A Guide to Ethical Marketing for Social Enterprises

by

Alex Bird

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Half the money I spend on advertising is wasted; The trouble is I don't know which half.

John Wanamaker (1838 – 1922)
US Department Store Merchant
US Postmaster General 1889-1893
In the spring of 2007, I was commissioned by Powys Equal Partnership and Siren to research the moral and ethical dilemmas surrounding the Marketing of Social Enterprises, particularly those that were producing products or services with a disadvantaged workforce.

In essence these dilemmas are:-

- Should Social enterprises market themselves?
- Can they sustain themselves if they don’t?
- How will the disadvantaged workforce be affected if the organisation uses them in its Marketing activities?
- How will the organisation’s funders be affected by its Marketing activity?

Together with my colleague, Jackie Aplin, I travelled over a wide area of England and Wales meeting and talking to staff and volunteers in many social enterprises, reviewed the literature from around the globe, and I also spoke to, or looked at organisations in Scotland and France. We discovered considerable differences between the organisation’s approaches to Marketing, but some common approaches shone through as solutions to the dilemmas.

I have put the lessons learned from this research, together with my existing knowledge of Marketing into this booklet, which, hopefully, will help you Market your Social Enterprise more successfully.

I have also considered some other dilemmas such as:-

- How can it be sustainable to grow your market share?
- Is it ethical to sell things people could live without?

Alex Bird

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1 [www.powysequals.org/#A](http://www.powysequals.org/#A)
3 The full research report is available to download from:- [http://resources.socialfirms.co.uk/resources.php?cat=7&r_id=398](http://resources.socialfirms.co.uk/resources.php?cat=7&r_id=398)
What is Marketing?

A market-focused, or customer-focused, organisation first determines what its potential customers' desire, and then builds the appropriate product or service. Marketing theory and practice is based on the belief that customers use a product/service because they have a need, or because a product/service provides a perceived benefit.

Two major factors of Marketing are the recruitment of new customers (acquisition) and the retention and expansion of relationships with existing customers (base management).

Once a Marketer has converted the prospective buyer, base management Marketing takes over. This shifts the Marketer into building a relationship, nurturing the links, enhancing the benefits that sold the buyer in the first place, whilst ensuring the product/service is continuously improved, to protect the business from competitive encroachments.

Marketing methods are influenced by many of the social sciences, particularly psychology, sociology, economics, and to a lesser degree, anthropology. Market research underpins these activities.

For a Marketing Plan to be successful, the mix of the four ‘Ps’ must reflect the wants and desires of the consumers in the target market. Trying to convince a market segment to buy something they don’t want is extremely expensive and seldom successful. Marketers depend on Marketing research, both formal and informal, to determine what consumers want and what they are willing to pay for it. Marketers hope that this process will give them a sustainable competitive advantage. Marketing management is the practical application of this process. The offer is also an important addition to the 4P’s theory.

Within most organisations, the activities encompassed by the Marketing function are led by a senior executive or a Marketing Director.

The American Marketing Association (AMA) states, ‘Marketing is the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services to

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4 Industry term for a Marketing Professional – some, with a dry sense of humour, prefer the term Marketeer
create exchanges that satisfy individual and organisational objectives’.

Two Levels of Marketing

Strategic Marketing attempts to determine how an organisation competes against its competitors in a market place. In particular, it aims at generating a competitive advantage relative to its competitors.

Operational Marketing uses Marketing functions to attract and keep customers and to maximise the value derived for them, as well as to satisfy the customer with prompt services and meeting the customer expectations. Operational Marketing includes the determination of the Marketing Mix.

The Four ‘Ps’

In popular usage, Marketing is the promotion of products, especially advertising and branding. However, in professional usage the term has a wider meaning which recognizes that Marketing is customer centred. Products are often developed to meet the desires of groups of customers or even, in some cases, for specific customers. E. Jerome McCarthy divided Marketing into four general sets of activities. His typology has become so universally recognised that his four activity sets, the four ‘Ps’, have passed into the language.

The four ‘Ps’ are:-

• **Product**: This deals with the specifications of the actual goods or services, and how it relates to the end-user’s needs and wants. It generally also includes supporting elements such as warranties, guarantees, and support.

• **Pricing**: This refers to the process of setting a price for a product, including discounts. The price need not be monetary - it can simply be what is exchanged for the product or services, e.g. time, energy or attention.

