to a wider audience and have the budget available, you may consider advertising. The Day Chocolate Company ran a successful advertising campaign for their ‘Divine’ chocolate brand, running it in high-end women’s magazines for example.

// Case Study - Wave Design

Wave is a graphic and website design co-operative serving the not-for-profit sector. They are located in the South East of England and have been successfully operating for 19 years.

From the original member start up of 3, they have now grown to 14 members. Every member of wave becomes involved in all aspects of running the company, as well as maintaining their own specialist area.

As the size of the co-operative has grown, so has the number of their competitors who want to work for the same target market.

By sticking to their principles (although it was deemed as by some as a risky strategy) they have continued to work for clients that have an ethos of social responsibility.

They have managed to do this by building on and maintaining excellent working relationships with their clients. They strongly believe in the skill of communication with their clients and each other. Word of mouth and the reputation they have gained, as a professional and reliable design agency has been their strongest marketing tool.

There is a lot of movement within the charity sector and a lot of their work is gained by clients leaving one organisation and starting up with another. Once an organisation has found a supplier they know to be reliable, professional and communicative, they are reluctant to leave them.

They have always had a promotional brochure that showcases their most recent work. They have bought in contact lists and sent out packs to cold contacts. By following up with a call, the mail out has proved very successful. Some potential organisations that received a pack called up over a year later having kept the mail pack for a more appropriate time. A website is continually updated with their latest news and work and although they state that this is not a marketing tool that they rely on for sales, it is an easy and cost effective way of showing their work.

Marketing is something that can easily become a low priority within SMEs. It can be seen as a wasted expense. This is something wave strongly disagrees with. It is very important to have a clear marketing strategy to make sure that you have direction and that time and money isn't wasted. You need to know who your market is and become knowledgeable about that sector. You need to know their issues and changes that maybe forthcoming in your sector. Once you understand and know your clients' industry, you can approach them with appropriate and creative solutions. Wave's sector is fairly niche but by concentrating on this segment, they have become specialists in that field. This has proved more effective than cold calling, knocking on doors or advertising in trade publications.

Most importantly, be open and honest with everyone you deal with. It certainly has helped wave.

// 6 - Internal and External marketing

There is no doubt that 'sexy' marketing is virtually always communicated to external audiences. High profile advertising campaigns, glossy brochures, an innovative website. However, all of this could be substantially weakened if organisations do not effectively communicate to internal audiences before these activities are implemented.

// Internal Marketing

If you want your staff – at all levels – to feel involved and motivated about their work and the company, you must communicate with them on a regular basis. Depending on the size of the organisation and what you feel is best for you, you could use newsletters, e-mails, team meetings or other techniques; it is vital that all staff feel part of the organisation. A sense of disenfranchisement amongst staff can be disastrous, and can undermine any slick marketing campaign you may undertake. Ensure that as well as letting your staff know what is happening, you also listen to their concerns and opinions. Effective internal communications should combine news about day to day developments, for example, informing staff about a new advertising campaign that is being launched, with longer-term strategic planning – where the organisation is going and how you expect to get there.

// Organisational Culture

Culture is instrumental in creating the every day atmosphere and 'the way we do things 'round here.' Culture affects everything from how the telephone is answered; the way visitors are greeted by the receptionist; the look and feel of the offices and the style of letters and e-mails. It is challenging to change a culture – people can be anxious about change, which will be a major obstacle. Training, team meetings, social events and internal communications all have a role to play in influencing organisational culture.

The culture is directly related to marketing communications, and can have a significant impact over their likely success or failure. If a direct mail campaign is launched for example, which requires the customer to respond by contacting the company call centre, call centre staff must be fully informed that this is happening, what the likely response(s) from customers could be and purpose of the campaign. Communications messages should encapsulate not only features and benefits of products and services – they should also include the brand values of the organisation.

// 7 - Branding

Branding has grown in importance as mass markets have grown. It is a way of differentiating products that are essentially very similar. The brand adds value to products – a core product that is essentially pretty simple becomes more valuable if it is associated with a well-known and respected brand.

