marketing a social enterprise research findings

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Marketing Analysis for Social Inclusion Enterprise Organisations

Research carried out by Alex Bird & Jackie Aplin of Alex Bird Business & Social Economy Consultancy

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# Marketing Analysis for Social Inclusion Enterprise Organisations

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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
Executive Summary

This research was commissioned to look into a number of key questions for Social Enterprises who work with disadvantaged people, helping them back into the world of work. In essence these are:-

- Should they market themselves? Can they sustain themselves if they don’t?
- Is it ethical to market themselves at all?
- How will the disadvantaged people be affected if the organisation uses them in its Marketing?
- How will funders be affected by Marketing activity?
- How does Powys compare with the rest of the UK?

We carried out a review of the existing literature, both academic and non-academic, met with social economy professionals, organised focus groups of managerial professionals and trainees/participants, and carried out ‘mystery shopper’ visits.

We found that:-

- Very little previous research has been undertaken or thought given to these questions.
- There is no clear consensus amongst academics or practitioners.
- There are wide variations in the approach that Social Enterprises working to include excluded groups in to the workforce use to market themselves.
  - Some are very clear in all the communication and advertising materials they use that they are working with particular disadvantaged groups.
  - Only very few make no reference at all to the ‘difference’ of their workforce.
  - Most mix and match, revealing the nature of the social inclusion work they do in some materials (particularly those aimed at others in the same social inclusion sector, funders, supporters and other stakeholders) whilst not
referring to the ‘difference’ in customer destined communications.

- Some will mention the social element in some customer destined materials and not others depending on the nature of the promotion and its target audience. We have described both these practices as Differential Marketing.

- The majority of practitioners felt that Marketing using the nature of the disadvantaged group they worked with as a selling point was completely ineffective, except to a small and definable group of socially aware customers.

- The most effective approach has proved to be ‘Differential Marketing’, carefully targeting different messages to different audiences. This approach is favoured by some of the largest and most successful organisations working with disadvantaged people.

In almost all these cases the most effective customer focussed Marketing is based purely on the 7 ‘Ps’ of Marketing

- Price ~ competitive, affordable, value
- Product ~ quality, appropriate, useful, desirable
- Promotion ~ where, how, who to, how often
- Place ~ where available to buy
- People ~ who make, deliver, sell, service, repair
- Process ~ efficient, on time, friendly
- Physical Evidence ~ references, style, packaging

Marketing aimed at supporters or stakeholders will 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 the organisation. The emphasis will be more on the ‘People’ and their difference than the other ‘Ps’. This additional emphasis is used both for marketing the organisation as a service or projects, as well as selling its manufactured products or services to this group.

- Of those who market themselves purely on the basis of price and quality, or practice the ‘Differential’ method, the majority do so, on principle, following the wishes of their employees, trainees or service users not to be identified as different from others in employment. They had not thought deeply about the complex ethical and moral issues of Marketing, but had made the decision on the basis of employee involvement/democracy.
• A few had found marketing their difference to be ineffective, as ‘ILM’, ‘Social Enterprise’ or ‘Project’ are brands associated with ‘good intentions’, not quality, service or value.

• Some of the most successful Social Enterprises have joined in with mainstream commercial Marketing initiatives, selling through wholesalers or retailers on the web or the high street, where their difference was entirely hidden from view.

• Only a very few of the Social Enterprises studied had a clear Marketing Strategy, particularly the smaller ones. In many cases because they associate Marketing with Advertising, and therefore with expenditure they feel they cannot afford it. However, most Marketing activity costs very little or nothing, needing only clear thought and direction to carry it off.

• Many do not understand the complex psychological relationship between the first 2 ‘Ps’, Price and Product, and consequently under-price their products. Every product or service has a ‘Market Price’ set by the many others in the market. When a product is under-priced, consumers associate that with poor quality. Surprisingly, to all except Marketing professionals, many products or services can increase sales when the price is raised.

• We found little discernable difference between activity type or success rates in Powys when compared to other areas. Differences in success \(^1\) come between established Social Enterprises run by experienced entrepreneurs (whether social entrepreneurs or from a commercial background), and those with less business acumen.

\(^1\) See page 42 – Success Factors in Marketing Social Inclusion Enterprises
Background & Overview

The voluntary sector organisation PAVO has brought a number of voluntary and statutory sector organisations together who are interested in fostering the involvement of beneficiaries in developing pathways to work. There are a number of key concepts which have underpinned the philosophy of the Development Partnership (DP).