• **Promotion**: This includes advertising, sales promotion, publicity, and personal selling, and refers to the various methods of promoting the product, brand, or company.

• **Place**: This refers to how the product gets to the customer; for example, point of sale placement or retailing. It is the channel by which a product or service is sold (e.g. online or retail), which geographic region or industry, and to which market segment (young adults, families, business people, etc).

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5 E. Jerome McCarthy is a professor at Michigan State University and a Marketing consultant. He is one of the authors of “Basic Marketing” (now in its 16th edition).
These four elements are often referred to as the Marketing Mix. A Marketer can use these variables to create a Marketing Plan. The four ‘Ps’ model is most useful when Marketing low value consumer products. Industrial products, services, high value consumer products require adjustments to this model. Services Marketing must account for the unique nature of services. Industrial or Business to Business (B2B) Marketing must account for the long term contractual agreements that are typical in supply chain transactions. Relationship Marketing attempts to do this by looking at Marketing from a long term relationship perspective rather than individual transactions.

**The Seven ‘Ps’**

As well as the standard four ‘Ps’, the Marketing of services calls upon an extra three ‘Ps’, known as the ‘Extended Marketing Mix’. As most products require some element of service to go with them (e.g. after-sales service), they are equally relevant for marketing products, and in recent years have become accepted as essential for all Marketing operations. They are:-

- **People**: Any person coming into contact with customers can have an impact on overall satisfaction. Whether as part of a supporting service to a product or involved in a total service, people are particularly important because, in the customer's eyes, they are generally inseparable from the product or service. As a result of this, they must be appropriately trained, well motivated and the right type of person. Fellow customers are also sometimes referred to under 'People', as they too can affect the customer's service experience, (e.g., at a sporting event).

- **Process**: This is the systems and processes involved in providing a service or product, which can be crucial to customer satisfaction. Many otherwise excellent products and services are completely ruined by poor process.  

- **Physical Evidence**: Unlike a product, a service cannot be experienced before it is delivered. This means that potential customers could perceive greater risk when deciding whether to purchase. To reduce the feeling of risk, thus improving the chance for success, it is useful to offer potential customers the chance to see what a service would be like. This is done by providing physical evidence, such as case studies, testimonials or demonstrations. Similarly for products, the style, colour and

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6 E.g. Telephone ‘Help’ lines. We’d name some, but they’d sue us for libel.
presentation of the product and/or its packaging create an impression which influences the decision to purchase.\(^7\)

**The Seven ‘Ps’ are now generally accepted as the standard method of analysing and describing all Marketing activity.**

**Web 2.0 and the new Marketing ‘4Ps’**

With the coming of the Internet and now ‘Web. 2.0’, Marketers in these fields are adopting new perspectives that are encompassing and strategic, not narrowly tactical. *Idris Mootee* came up with the concept of the ‘New 4Ps’ model \(^8\) to supplement the traditional Marketing 4 ‘Ps’. They are Personalisation, Participation, Peer-to-Peer and Predictive Modelling.

- **Personalisation:** This now takes on a whole new meaning. The author refers to the individual customisation of products and services through the use of new technology.

- **Participation:** This allows the customer to participate in what the brand should stand for; what the products direction should be, and even which adverts to run. This concept is laying the foundation for disruptive change with the degree of democratisation brought about by this idea. By enabling each of us to create and publish our own stories, the power of deciding what we read, listen to, and watch has spread from a handful of media companies to anyone with a camera, an Internet connection and a computer.\(^9\)

- **Peer-to-Peer or Viral Marketing:** This refers to customer networks and communities where advocacy happens. The historical problem with Marketing is that it is ‘interruptive' in nature, trying to impose the brand on the customer. This is most apparent in TV advertising, which pushes out its own idea of what the brand is without engaging the customers. This ‘passive customer base' will ultimately be replaced by the ‘active customer communities'. Brand engagement will happen within customer to customer conversations.

- **Predictive Modelling:** This refers to neural network algorithms that are being successfully applied in Marketing problems to predict customer and potential customer activity, predicting what they before they know themselves.