Branding is the element of marketing that communicates the core values of your company – who you are and what you do. It encompasses everything from your logo, the typeface you use in your communications, your website, your packaging. There are also ‘soft’ properties that contribute to the overall branding of your organisation – so for example, the attitude of your customer service staff, or retail staff contributes to the branding of your company. The most important thing to remember is that it’s often the elements that you don’t pay attention to as part of your branding strategy that will leave lasting impressions. Branding is a 360 degree element – yes, the aspects that you focus on and consciously ‘present’ are vital, but so too are the things that you may not recognise as being part of branding – your premises and the tone of the greeting of the receptionist who answers the phone.

One example of successful branding is that of Innocent Drinks. In their TV advertisements, Innocent do not just communicate the message that their smoothies are natural and healthy, they also successfully capture the values that are central to Innocent – youthful, fun and honest. They continue this on their website and the packaging on their products. They have successfully achieved an integrated marketing campaign and do not forget their brand values at any time.

A strong, respected and well-liked brand is an invaluable company asset. John Lewis was recently criticised in a newspaper by a customer who had been upset about the store’s reaction to an out-of-date warranty. The following week, the newspaper published letters from other John Lewis customers who defended the company’s actions and described the excellent customer service they have received. This is evidence of John Lewis’ strong and valued brand. Customer loyalty and liking for a brand is priceless; it cannot be bought. It must be built up over years of good service, fulfilling promises and exceeding customer’s expectations.

// Branding ladder

The Branding Ladder describes the stages that some marketers believe the customer goes through when encountering a new brand.

Suspect – the person hasn't heard of the company and/or brand before, and don't know what to expect from them. They may have hostile feelings towards the brand, or no feelings at all.

Prospect – the person discovers the product or service being offered, and makes a decision (or is persuaded), about the relevance of the product or service to them.

Customer – the person purchases the product/service for the first time, becoming a customer.

Client – the person purchases the product/service again – this repeat purchasing changes the relationship to that of client. They have a relationship with the brand and product and may have certain expectations of them based on prior experiences.

Advocate – the person is very happy with their relationship with the brand and/or product. They become an advocate when they recommend it to their friends, family and associates. It should be every companies aim to achieve 'advocates' amongst their customer base, as this is evidence that customer's value and like what you are doing and what they see of the brand.

Customers have an emotional and pragmatic response to brands. They have preferences based on intangible factors, such as how they feel when they shop in a particular store or the perceived prestige they achieve within their social group when purchasing a particular brand. They will also develop preferences based on facts, such as delivery times, quality of the product, and how a company meets their needs. A strong brand has clear, marketable factors. For example, Marks and Spencer's highly valued branding has enabled them to roll out their 'Simply Food' stores quickly. They were able to build on the brand loyalty and recognition that already exists from their other retail stores to begin a new venture.

The CIM describes brand semiotics as:

Utilitarian – the practical aspects of the product and brand, its reliability, effectiveness, fitness for purpose etc

Commercial – conveying meanings about value for money and cost effectiveness

Socio-cultural – the social benefits of buying the brand such as status, membership of aspirational values

Mythical values – for instance the Marlboro man.

Social enterprises have a good opportunity to utilise the socio-cultural benefits in their marketing strategies. There is definitely a degree of prestige amongst some social groups of buying fair trade, 'green' or sustainable products and services. Maintaining a good, reliable corporate image is vital for all organisations, whether they are supplying to business or consumer markets. This is not something that 'just happens' – time and resources must be invested on a regular and sustained basis into relationship management, whether that is phone calls to suppliers or research into customers' views of the company. It is essential that organisations are trustworthy, open and ethical to trade with. It takes a long time to build a strong reputation, a very short time for it to be negatively affected and a long time to recover, if at all. A company or brand's reputation can suffer due to one bad incident, or it can be slowly eroded over a longer period. Either way, it is essential to keep on top of it.