1. Social Enterprise

Within Powys there are a number of excellent examples of Social Enterprises that also provide services. The DP has been learning from this provision to overcome barriers and supporting the development of new approaches. These Enterprise organisations are: Cae Post (recycling services for Powys County Council), SIREN (high quality woodwork products) and Arcady (community regeneration through cultural tourism).

2. Lived Experience

The partnership has been recruiting people to paid and unpaid positions, who have learned skills through the experience of disadvantage and who can as a result add value to the work of the partnership. The lived experience looks beyond the democratic involvement and participation of people who have experienced stigma / discrimination. It is recognition of the value of particular skills which can enhance the development, management and delivery of services, Enterprises and other initiatives through team and partnership working.

3. Integrated Service Delivery

The partnership has been working with Powys County Council, the Local Health Board and other stakeholders to develop person centred services which include the aspirations of:-

- Individual people who have been displaced through being ‘in care’ or who have been placed out of county for Social or health related reasons. The service will look to the local County Council, the Local Health Board, the voluntary sector and subsequently other employers to provide supported work opportunities for these people.

- Families who have complex needs that impact on child care within the home. The aim is to establish a network of supported self help services
by training family members who have lived experience to be trainers and facilitators.

**Aims**

The Powys Equals Partnership aims to test solutions to persistent barriers experienced by people with disabilities or other social disadvantages, in gaining access to paid and unpaid work.

**Objectives**

The objectives are to develop and test a range of innovative approaches to overcoming barriers faced by people within the county. The partnership has been building the capacity of the voluntary sector to work in partnership with others by supporting the development of:

- Services that meet the needs of people from more than one disadvantaged group.
- Job opportunities for people who have learned from experiences of overcoming barriers associated with disability or disadvantage.
- Social Enterprises that actively include opportunities for people who have experienced exclusion.

**Target Groups**

Beneficiaries have been from a wide variety of the beneficiary groupings and include other groups not so classified. For example: Unemployed, Migrants, Ethnic minorities, Asylum seekers, Population not migrant and not asylum seeker, Physical Impairment, Mental Impairment, Mental Illness, Population not suffering from a disability, Substance abusers, Homeless, (Ex-) prisoners, care leavers.

**SIREN** is a carpentry and joinery based Social Enterprise, based in South Powys producing wooden products which sell locally and nationally in a limited capacity. The eight year old business was set up from a partnership between the Employment and Probation Services. The organisation acts as an Intermediate Labour Market (ILM), assisting its participants back into employment, providing opportunities for training-assisted assimilation into mainstream employment.

SIREN has recently replicated the business in new premises in Usk and is currently seeking innovative and creative ways to develop the business to support more participants.

To grow its sales the organisation is considering how to approach pro-active Marketing in the context of the Powys Equals Project.
The research brief will identify and correlate other Social inclusion Enterprises examining the issues of working to sustain Social Enterprise whilst delivering a service, also examine the potential, ethics and effects of such an activity on its training programme and service users.

The Directors of SIREN with the support of The Powys Equals Partnership commissioned a study by Alex Bird in the spring of 2007 to investigate all issues pertaining to the points below:-

- An understanding of the complex nature of marketing a business which uses a labour force derived from under-represented people. How can Social Enterprises market their businesses successfully and ethically whilst simultaneously providing a service to the participants? What are the proven conditions of both Marketing and not Marketing Social Enterprises? Draw up comparisons and analysis to support both cases.

- How can Social Enterprises sustain development without Marketing? Is there an ethical case to support pro-active Marketing?

- How do other Social Enterprises in Powys market themselves and how effective is that activity? Provide evidence of a range of potential successful Marketing tools used by Social Enterprises.

- What effect does this activity have on the participants, what are the benefits and drawbacks? Could a Social Enterprise moving towards a goal of self sustainability be seen to compromise, stigmatise, take advantage or abuse its participant workers in any way by marketing how and by whom the products are made? What would be the best approach to accomplishing sustainability without seriously affecting the participants?

- How can we achieve a balance, not to exploit participants for economic gain, but marketing the production processes and products and developing the individuals to make best use of their lived experience and enable them to acknowledge the value of lived experience in the workplace, supporting them to achieve their individual potentials and empowering them to be better equipped for employment at the end of their ILM opportunity?

- (An example of this in SIREN may be seen where market forces drive the training delivered to the participants, the products they make are driven by firm orders, yet the product range they are trained to
make is designed to promote learning and up-skilling, and advancement.)

- What effect may this activity have on the funding bodies whose support is extremely important? What are the benefits and drawbacks? Could “success” potentially harm the relationships and nature of support? What are the experiences of other ILM Social Enterprises?