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\(^7\) An example is the production of CDs, Some, especially Folk, Jazz and World Music CDs, are packed in cardboard sleeves to create a feeling of naturalness appropriate to the potential purchaser

\(^8\) High Intensity Marketing (SA Press 2001)

\(^9\) E.g. MySpace, YouTube, FaceBook
Beyond the new 4‘Ps’

*Resources, Relationships, Business Models & Customer Focus*

Marketing in the past focused mainly on basic concepts like the 4 ‘Ps’\(^{10}\), and primarily on the psychological and sociological aspects of Marketing. Competitive advantage was created by directly appealing to the needs, wants and behaviours of customers more effectively than the competition. Successful Marketing was based on who could create the better brand or the lowest price or the most hype. Marketing in the future will be based on a more strategic approach to competitive Marketing success. Marketers will increasingly build and allocate resources, relationships, offerings and business models that other companies find hard to match. This does not mean the four ‘Ps’ approach is dead; simply that it has been expanded upon.

- **Resources** Companies with a greater number of resources than their competitors will have an easier time competing in the marketplace. Resources include: financial (cash and cash reserves), physical (plant and equipment), human (knowledge and skill), legal (trademarks and patents), organisational (structure, competencies, policies), and informational (knowledge of consumers and competitors). Small companies usually have a harder time competing with larger corporations because of their resource disadvantage.

- **Relationships** Success in business, as in life, is based on the relationships you have with people. Marketers must build relationships with consumers, customers, distributors, partners and even competitors if they want to have success in today’s competitive marketplace.

- **Business Models** The concept of product vs. product in competitive Marketing is dying. It’s slowly becoming Business Model vs. Business Model. Business Model innovation can make the competition’s product superiority irrelevant. Business Model innovation allows a Marketer to change the game instead of competing on a level playing field.\(^{11}\)

- **Customer Focus** Many companies today have a customer focus (or customer orientation). This implies that the company focuses its activities and products on consumer demands. In the customer focussed approach, consumer wants are the drivers of all strategic Marketing decisions. No strategy is pursued until it passes

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\(^{10}\) Which have over the years grown to 11 ‘Ps’

\(^{11}\) One of the best examples is PC versus Apples Mac computers. Apple Macs are vastly superior yet most customers buy PCs because Microsoft controls the business model with its domination of software and hardware specification.
the test of consumer research. Every aspect of a market offering, including the nature of the product itself, is driven by the needs of potential consumers. The starting point is always the consumer. The rationale for this approach is that there is no point spending Research and Development (R&D) funds developing products that people will not buy. History attests to many products that were commercial failures in spite of being technological break-throughs.
Overcoming the Dilemmas

Marketing is generally regarded as an amoral activity, which is ethically neutral, in that it can be used for good or evil purposes. As a social enterprise you’ve crossed the Rubicon of making money, recognising that it can be used for social purposes, not just personal wealth creation. Now, in the same spirit, embrace Marketing.

- Social Enterprises can market their businesses successfully and ethically whilst simultaneously providing a service to the participants, by carefully targeting their message, and ensuring the appropriate message is given to each audience. We have called this process ‘Differential Marketing’. Marketing yourselves to the general public solely on an offer around price and quality overcomes any ethical issues relating to negative impacts on the disadvantaged groups you are trying to help, and all the evidence is that it’s more effective. At the same time a more complex and detailed message to your stakeholders, laying out the social mission and long term plans for the organisation ensures future support and funding.

- The most effective customer focussed Marketing is based on the 7 ‘Ps’ of Marketing.
  
  o Price ~ competitive, affordable, value
  o Product ~ quality, appropriate, useful, desirable
  o Promotion ~ where, how, who to, how often
  o Place ~ where available to buy
  o People ~ who make, deliver, sell, service, repair
  o Process ~ efficient, on time, friendly
  o Physical Evidence ~ references, style, packaging

- Marketing aimed at supporters or stakeholders should be different, focussing on the service (the social aims) provided to them and the value it gives. It will still be based on the seven ‘Ps’, but the ‘Product’ will be the social mission of your organisation. The emphasis should be more on the ‘People’ and their difference than the other ‘Ps’. This additional emphasis should be used both for marketing the organisation as a service or projects, as well as selling its manufactured products or services to this supporter group. It should also include one of the new ‘Ps’, Peer to Peer Marketing. We and our stakeholders operate in a relatively small, community, where many peoples’ inter-relationships overlap. Spreading
the word about our social mission within this group can be very effective, but the message must be controlled to ensure it stays accurate. Constantly referring people back to your website by reiterating its address repeatedly is one way of doing this. Another is to keep the message clear and simple, and repeat it constantly. A strong Mission Statement will be a help here, as will a good general leaflet that describes your organisation and what you do.