// 8 - Resources

No matter how large or small your communications budget, the one thing they all have in common is the desire to get maximum return on investment. The person or people setting the marketing communications budget must decide how much to allocate to communications activities and how to allocate the funds available to fulfil the communications strategy. It is important to be realistic but also aspirational. It could be useful to draw up a list of your dream communications plan for your company or product – the one you would pursue if money were no object. You could then work backwards until you reach the plan that you CAN afford with the resources available. So, if money were no object you may decide to place an advertisement in a particular newspaper to reach this target market, which could cost £20,000. If you can't do this, you may decide to pursue a PR strategy which could result in editorial coverage in the same newspaper. Obviously the difference here is that with an advert, you are guaranteed coverage and you are able to control the message. With a press release, you have far less control over the message that is printed – indeed, if it is printed at all. However, a sustained, intelligent and appropriate campaign could result in coverage which is more valuable than an advert.

Either a 'top-down' approach can be used, where senior management allocate £x for marketing communications which the marketing department then have to think about what activities they can undertake for this amount. The alternative approach is 'bottom-up', where the marketing department will work out the activities they want to pursue, the associated costs and will request a budget for this amount. Often, especially in smaller companies, a mixture of the two approaches will be used.

When setting the budget, the following factors must be considered:

- The communications objectives that are to be achieved. The budget must be set at an appropriate level compared to the amount and depth of activity.
- Available resources – financial and human.
- Past experiences – is there learning and knowledge that can be built upon?
- What is the competition doing to promote their products?
- What is happening in the wider economy – recession, consumer confidence, house prices etc?

// 9 - Control & Evaluation

This is very important, considering that marketing campaigns can be expensive and the marketing manager is likely to have to explain the expenditure to the board of directors who are sure to want to know how successful the campaigns have been!

Pre-testing – before spending thousands on a marketing campaign, it is sensible to test people's responses to it. Using a focus group, you can test the responses to advertisements or direct mail pieces for example. It is important that the audience understands the message you are trying to convey, and how they feel after viewing the communication. You can also test different direct marketing packs by sending out different versions and noting which one gets the biggest response. You could also set up field tests for packaging and process related materials such as carrier bags and signage.

Post-testing – this is useful in working out whether the marketing campaign met the stated objectives and will also help in deciding on future activities. Recognition tests can be used to measure how aware people are of an advertisement, and recall tests ask interviewees to name advertisements they have seen recently, with no prompting from the interviewer.

Marketing managers must be fully accountable for the resources they use on marketing activities, in order to identify which elements of the marketing mix work best for them.

// Resources:

Strategic Marketing Management:
Analysis & Decision – Chartered Institute of Marketing

Professional Diploma in Marketing:
Marketing Communications – BPP Professional Education

Marketing Communications – Chartered Institute of Marketing

www.marketingteacher.com

// Members of the London Social Enterprise Network

2amase

19 Helford Way
Upminster
Havering
London
RM14 1RJ
0871 218 0246
www.2amase.org.uk

A Way Forward

117 Chestnut Avenue
Forest Gate
London
E7 0JF

Agenda: Construction Skills for Women

12-14 Malton Road
Kensington & Chelsea
London
W10 5UP
07971 928023

Agents for Change

128 Oglander Road
London
SE15 4DB
020 7207 9717
www.agents-for-change.com

Albanian Youth Action

3rd Floor
Cranmer House
39 Brixton Road
Lambeth
London
SW9 6DD
020 8674 0800
www.albanianyouthaction.org.uk

Angel International

24 Clarepoint
Clairemont Road
Barnet
London
NW2 1TT

Angel Products

9 Dukes Avenue
London
N10 2PS
020 8444 3331
www.angelproductions.co.uk

Annoited Publications

276 Dersingham Avenue
London
E12 6HW
079 4402 9153

Antersite Ltd

37d Princelet Street
Tower Hamlets
London
E1 5LP

APASENTH

192-196 Hanbury Street
Tower Hamlets
London
E1 5HU
020 7375 0554

Atyeo Cork Linklater

41 Red Post Hill
Southwark
London
SE24 9JJ
020 7738 4764

Audiences London

Unit 4
The Leathermarket
Weston Street
London
SE1

AVE (Partners) Ltd

PO Box 202
High Wycombe
Buckinghamshire
HP14 4BJ
014 9456 5096
www.avepartners.co.uk