- Desk research examples of this activity working to promote existing and growing Social Enterprises in the UK.

- Desk research examples of this activity working to promote existing and growing Social Enterprises in Europe, particularly within the Equal European funding, Theme D (or A) Actions 1or 2.

- Prove whether it is possible for a Social Enterprise to mix its activities to deliver tangible results to its participants, customers and other external factors such as the environment and what is the reasonable ratio for this process when considering all agencies need to seek sustainability?

- How successful are Social Enterprises in Powys? How can this success be gauged and how do the success rates compare across different types of Enterprise?

- What is the language used to support these questions?

- What are the Equal Opportunity issues within the context of this brief?

- How might we promote the use of individuals lived experience and help them to acknowledge that some experiences gained in managing disaster and personal distress can be transferable to the workplace? What other work has been done in this area?
Modus Operandi

Desk Top Research
There is a large body of academic research into both Social Enterprise and Marketing in general, but only a small amount that looks specifically at Marketing Social Enterprises. We have therefore accessed information from general research as appropriate. We have made:

• A study of available academic papers
• A study of available publications on Marketing for Social Enterprises
• A study of general Social Enterprise publications
• Researched the Internet

Face to Face Interviews
We have carried out face to face and telephone interviews with:

• Social Enterprise Staff
• Social Enterprise workforce and trainees
  These have been carried out in Powys and across the UK

Mystery Shopper Site Visits

• Social Enterprises
• Commercial Competitors

Commercial Confidentiality and Sensitivity of Information

• The information provided by a number of the interviewees is sensitive and confidential. In order to avoid the accidental disclosure of information, any comments made have not been attributed. However in some cases this has not been sufficient to produce anonymity and the information has been withheld from the report, although it has still been used to inform our conclusions.

• The information obtained has been categorised under thematic headings to present the information in a format that will be most useful to Social Entrepreneurs and their advisors.
Case Studies

- Case studies have been produced both as a result of arranged visits and interviews, and of Mystery Shopper visits, Academic Research or Desk Research. These are indicated within each case study.

- Where the case study is the result of an arranged visit, permission has been sought to publish.

- Where the study is the result of a Mystery Shopper visit or the study of already published data, no permission is necessary, and has not been sought, although care has been taken in these instances not to reveal any sensitive information.
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. The process for base management shifts the marketer to building a relationship, nurturing the links, enhancing the benefits that sold the buyer in the first place, and improving the product/service continuously to protect the business from competitive encroachments.

Marketing methods are informed by many of the social sciences, particularly psychology, sociology, and economics. Anthropology is also a small, but growing, influence. Market research underpins these activities. Through advertising, it is also related to many of the creative arts.

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 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 marketplace. 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 ² 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**: The product aspects of Marketing deal with the specifications of the actual goods or services, and how it relates to the end-user's needs and wants. The scope of a product generally 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, psychology 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

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² 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).
geographic region or industry, to which market segment (young adults, families, business people), etc.

These four elements are often referred to as the Marketing Mix ³. 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.

- **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 presentation of the product and/or its packaging create an impression which influences the decision to purchase.  

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 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 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.

- **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.

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4 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  
5 High Intensity Marketing (SA Press 2001)  
6 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’, 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 disadvantage in resource allocation.

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.  

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8 One of the best examples is PC versus Apple's 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.
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 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.  

Research Findings ~ Desktop Research

A range of written and electronic published material has informed our background work but there was little literature specifically on the central issue of Marketing Social Enterprises.

There are separate bodies of literature on the following topics, though little which links them:-

- **Social Enterprises** - there is work on the reasons for, the creation of, the management requirements and the development of Social Enterprises within the literature on small businesses and entrepreneurship, but little on the employment of people from disadvantaged groups.
- **Voluntary sector** - the literature is mainly about the way organisations manage their voluntary labour
- **Social Exclusion** - there is very little about this in the business literature
- **Marketing** - much literature concerns consumers and how to market to them, but little about the ethics

**Defining Social Enterprise**

Thompson and Doherty define the following determining characteristics for a Social Enterprise:-

- They have a social purpose.
- Assets and wealth are used to create community benefit.
- They pursue this with (at least in part) trade in a market place.
- Profits and surpluses are not distributed to shareholders, as is the case with a profit-seeking business.
- ‘Members’ or employees have some role in decision making and/or governance.
- The enterprise is seen as accountable to both its members and a wider community.
- There is either a double- or triple-bottom line paradigm. The assumption is that the most effective Social Enterprises demonstrate healthy financial, environmental and social returns - rather than high returns in one and lower returns in the other(s).