• Marketing your difference or social mission to potential customers is usually ineffective. This difference is often summed up via terms such as ‘ILM’, ‘Social Firm’, ‘Social Enterprise’ or ‘Project’. These are ‘Secondary Brands’, but they are brands associated with good intentions, not quality, service or value. This may change over time, as this year has seen the launch of two quality branding initiatives. The first by Social Firms UK 12 and the second by RISE 13. Both these initiatives are aiming at promoting the respective brand, whilst at the same time improving the focus of what it means. However neither is addressing the product/service quality, so this may weaken their efforts with the consuming public. Successful ‘Secondary Brands’ such as ‘Fairtrade’ or ‘Organic’ have concentrated on the product not the producer ~ although a large proportion of those taking up such brands, especially at the supplier end, are themselves Co-operatives or Social Enterprises 14.

• Some of the most successful Social Enterprises have joined in with mainstream commercial Marketing initiatives, selling through wholesalers or retailers on the web 15, in specialist publications or on the high street. If you do this, your difference or social mission will be hidden from view until customers can view your product label, or experience your service, when you have the opportunity to reveal it if you so choose. However, your product will be marketed by professionals as part of the deal, but be prepared for success! Joining in with commercial partners can bring large returns very rapidly, and you need to be ready to supply the demand. There is an old saying that ‘you only have one chance to make a first impression’, and this applies in business too. If quality or delivery suffers, you may lose a customer for good.

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12 www.socialfirms.co.uk/index.php/Section162.html
13 www.rise-sw.co.uk/socialenterprise
14 Incidentally both these ‘Secondary Brands’ are owned/administered by Social Enterprises.
15 Using web based marketplaces such as eBay or Amazon
• Your employees/trainees want to be seen as no different to any other employee, and so do not want themselves or the enterprise to be marketed as different or special in any way. The results of our focus groups, one to one discussions and feedback from managers all supported this. For many organisations, especially Social Firms, integration of disadvantaged and non-disadvantaged employees is a stated purpose, and marketing people’s difference could be detrimental to that integration. Some Social Firms refuse to reveal to outsiders which of their employees is disadvantaged and which are not. This allows them to market their social mission to stakeholders without any negative impact on any individual.

• Co-operative Marketing, where a number of organisations share effort and expenditure, and work together to form a larger, stronger brand can be very successful. This is still more common in the commercial sector, where Farmers Co-operatives, City-Centre Traders Associations and local Tourism Development Initiatives are increasingly common. This is a potential way to introduce professional Marketing into our sector at reasonable cost, and can provide an offer to the consumer that is sufficiently broad to be of interest by incorporating products from more than one enterprise. Groups can consist entirely of like-minded social enterprises, or can include conventional commercial businesses – the choice is yours. If no such group exists in your area, why not start one?

• Develop a clear Marketing Strategy for your product/service. Do not simply associate Marketing with Advertising, and therefore with expenditure that you cannot afford. Most Marketing activity costs very little or nothing at all, needing only clear thought and direction to carry it off. Plan what you intend to do, write it down, and come back to look at the plan in the future. You won’t follow it exactly, but it will be a ‘benchmark’ to measure against.

• The Internet is probably the cheapest Marketing activity you can find, and is extremely effective. Think about where you look for goods and services – it’s increasingly ‘Google’ you turn to. An Internet site costs from a few £hundreds, and costs no more however many visitors you get. Whilst getting good rankings on ‘Google’ is important, make sure you market your website at every opportunity. Print its address on your stationery and leaflets, sign-write it on your vehicles, include a

16 http://www.sitepronews.com is a good source of advice on how to do this
link in every e-mail. Then keep the website fresh, stylish and up to date.

• If you receive substantial grant support for your activities, you may well be conscious of the need not to appear too successful, as commercial success could bring its own disadvantages. This is a serious problem in the transition from grant support to Social Enterprise that is encouraged by Government policy. There are many difficulties here, as the principle behind grant support is that all the grant should be spent, leaving no surplus. This prevents growth. Furthermore any surplus created elsewhere in the organisation will be revealed in the published Annual Accounts, and may discourage further grant support. Many Social Enterprises find ways around this through various accounting mechanisms, or by the splitting off of any entrepreneurial activity to a separate company. Make sure you market yourselves effectively to your stakeholders and supporters, actively selling your social goal and success, to make you seem indispensable to them, as well as using whatever mechanism you can to hide your profits or reserves. Speak to a good accountant about how you can do this and stay (if only just) inside the law.