Balance for Life

206 Riverside Mansions
Milk Yard
Wapping
London
E1W 3TB

BANG Edutainment

26 Westbourne Studios
242 Acklam Road
London
W10 5JJ
0207 575 3153

BIGInvest

4-14 Tabernacle Street
London
EC2A 4LU
020 7074 0063
www.biginvest.com

Bird's Eye View

Unit 310A
Aberdeen Centre
22-24 Highbury Grove
Islington
London
N5 2EA
020 7288 7444
www.birds-eye-view.co.uk

Black Media Institute

43 Linslade House
Whiston Road
Hackney
020 7739 1622

Blue Ventures Renewables

52 Avenue Road
Haringey
London
07736 846 711
www.bluerenewables.com

Borough Market

8 Southwark Street
Southwark
London
SE1 1TL
020 7407 1002

Breakthrough Centre Limited

29 Adine Road
Newham
London
E13 8LL
020 7473 5544

Brent Homeless User Group

Unit 3
2 Wrentham Avenue
Brent
London
NW3 3HA
020 8969 8336
www.brenthomeless.com

Bridging Arts

26 Ellington Road
London
W12 9PR
020 8749 9012

Brixton Online Ltd

Unit 70
Eurolink Business Extra
49 Effra Road
London
SW2 1BZ
020 7274 2888
www.bol.org.uk

Business Extra Ltd

175a Walworth Road
London
SE17 1RW
020 7701 0011
www.bizextra.biz

CAN Health & Sport

1 London Bridge
Southwark
London
SE1 9BG
07802 341 383
www.can-online.org.uk

Capacity

69 Waldegrave Road
Teddington
London
TW11 8LA
020 8943 4273
www.capacity.uk.net

Carpet Cleaning Care

The Effra Centre
65 Effra Road
London
SW2 1BZ
020 7926 2285
www.c-c-c.uk.com

Catch 22 Magazine

49 Westerham Road
Waltham Forest
London
E10 7AE
07932 982529

CDS Co-operatives

3 Marshalsea Road
London
SE1 1EP
020 735 5711
www.cds.coop

Centre for Public Innovation

4 Hillgate Place
London
SW12 9ER
020 8675 5777
www.publicinnovation.org.uk

Change

1 London Bridge
London
SE1 9BG
020 7785 6264

Children's Links

Holland House
Horncastle College
Mareham Road
Horncastle
LN9 6BW
01507 528300
www.childrenslinks.org.uk

CIP Group

Chiswick Town Hall
Healthfield Terrace
London
W4 4JN
020 8583 4728
www.cip.org.uk

City & Hackney ELIC

C/o Corporate Services
St Leonards
Nuttal Street
Islington
London
N1 5LZ
020 7683 4604

Communities in Focus

80 Cromer Street
Camden
London
WC1H 8DR
020 7209 1438

Community Action Network

3rd Floor
Downstream Building
1 London Bridge
SE1 9BG
0845 456 2537
www.can-online.org.uk

Community Business Enfield

C/o Enfield Enterprise Agency
Enfield Business Centre
201 Hertford Road
London
EN3 5JH

Community Cleaning Services Ltd

Beyond the Barn
Bromley by Bow Centre
St Leonards Street
Tower Hamlets
London
E3 3BT

Community Enterprise Limited

Inspire Business Centre
Oatridge College
Ecclesmachan
EH52 6NH
01506 862227
www.communityenterprise.co.uk