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They contend that successful Social Enterprises ‘need to build a synergistic network of interested parties or stakeholders. They also need to deliver – and be recognised for delivering – value.’

**Social Entrepreneurship**

Many Social Enterprises are led by highly committed, dedicated people with a strong moral view of how their work should be presented. Some research reinforces this – in *The diverse world of Social Enterprise* 11 Thompson and Doherty talk of ‘the important contribution of a pivotal social entrepreneur’ in some enterprises, adding: ‘In every case they need an entrepreneur at their heart.’

These entrepreneurs are constantly engaged in marketing their firm and their product but sometimes their awareness of this was limited. Most have an interest in the decision of how to market their Social Enterprises successfully and ethically, though this is rarely formulated into a policy.

**ILMs**

Byrne and Adamson 12 provide a definition of Intermediate Labour Markets (ILMs) – ‘ILMs also aim to achieve economic and social regeneration through employment training and physical improvement. ... They do this by offering a bridge back to the world of work by improving participants’ general employability through ‘real world’ work experience.

ILMs work through a subsidised work system, typically offering a ‘benefits plus’ system for a period of time for the trainee before paying the market rate for the job towards the end of the placement. While being paid, the ILM gives trainees on and off-site training; recognised qualifications; and work experience. This enhances the employability skills of the trainee, leading to positive outcomes. Research elsewhere has shown that ILMs have costs that are comparable to other job training and employability schemes, with lower drop-out rates, enhanced job prospects and higher earnings potential for participants.’

Professor Dan Finn, University of Portsmouth and Dave Simmonds, Centre for Economic & Social Inclusion state that ‘ILMs are now found

11 The diverse world of Social Enterprise: A collection of Social Enterprise stories
Volume: 33 Issue: 5/6

12 Towards a ‘New Mixed Economy’ Byrne and Adamson

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**POWYS Equal Partnership**
in most high unemployment areas in Britain but, crucially, there is no national ILM programme. There is instead a network of diverse organisations that provide temporary wage-based employment, usually to the long-term unemployed, and mostly deliver jobs and services to disadvantaged individuals or communities.

‘They typically rely on a combination of funding streams and most stress the importance of the contribution they make to physical and social regeneration. Their primary focus is, however, on improving employability through also providing training and personal support.

‘ILMs may best be defined as a diverse range of local initiatives that typically provide temporary waged employment in a genuine work environment with continuous support to assist the transition to work’. 13

13 Intermediate Labour Markets in Britain and an International Review of Transitional Employment Programmes, CESI, November 2003
The Seven ‘Ps’ of Marketing:-

Price

In Strategic marketing for social entrepreneurs 14 Jerr Boschee says, ‘Many social entrepreneurs will legitimately decide to continue offering a product or service even if it does not seem to be worth it financially because there will be compelling social reasons to do so. When they make that decision, of course, they will be depending on other sources of revenue to keep things propped up: Charitable contributions, government subsidies or profits from another product or service.’

The issue of the value consumers attach to products is addressed in several works on the ‘Fair Trade’ brand. Exploring the ethics of Marketing fair trade in the mainstream, Low and Davenport15 note:-

‘There is some evidence to suggest that consumers do not absorb the complexity of the fair trade message but rather focus on “fair price” and taste. The findings of a joint market survey in 2004 by four fair trade Organisations in North America concluded that, ‘In the minds of consumers the issue of producer compensation, fair wages, etc. is central to fair trade’. 16 Cafedirect’s market research has shown that customers were ‘more concerned with taste than helping Third World producers’. 17

The belief in parts of the movement is that a complex message about fair trade does not get across to ‘mainstream’ consumers. The Marketing Manager for Oxfam Trading CAA in Australia suggested that ‘people do not understand the concept of fair trade’ and the Marketing message is instead ‘gifts that give twice’.

A prominent advocate of fair trade in the UK suggests that ‘market leaders in the fair-trade movement ... sell first and foremost on the quality of their product, and use the fair-trade label as an additional Marketing tool’ and that ‘people buy them because they like the product. 18

14 Strategic marketing for social entrepreneurs, Jerr Boschee
15 Has the medium (roast) become the message?: The ethics of Marketing fair trade in the mainstream, William Low, Eileen Davenport
16 IFAT, 2004
17 Levi and Linton, 2003, p. 421
18 SED, 2002, p. 5
Contrasting Social Enterprises with non-profit organisations Boschee and McClurg 19 state, ‘Only earned income will ever allow a nonprofit to become sustainable or self-sufficient.