• It is important to understand the complex psychological relationship between the first 2 ‘Ps’, Price and Product, and do not be tempted to under-price your products, thinking it will make them sell. Every product or service has a ‘Market Price’ set by the many others in the market. When a product is over-priced, consumers look around for other products. However, when a product is under-priced, consumers often associate that with poor quality and look around for other apparently better products. Surprisingly (to all except Marketing Professionals) many products or services can increase sales when the price is raised. Think carefully, and look at your competitors before setting a price. It is difficult enough to drop a price once set (looks like you were charging too much in the first place – so customers then doubt your honesty), but even harder to raise it. Choose your position in the market carefully, deciding whether to ‘pile ‘em high and sell ‘em cheap’ or sell smaller volumes at a higher margin. Once decided - stick to it.

• Remember, Marketing is amoral, and can be used for any end. Marketing can be used to sell ideas, philosophies, campaigns, religions, social change or a different way of life. When we agree with those aims it’s Social Marketing, when we don’t, it’s Propaganda. We can use Marketing to increase consumption exponentially, consume less healthy or more damaging products, or consume things we don’t need at all – that we
can easily live without. Alternatively, we can use it for good. Whether Marketing is a force for good or bad depends on the product or service we are marketing. If they are a positive contributor to humankind and sustainability, then marketing them is also.

To address this dilemma we need to look at our business and its product or service. This is an ethical or moral dilemma, but it's nothing to do with Marketing.

To paraphrase Bill Clinton, “It’s the product, stupid”.
Success Factors in Marketing

- Quality Marketing materials in all areas of the Marketing Mix, viz:-
  - Price
  - Product
  - Promotion
  - Place
  - People
  - Process
  - Physical Evidence

- Create a clear, strong Brand and Corporate Image. Don’t skimp, it will be with you for a long time. This is a lot more than a logo; it includes the style, presentation and colour of everything you do.

- Knowing and understanding the market; your potential and actual customers. This does not always mean extensive market research, but it does need some thought and observation of the market you operate in and others you could operate in. Look at who buys what from whom, and try to guess why.

- An adequate Marketing budget. This does not need to be excessive, and each Marketing activity can be measured for effectiveness, and therefore cost-effectiveness. Putting a different promotional code on each activity will enable you to analyse which sales come from which activity.

- A dedicated person or team at senior level which supervises, co-ordinates, and drives forward the organisation's Marketing initiatives. ‘If you want a job done, make it someone’s job’.

- A clear understanding of the Marketing process and its importance in both gaining and maintaining market share at all levels of the organisation. Everyone must contribute to the Marketing effort to be effective, but it only takes one person to ruin it! Also, don’t stop marketing, even when you’re too busy and can’t cope with demand – people can forget you very quickly.

- A well thought through, strategic, Marketing Plan. Discuss it fully with staff at all levels, and go back to it every few months to see if it’s working for you. If it isn’t – change the plan.

- Understanding that the organisation’s social goal also needs to be marketed if support from funders and stakeholders is to be achieved and maintained. It needs just as much effort, but
different. Your website, your Annual Report, your stationery and any policies or procedures are key players here.

- **Differential Marketing:** create a different message about the organisation and its products or services which is relevant to each of your target audiences. You provide different things to your supporters/stakeholders and your customers, so you need to Market to each in different ways. Try to keep the Marketing materials for each separate, and distribute them to appropriate places. Some organisations even have different brand-names and website addresses, using different ones for each audience.

- Market in a way that is appropriate to your size and turnover. Particularly when marketing to your stakeholders and supporters, make sure it is neither too grand nor too cheap and cheerful. Too grand and it looks wasteful, too cheap and it’s insulting.

- Market in a way that is appropriate to your product and its customers. Consider where your customers are, and what they expect to see from an organisation like you in terms of style, expense and location of any messages you give out. If you give them a surprise it may arouse their curiosity, or shock them into not buying from you. Be careful.