Community Exchange

266 Bellhouse Road
Sheffield
S5 6HT
07901 620470

Community Views

15-20 Bruges Place
Baynes Street
Camden
London
020 7428 5999
www.sjh.org.uk

Connection Crew

12 Adelaide Street
London
WC2N 4HW
020 7766 5553
www.connectionscrew.org.uk

Consulting4London

Unit 81
Eurolink Business Centre
49 Effra Road
Lambeth
London
SW2 1BZ
020 7737 3251
www.consulting4london.com

Continuous Entertainment Ltd

9 Gunnery Terrace
Royal Arsenal
London
SE18 6SW
0208 301 8668
www.thelabonline.com

Co-operative Assistance Network Ltd

1 Brinswick Place
Southampton
SO15 2AN
023 8071 0622
www.can.coop

Crucialsteps

Aaban House
806a High Road
Tottenham
London
N17 0DH
020 8887 6521

Cycle Training UK Ltd

83 Lambeth Walk
London
SE11 6DX
020 7582 3535
www.cycletraining.co.uk

Deptford Green Extended School

New Cross
London
SE14 6LQ
020 8305 8519

DMJ Associates

99 Chestnut Rise
Plumstead
London
SE18 1RJ
020 8488 2200

Dovetail Childcare Solutions

Albany Theatre
Douglas Way
London
SE8 4AG
0783 779 7992

East London Food Access

Unit 7
The Print House
18 Ashwin Street
London
E8 3DL
020 7254 1829

Eco-Actif Services CIC

3rd Floor
Sutton Centre
1 Carshalton Road
Sutton
London
SM1 4LE
www.eco-actif-services.co.uk

EcoLocal Ltd

C/o The Old School
Mill Lane
Carshalton
London
SM5 2JY
020 8770 6611

Effective Learning Environments

8A Ayres Street
Southwark
London
SE1 1ES
020 7378 8998

Empower Inc

2nd Floor
Downstream Building
1 London Bridge
London
SE1 9BG
084 5458 1846

Enfield Arts Partnership

The ArtsZone
54-56 Market Square
Edmonton
London
N9 0TZ
020 887 9500
www.enfieldartspartnership.org

Enterprise Credit Union

3 George Mews
Enfield
Middlesex
EN2 6JL
020 8366 8244
www.enterprisecreditunion.org.uk

Enterprise Enfield

Enfield Business Centre
201 Hertford Road
Enfield
London
EN3 5JH
020 8443 5457

Escape

10 Juniper House
Pomeroy Street
Southwark
London
SE14 5BY
020 7787 5078

Ethical Edibles

5 Torrens Street
Islington
London
EC1V 1QN
020 7841 8944
www.ethicaledibles.co.uk

Expert Patients Programme

London North Central
Room 301
Hamilton House
Mabledon Place
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WC1H 9BB
020 7953 0552
www.expertpatients.nhs.uk

Face Forward

19-21 Community House
Eastern Road
Havering
London
RM1 3NH
017 0876 7176

Farafigna

146 Boleyn Road
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N16 8BQ
07931 427226
www.farafigna.co.uk

Fellows' Associates

90 Long Acre
Covent Garden
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WC2E 9RZ
020 7092 1808

Flexcutive

179 Tottenham Court Road
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W1T &NZ
020 7636 6744
www.flexcutive.com

Forum for Social Enterprise

175a Walworth Road
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SE15 1RW
020 7701 0011
www.bizextra.biz

FRANK Water

Bristol
07866 583844
www.frankwater.com

Free Solutions Networks Ltd

55 Rita Road
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London
SW8 1JX
020 8299 4221
www.freesolutions.net

Freeset Ltd

95 Ham Park Road
Stratford
London
E15 4AD
07956 300344
www.freesetbags.com

Get Well UK

109 St Pancras Way
NW1 0RD
020 7482

Giveit.co.uk

St Francis Close
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SG9 9SH
www.thealternativeweddinglist.co.uk

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28 Bryanwood Road
Islington
London
N7 7BE
07763 134078
www.globalsense.org.uk