‘Innovation is a precious resource and it served as the primary engine of nonprofit growth through the 1970s and 1980s. But innovation can take a nonprofit only so far. It’s one thing to design, develop and implement a new program -- and quite another to sustain it without depending on charitable contributions and public sector subsidies.

‘The rules of the game for nonprofits have changed dramatically during the past 20 years.

‘Operating costs have soared, resources available from traditional sources have flattened, the number of nonprofits competing for grants and subsidies has more than tripled, and the number of people in need has escalated beyond our most troubling nightmares. Smart nonprofit managers and Board members realize they must increasingly depend on themselves to insure their survival . . . and that has led them naturally to the world of entrepreneurship.’

Product

Anderson and McAuley 20 give an example to demonstrate that craftsmen sell a product that is more than a simple object - ‘Joe runs, with his brother, a small craft workshop which includes a shop, where they sell their production to tourists. They have a wide variety of products, but specialise in attractive wooden items, including such things as miniature Orkney chairs for children, wooden toys and reproduction targets. In an industrial classification they would be “manufacturers”, but if we describe what they actually do, we would see that they are actually making and selling souvenirs, “tokens of the natural order”. None of the products are painted, instead they are all varnished to display the natural beauty of the wood. None of the items have a practical application, all are ornamental, yet in spite of being fairly expensive they sell well. I asked a tourist who had just spent over 25 pounds what she liked about them.

‘She replied, “It’s wonderful to see such old fashioned craftsmanship in this day and age, you can’t buy nice things like this in the shops, they all come from Hong Kong nowadays.”

19 Toward a better understanding of social entrepreneurship: Some important distinctions, Jerr Boschee and Jim McClurg
20 Marketing landscapes: the social context Alistair R. Anderson, Andrew McAuley
‘So it seems justified to claim that these products were icons of rurality, symbolizing old ways and old crafts. It was irrelevant that Joe is English, and had lived in Birmingham.

‘The customer was clearly delighted with her symbols. … Consequently Joe is communicating and selling rural culture.’

**Promotion**

In Internet Marketing for Social Enterprises the authors (unnamed) identify the following issues for Social Enterprises:

‘Does drawing attention to your social aims have any advantage? Forth Sector, which operates The Soap Co. in Edinburgh, has considered this and whether doing so would have implications for its client group (people with mental health problems). Indeed, Forth Sector has decided not to make its social aims explicit within the retail outlet. Forth Sector does not want employees or trainees labelled as having mental health problems. Forth Sector also does not believe that there would be any significant Marketing advantage to doing so.

‘There could however, be advantages to using social aims as a ‘door opener’ when it comes to prospecting for wholesale contracts. This could be stated explicitly within the website or by means of a link to a related website (possibly a parent Charity), where the social mission is explained.

‘The Soap Co. Edinburgh has already done this successfully in contracting with Scottish Business in the Community. This organisation is committed to promoting corporate social responsibility and was therefore appropriate to target with a proposition that included Forth Sector’s social aims.

‘Many mainstream businesses highlight their environmental credentials, ethical purchasing policies, contribution to communities and social programmes, as an aid to brand promotion and Marketing. Social Enterprises need to consider how to portray their social objectives to build brand empathy and give customers additional reasons for buying their products and services, even though there may be sensitivities about the type of information presented to potential customers.’

Secondary brands can also be used to promote an organisation. Social Firms UK is developing a ‘Star Social Firm’ quality mark for Social Firms.

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21 Internet Marketing for Social Enterprises Forth Sector with Social Firms UK, August 2005

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They say a quality mark for Social Firms would:-

- bring recognition to Social Firms that they are leading edge, genuine Social Firms. N.B. the Social Firm sector has the legacy of sheltered work and training projects wrongly calling themselves Social Firms and undermining the credibility of those really doing the business;

- provide customers with confidence in that Social Firm through external verification of the scheme;

- reflect the importance of sustainability that many emerging Social Firms struggle with;

- provide inspiration to others interested in creating Social Firms;

- raise the profile of Social Firms as good businesses;

- involve a valuable developmental process for the Social Firms in attaining the quality mark;

- symbolise a level of professionalism to internal and external stakeholders.