- Remember there is a complex relationship between Price and Perceived Quality, and price your goods according to a clearly decided strategy, based on a decision as to market position, margins and volumes. The selling price has to be above the cost of production or you will lose money and quickly go bust, but the difference between the two (the gross profit margin) can be as big as the market will stand – it doesn’t have to be small just because you’re a Social Enterprise. Many businesses are very successfully not the cheapest, because you, like everyone else, do not always buy the cheapest unless you have to, you buy what seems like the best value over time. Products can have a perceived Added Value that enables them to command a higher price. This Added Value may sometimes be illusory, but the increased price isn’t.

- Use Marketing Professionals as appropriate, without relying on them. They can bring expertise, but they are expensive. However, if they cost less than the gains they bring, they are value for money. Remember they are working for you, don’t let them go off in their own direction, agree in advance exactly what you want them to do and how much it will cost. Look carefully at what they do and how they do it, then next time you may be able to do it yourselves. What they do may at times be very clever, but it’s not rocket science, and it can be copied.
• Finally, ensure there is honesty in everything you say and do – untruths will soon catch up with you. That doesn’t mean, however, that you are obliged to point out your product or service’s faults or weaknesses, just make sure the positive statements you use are realistic and defendable.
Useful Reading

1. An Introduction to Advertising and Promotion, 5th Edition


3. High Intensity Marketing, Idris Mootee,
   SA Press 2001

4. No Logo: Taking Aim at the Brand Bullies, Naomi Klein, Knopf
   Canada, January 2000

5. Passionate & Profitable: Why Customer Strategies Fail and 10
   Steps to Do Them Right!, Lior Arussy, John Wiley & Sons, 2005

6. The Concept of the Marketing Mix,

7. Strategic Marketing for Social Entrepreneurs, Jerr Boschee,
   Institute for Social Entrepreneurs, 9560 Dogwood Circle, Eden
   Prairie, Minnesota 55347-3028. First published in Social Enterprise
   Reporter

8. Internet Marketing for Social Enterprises, Social Firms UK
   http://resources.socialfirms.co.uk/resources.php?cat=7&r_id=287

9. Marketing and Advertising Tips:-
   www.businessballs.com

10. Marketing your Social Enterprise.
    Social Enterprise London
    www.sel.org.uk/publications.html

11. The Importance of Branding for Social Enterprise
    Social Firms UK
    http://resources.socialfirms.co.uk/resources.php?cat=7&r_id=273

12. Marketing Analysis for Social Inclusion Organisations, Alex Bird &
    Jackie Aplin, 2007
    http://resources.socialfirms.co.uk/resources.php?cat=7&r_id=398

13. Internet Marketing Tips:-
    http://www.sitepronews.com
Useful Organisations/Further Information

All Party Parliamentary Group  
www.socialenterprise.org.uk/cms/page.aspx?SP=1717

Ashoka (US)  
www.ashoka.org

American Marketing Association  
www.marketingpower.com

Business Balls  
www.businessballs.com

Business Marketing Association (US)  
www.marketing.org

Business in the Community  
www.bitc.org.uk

Cabinet Office  
www.cabinetoffice.gov.uk/third_sector/social_enterprise

Centre for Employment and Social Inclusion  
www.cesi.org.uk

Charity Commission  
www.charity-commission.gov.uk

Community Enterprise Wales  
www.communityenterprisewales.com

Community Interest Companies  
www.cicregulator.gov.uk

Co-operatives UK  
www.cooperatives-uk.coop

Development Trusts Association  
www.dta.org.uk

International Social Firms Alliance (ISFA)  
www.socialfirms.co.uk/news/index.php/item261.html

New Sector Magazine  
www.newsector.co.uk

Oxford University – Skoll Centre  
www.sbs.ox.ac.uk/skoll

Powys Association of Voluntary Organisations  
www.pavo.org.uk

Regen School Wales  
www.regenschoolwales.org.uk

SHAW Trust  
www.shaw-trust.org.uk
Social Enterprise Alliance (US)
www.se-alliance.org

Social Enterprise Coalition
www.socialenterprise.org.uk

Social Enterprise London
www.sel.org.uk

Social Enterprise Magazine
www.socialenterprisemag.co.uk

Social Firms UK
www.socialfirms.co.uk

Social Firms Scotland
www.socialfirms.org.uk

Social Firms Wales
www.socialfirmswales.co.uk

Third Sector Magazine
http://thirdsector.co.uk

UWIC Social Enterprise MBA
www.uwic.ac.uk/ubs/courses/mba/mba_se.asp

Wales Co-op Centre
www.walescoop.com