Green Dreams

The Bromley by Bow Centre
St Leonards Street
Bromley by Bow
London
E3 3BT
020 8709 9735
www.bbbc.org.uk/html/greendreams.htm

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www.gvagrimley.co.uk

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1a Goldsmiths Row
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020 7729 6381

Halo Project

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Fulham
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SW6 1PP

Hardcore is More Than Music

3 Hurdwick Place
London
NW1 2JE

Harmony House

Baden Powell Close
Dagenham
Essex
RM9 6XN
020 8526 8200

Harris Music Academy

18 Clyde Road
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N17 2JE

Harrow In Business

Enterprise House
294 Pinner Road
Harrow
London
HA1 4HS
020 8427 6188
www.hib.org.uk

Hillingdon Community Transport

Block B
Harlington Road Department
128 Harlington Road
Hillingdon
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UB8 3EU
07895 277773

HomeStart Brent

Gwenneth Rickus Building
CSD 240/250 Brentfield Road
Brent
London
NW10 8HE
020 8937 3337
www.homestartbrent.org.uk

Hounslow Voluntary Sector Forum

9 Hounslow Business Park
Alice Way
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London
TW3 3UD
020 8572 5929
www.hvsf.org.uk

In Kind Direct

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EC2V 8AN
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www.inkinddirect.org

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01209 821965

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EN3 4BN
020 8443 5728
www.idgconsulting.co.uk

Islington Enterprise Agency

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Islington
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N1 8LR
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0141 889 0044
www.kibble.org

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020 8982 7316

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KT2 7LB
020 8547 7347
www.kingston.ac.uk

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244N Brixton Hill
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SW2 1HF
020 3256 0000
www.lscu.org.uk

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Children's Service
Room G14
Laycock Street
London
N1 1TH
020 7527 8612
www.islington.gov.uk

Learning for Growth

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Bethnal Green
London
E2 9BU
020 7613 9771
www.learningforgrowthpartnership.org

Lekker Design

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E3 3BT
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Lewisham Nexus Service

127 Rushey Green
Catford
London
SE6 4AA

Life Kit (UK)

Flat 4
53 Lewisham Park
London
SE13 6QP
07944 440288

Liverpool Plus

19 Castle Street
Liverpool
L3 3BN
0151 242 5567
www.liverpool-plus.co.uk

Living Space

1 Coral Street
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SE1 7BE
020 7926 8445
www.living-space.org.uk

London Borough of Camden

Voluntary Sector Unit
Crowndale Centre
28 Eversholt Street
London
NW1 1BP
020 7974 5791
www.camden.gov.uk

London Borough of Islington

Municipal Offices
Islington
London
N1 1XR
020 7527 3093
www.islington.gov.uk

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SW8 2LL
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London South Bank University

90 London Road
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SE1 6LN
020 7815 6001

London Youth Games Ltd

Langwood House
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WD3 1EQ

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54 Glenthorne Road
Waltham Forest
London
E17 7AR
0845 675 1056

MasterKlass Academy

99 Deans Road
Ealing
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W7 3QD

MCCH Society Ltd

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St Peters Street
Maidstone
ME16 0SN
01622 769100
www.mcch.co.uk

Mission Fish

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TW9 1EJ
020 8605 3095
www.missionfish.org

Music4u

2 Burton House
Brief Square
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SE5 9RB

New Enterprise Partnership

12a Brighton Road
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www.new-enterprise.co.uk

Newham Community Transport

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E16 1EE
020 7473 4635

NU-Day Resourcing

266 Beulah Hill
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SE19 3EX

Off the Streets and Into Work

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SE1 3UZ
020 7089 2722
www.osw.org.uk

Ogunte

PO Box 56209
Islington
London
N7 6XZ
07932 982

One-to-One (Enfield)

Community House
311 Fore Street
Edmonton
London
N9 0PZ
020 8373 6241
www.one-to-one-enfield.co.uk