For customers and potential customers of commercial Social Firm products and services it was felt that this standard would reassure them of the Social Firm being:-

- a viable business that has a sound commercial focus;

- a quality-driven, quality-focused, best value supplier;

- a good employer;

- an organisation with high values and ethical purpose;

- an organisation with a positive impact on their community, and

- an organisation that could help them meet their own corporate social responsibility targets.
Place

Looking at the networking of small rural hotels in Scotland, Morrison 23 states that, ‘small firms differ from large ones. They are distinctive across a wide range of characteristics, but particularly in their generally weak managerial, financial and human resource base. Furthermore, it is clear that this weakness is exacerbated owing to the negative consequences of peripherality.’

Morrison contends that, ‘as a consequence of peripherality, the small hotel firm owner/operators require to take positive, innovative action to formulate and implement strategies of product differentiation and extension, market diversification and flexible specialisation.’

Looking at Orkney based craft entrepreneurs McAuley and Fillis 24 say it is ‘important to see the contribution of these enterprises as part of a “bigger picture”. Many are based in rural, and often remote, areas where they make a contribution to the tourism sector and through various multiplier effects support the infrastructure of the social environment. In addition they make a contribution to innovation, creativity and provide a focus for entrepreneurial activity and indigenous small firm growth.’

People

It appears that many Social Enterprises are led by highly committed, dedicated people with a strong moral view of how their work should be presented. Some research reinforces this. In ‘The diverse world of Social Enterprise’ 25 Thompson and Doherty talk of ‘the important contribution of a pivotal social entrepreneur’ in such enterprises.

These entrepreneurs are constantly engaged in marketing their firm and their product but sometimes their awareness of this was limited.

Most have an interest in the decision of how to market their Social Enterprises successfully and ethically, though this is rarely formulated into a policy.

In Strategic marketing for social entrepreneurs Jerr Boschee says,

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23 Small firm co-operative Marketing in a peripheral tourism region, Alison Morrison
24 The Orkney based craft entrepreneur: remote yet global? Andrew McAuley and Ian Fillis
25 The diverse world of Social Enterprise: A collection of Social Enterprise stories John Thompson, Bob Doherty
‘Maintaining an appropriate balance between social impact and financial viability is the sine qua non of social entrepreneurship. Dr. David Rendall calls social entrepreneurs tightrope walkers because they are constantly hovering in mid-air between their social purpose and marketplace realities.’

**Process**

Eleanor Shaw 26 suggests that in common with organisations which adopt an entrepreneurial approach to their Marketing, for Social Enterprises, Marketing was second nature even though they did not speak of Marketing or use the language of Marketing. This suggestion is supported by the entrepreneurial Marketing literature which has routinely argued that within small, entrepreneurial organisations, Marketing occurs naturally, in an ad hoc and unplanned fashion 27. Within the context of Social Enterprise, it can be further suggested that the flexibility afforded by such an informal approach is appropriate given the fluctuating and challenging environment within which many Social Enterprises exist and is of benefit to the entrepreneurial Marketing in which they engage.

Enright and McDonald 28 say that many businesses do not adopt Marketing practises, particularly in SMEs, ‘many of the basic principles of Marketing are yet to be adopted by a large number of firms. The gap between conventional theory and practice is perhaps no more apparent than in the area of new product development, where despite a vast amount of research, the failure rate remains high’. 29

In their study of Melbourne nurseries they found that, ‘Business skills were either deemed to be innate or acquired through experience. As one respondent observed, “I get my business skills from common sense and help in [industry] seminars.” And another, “if I don’t know, I ask my partner or my staff... if you get it wrong, you soon find out; the thing won’t sell or your customers will tell you.”’

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Physical Evidence

There is little discussion in the literature of this ‘P’, largely because it is the least understood, and the one on which there is the most disagreement as to its meaning. Many marketers consider this to be defined only as the physical manifestation of a service, such as reports, recommendations or references, whilst others consider it to encompass those aspects of the look and feel of a product that are not part of its branding or corporate identity. 30

The Internet is a common example of how the Physical Evidence of a product or service can be created using computer generated models or avatars which can simulate things that do not even exist yet.

Discussing the importance of internet presence for Marketing Welsh agri-food SMEs, Sparkes and Thomas 31 say, ‘For many SMEs, developing customer relationships is the basis for their Marketing philosophy. Small firms use many advertising and Marketing tools to build relations with their customers. In recent years many SMEs have realised the importance of the Internet for customer relations by developing its interactive nature.’

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30 If we were to consider a building by way of example. The signage and colour schemes would be part of the branding or corporate identity, but the architectural quality, maintenance and cleanliness would be part of the ‘Physical Evidence’.
31 The use of the Internet as a critical success factor for the Marketing of Welsh agri-food SMEs in the twenty-first century Adrian Sparkes, Brychan Thomas
The Ethics of Marketing Social Enterprise

Marketing is generally regarded as an amoral activity, which is ethically neutral, in that it can be used for good or evil purposes. However, Canadian journalist, Naomi Klein in her book No Logo: Taking Aim at the Brand Bullies \(^{32}\) (first published shortly after the WTO Ministerial Conference protests in Seattle) severely criticises many leading international brands such as Nike and Microsoft for using their brand strength to cover for poor labour practices and low product quality. However it is not the Marketing itself that she considers immoral, but the company’s business model.

In her research paper Evaluating the Ethics of Using Disabled People as a Marketing Tool, which looked specifically at Social Firms, Kathy Baker \(^{33}\) draws observations that are the most pertinent to our task.

Examining the ethics of using disabled people working in Social Firms to market goods and services she asserts: ‘although Marketing practice and ethical Marketing thought in Social Firms is still largely in its infancy, Marketing practice operates from a strong moral base and from an ethical base founded on care. Interestingly the study found that where there was a high level of Marketing expertise the view was that using disabled people in Marketing was not an effective Marketing strategy.’

Her research shows that ‘most disabled employees and managers were positive about participating in the Marketing of Social Firms.’

Her principal conclusions are that:-

1. Managers are keen to ensure that all Marketing considers the needs of disabled people and Social Firms clearly operate from a strong moral base. However managers responsible for Marketing have, for the most part, little Marketing experience and ethical Marketing issues have not, necessarily, received sufficient attention.

2. Most Social Firms have two business streams, their product or their service and the employment training they offer. These bring different ethical Marketing issues that require different Marketing strategies with different approaches to the way in which disabled employees participate in Marketing.

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\(^{32}\) No Logo: Taking Aim at the Brand Bullies, Naomi Klein, Knopf Canada, January 2000

\(^{33}\) Evaluating the Ethics of Using Disabled People as a Marketing Tool: an explorative study based on Social Firms in South East England. University of Brighton Business School, Kathy Baker 2004
3. Social Firms generally see themselves as having a social responsibility to market social inclusion and equality messages in respect of disability.

4. There was agreement that participation in Marketing must be voluntary and that attention must be given to ensuring vulnerable people are protected in Marketing.

5. Where disabled people are marketing Social Firms there is a need to find a balance in marketing the social message. This is best expressed in the words of an employee who said, “If it is just Social Firms that are using disabled people to promote social inclusion then you are creating something that is socially excluding”.

6. The absence of guidelines that address the particular issues facing Social Firms provides some Marketing freedom; however, there is concern that the ethical Marketing practice of one Social Firm might be seen to have a negative impact on neighbouring Social Firms.

7. Whilst disabled people have expressed an interest in Marketing, there is a need to ask how effective is this? Whether there is a correlation between the inclusion of disabled people in Marketing and Marketing success is not known. However, there may be real validity in the opinion that, ‘marketing using disabled people does not work- it’s not a good marketing ploy except to a committed market like other Social Firms and health staff’. Choosing to exclude disabled people from Marketing does, of course, raise another set of ethical issues.

Baker concludes this is, ‘an area of marketing ethics that has received little previous attention. It has shown that the ethical approaches to Marketing are as wide and varied as the people themselves.’ Her interviews, discussions and focus group all shared the view which, when paraphrased would read that;

‘The ethics of Marketing in Social Firms is complicated, interesting and something that has not been given very much thought before. The diverse Marketing tasks facing Social Firms must be considered a challenge for any business and strong Marketing strategies are needed to meet them.’

In ‘Marketing our Co-operative Advantage’, Alan Gill, Chief Executive of Leeds Co-operative Society works on the assumption that they should market themselves as a co-operative, without considering whether that will enhance sales. ‘We want people to know when they go into our shops that we a co-operative. We have a co-operative difference. We are not just a retailer, but an organisation that is trying

34 Journal of Co-operative Studies, Vol 33, No 3, Dec 2000
to improve the lives of our members and create a better society for everyone. Selling tins of beans is just a means to that end.’ Clearly he feels such organisations have a moral purpose, and that not to pursue them in all aspects of business activity, negates that purpose. For him the issue of effectiveness does not occur.
The Practicalities of Marketing Social Enterprise

As previously pointed out, in Internet Marketing for Social Enterprises the authors (unnamed) identify the following issues for Social Enterprises:-

‘Does drawing attention to your social aims have any advantage? Forth Sector, which operates The Soap Co, an upmarket retail outlet in Edinburgh, has considered this and whether doing so would have implications for its client group (people with mental health problems). Indeed, Forth Sector has decided not to make its social aims explicit within the retail outlet. Forth Sector does not want employees or trainees labelled as having mental health problems. Forth Sector also does not believe that there would be any significant Marketing advantage to doing so.