OneWorld UK

2nd Floor
River House
143-145 Farringdon Road
London
EC1R 3AB
020 7239 1400

Organisation of Blind African Caribbeans

1st Floor
Gloucester House
New Road
London
SE5 0TA
020 7735 3400
www.obac.org.uk

Oxford House

Derbyshire Street
Bethnal Green Road
London
E2 6HG
020 7739 9001
www.oxfordhouse.org.uk

Paper Contracts

9 Skyline Court
Grange Yard
London
SE1 3AN
07970 134959
www.papercontracts.co.uk

Pecan

121 Peckham High Street
London
EC2A 3PY
020 7732 0007

People Tree

Studio 7
8-13 New Inn Street
London
EC2A 3PY
www.peopletree.co.uk

Phoenix House

3rd Floor
ASRA House
1 Long Lane
London
SE1 4PG
020 7234 9753
www.phoenixhouse.org.uk

Pilotlight

15-17 Lincoln's Inn Fields
London
WC2A 3ED
020 7396 7414
www.pilotlight.org.uk

Practical Psychology

28 Hans Place
London
SW1X 0JY
020 7584 4209
www.practicalpsychology.org

Predictable

309 Riverbank House
Putney Bridge Approach
London
SW6 3JD
020 7336 8439
www.predictable.org

Prevista Ltd

United House
North Road
London
N7 9DP
020 7609 4198

Primetimers

1st Floor
Downstream Building
1 London Bridge
London
SE1 9BG
084 5456 3885

Prospect Us

20-22 Stukeley Street
London
WC2B 5LR
020 7691 1923
www.prospect-us.co.uk

Quadrant Consultants

35 Endell Street
London
WC2H 9BA
020 7240 7200
www.qcl.co.uk

Radio for Development

19-21 Phipp Street
London
EC2A 4NP
020 7729 8866
www.rfd.org.uk

Reboot

The Print House
18 Ashwin Street
London
E8 3DL
020 7923 9343

Red Kite Learning

5-13 Trinity Street
Southwark
SE1 1DB
020 7378 9400
www.rkl.org.uk

Red Ochre

3rd Floor
Downstream Building
1 London Bridge
London
SE1 9BG
020 8743 4471
www.redochre.com

Renaisi

Renaisi House
21 Garden Walk
London
EC2A 3EQ
020 7033 2600
www.renaisi.com

S3 Systems and Marketing Ltd

48 Corbin House
Bromley High Street
London
E3 3BQ
020 8983 9614
www.s3sm.co.uk

Satellite

Phoenix Yard
65 Kings Cross Road
London
WC1X 9LW
020 7239 4913
www.satellitemc.com

School for Social Entrepreneurs

18 Victoria Park Square
Bethnal Green
London
E2 9PF
020 8981 0300

Selby Trust

Selby Centre
Selby Road
London
N17 8JL
020 8885 5499

SELDOC

Kings College Hospital
East Dulwich Road
London
SE22 8PT
020 8299 5500
www.seldoc.co.uk

SHARE Community

64 Altenburg Gardens
Wandsworth
London
SW11 1JL
020 7924 2949

Shomedia

253 Hoxton Street
London
N1 5LG
020 7739 6748
www.shomedia.co.uk

Signs of Life & Pie in the Sky

The Bromley by Bow Centre
St Leonards Street
Bromley by Bow
London
E3 3BT
020 709 9757
www.bbcb.org.uk/html/sol.htm

Skills for Communities

25 Rathbone Market
Barking Road
London
E16 1EH
020 7476 9715
www.skilld4communities.co.uk

SmithMartin Partnership LLP

483 Green Lanes
London
N11 4BS
079 3258 9089
www.smithmartinpartnership.com

Social Spider

Unit 3N
Leroy House
436 Essex Road
London
N1 3QP
07789 778085
www.socialspider.com

Spitalfields City Farm

Weaver Street
London
E1 5HJ
020 7247 8762

Stepney Works

80 Ben Johnson Road
London
E1 3NN
020 7791 2220

Streetshine

Gem House
122-126 Backchurch Lane
London
E1 1ND
020 7702 5631
www.streetshine.com

Striding Out

The Hub
5 Torrens Street
London
EC1V 1NQ
020 7841 8950

Suma Foods

Lacyway
Lowfields Business Park
Elland
HX5 9DB
01422 345513
www.suma.coop

Superhighways Partnership

C/o KVA Siddeley House
Park Road
Kingston Upon Thames
London
KT2 6LX
020 8255 8040
www.superhighways.org.uk

Sutton Mencap

8 Stanley Park Road
Sutton
London
SM6 0EU
020 8647 8600

Tamil Co-operative Development Agency Ltd

92a Forest Road
Walthamstow
E17 6JQ
020 8509 8484

The Arts Temple

33 Iona Close
Ravensbourne Close
London
SE6 4YN

The Big Issue Ltd

1-5 Wandsworth Road
London
SW8 2LN
020 7526 3200

The Diaspora News

Estuary House
196 Ballards Road
Dagenham
RM10 9AB
017 0884 45344
www.diasporanews.net

The Hub

5 Torrens Street
Islington
London
EC1V 1NQ
0207 841 8900

The Innovatory

239 Old Street
London
EC1V 9EY
020 7553 4470
www.theinnovatory.com

The Media Trust

3-7 Euston Centre
Regents Place
Islington
London
NW1 3JG
020 7874 7600
www.mediatrust.org.uk

The Music House for Children

Bush Hall
310 Uxbridge Road
London
W12 7LJ
020 8932 2652
www.musichouseforchildren.co.uk

The Rainbow Credit Union Ltd

1 Station Road
London
E4 7BJ
020 8523 8320

The Real Thinking Company

9 Hillside Road
Sevenoaks
Kent
TN13 3XJ
017 3264 8847

The Third Person

1 Alice Street
Southwark
London
SE1 4QZ
020 7378 8842
www.thirdperson.org

Threshold Housing

467 Garrat Avenue
Merton
London
SW18 4SN
020 8875 5554

Tomorrow's Warriors Ltd

73 Canning Road
Harrow
London
HA3 7SP
020 8424 2807
www.tomorrowswarriors.org

Toucan Employment

Action Lodge
84 London Road
Isleworth
London
TW8 8JJ
020 8583 6145

Triodos Bank

Brunel House
11 The Promenade
Bristol
BS8 3NN
01179 739339

Tumu Enterprises

29 Morrison Avenue
London
N17 6TU
079 7701 2279

TwelveJ Limited

149 Bellingham Road
London
SE6 2PP

Twining Enterprise

Grimwood Road
Hounslow
London
TW1 1BY
020 8892 6786

United Diversity

85 Ravenshaw Street
London
NW6 1NP
0845 456 9774
www.uniteddiversity.com

Vibrant Studios

NP Business Centre
7b High Street
Barnet
London
EN5 5UE
020 8133 1519
www.vstudios.co.uk

Voluntary Action Waltham Forest

Alpha Business Centre
Unit 21
South Grove
London
E17 7NX
020 8521 0377
www.voluntaryactionwf.org.uk

Wave

Creative Media Centre
45 Robertson Street
Hastings
TN34 1HL
01424 205355
www.wave.coop

Westminster's Carers Service

Monmouth House
9 Monmouth Road
London
W2 4UT
020 7243 2500

Whippersnappers

72a Hayter Road
London
SW2 5AB
www.whippersnappers.org

Women's Resource Centre

76 Wentworth Street
London
E1 7SA
020 7377 0088

Yeldall Activities Ltd

52 Coldharbour Lane
Hayes
Middlesex
UB3 3EP
020 8797 9500
www.yeldall.org

Young Enterprise London

5th Floor River House
143-145 Farringdon Road
London
EC1R 3AB
020 7278 6997
www.yelondon.com

Young People's Development Agency

Trinity House
Heather Park Drive
Wembley
London
HA10 1SU
www.ypda.co.uk