‘There could however, be advantages to using social aims as a ‘door opener’ when it comes to prospecting for wholesale contracts. This could be stated explicitly within the website or by means of a link to a related website (possibly a parent Charity), where the social mission is explained.

‘The Soap Co. Edinburgh has already done this successfully in contracting with Scottish Business in the Community. This organisation is committed to promoting corporate social responsibility and was therefore appropriate to target with a proposition that included Forth Sector’s social aims.

‘Many mainstream businesses highlight their environmental credentials, ethical purchasing policies, contribution to communities and social programmes, as an aid to brand promotion and Marketing. Social Enterprises need to consider how to portray their social objectives to build brand empathy and give customers additional reasons for buying their products and services, even though there may be sensitivities about the type of information presented to potential customers.’

Again, the issue of the value consumers attach to products is addressed in several works on the ‘Fair Trade’ brand. Exploring the ethics of marketing fair trade in the mainstream, Low and Davenport note: ‘There is some evidence to suggest that consumers do not...

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35 Forth Sector with Social Firms UK, August 2005
36 Has the medium (roast) become the message?: The ethics of Marketing fair trade in the mainstream  William Low, Eileen Davenport, International Marketing Review Oct 2005 Volume: 22 Issue: 5
absorb the complexity of the fair trade message but rather focus on ‘fair price’ and taste. The findings of a joint market survey in 2004 by four fair trade Organisations in North America concluded that, “In the minds of consumers the issue of producer compensation, fair wages, etc. is central to fair trade”. The findings of a joint market survey in 2004 by four fair trade Organisations in North America concluded that, “In the minds of consumers the issue of producer compensation, fair wages, etc. is central to fair trade”.37 Cafedirect’s market research has shown that customers were “more concerned with taste than helping Third World producers’.38

The belief in parts of the movement is that a complex message about fair trade does not get across to ‘mainstream’ consumers. The Marketing Manager for Oxfam Trading CAA in Australia suggested that “people do not understand the concept of fair trade” and the Marketing message is instead “gifts that give twice”.

A prominent advocate of fair trade in the UK suggests that “market leaders in the fair-trade movement ... sell first and foremost on the quality of their product, and use the fair-trade label as an additional Marketing tool” and that “people buy them because they like the product”.39

In what is probably the most practical guide for Social Enterprises available on how to market themselves,40 there is no mention made of the practicalities or ethics of Marketing the difference of the employees or trainees of a Social Enterprise. In our view, this is because the author (un-named) has rejected the idea as ineffective. Instead they concentrate on explaining how to plan and implement a broad based Marketing Campaign. “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’.

In their study of 43 fruit and vegetable co-operatives in SE Spain 41 Arcas and Ruiz conclude that ‘co-operatives need this [marketing] activity in order to reach the consumers in the present competitive markets’. Arcas and Ruiz are very clear in their minds that Marketing is

37 North America/Pacific Rim Conference Report, IFAT, Bichester, 2004
40 Marketing your Social Enterprise, Social Enterprise London,
41 Marketing and Performance of Fruit and Vegetable Co-operatives Journal of Co-operative Studies, Vol 36, No 1 April 2003
a practical necessity in the modern world, and that no business can survive without it.

**Recognition and Branding**

Adamson and Byrne [42] say ‘the profile of the social economy in Wales is very low’, listing low self recognition, low policy profile and low public profile.

Their case study on Bootstrap Industries concludes, ‘The organisation prides itself on offering high quality services, however the transition has not always been easy or painless. Moving the organisation towards a more entrepreneurial culture has involved the loss of key members of staff, including the founders and a change of board. The organisation took the risk of purchasing its main premises, this has paid off and it is now its main asset. From this it derives secure and permanent income providing financial stability with which to promote its wider social purposes. Adopting a more ‘entrepreneurial’ approach has permitted organisation development and enabled the organisation to better fulfil its social purposes.’

**Marketing Strategies for Social Enterprise**

Hogarth-Scott et al [43] state that, ‘Small businesses typically develop and implement Marketing strategies within severe resource constraints, and with day-to-day pressures of business, Marketing may seem an unnecessary luxury. However, as the enterprise moves along the growth cycle, the pressure for systematic planning and the associated information needs increases.’

Arcas and Ruiz [44] conclude that ‘Furthermore, a clear relationship exists between the marketing strategy followed by the co-operatives and their performance. The diversification [of marketing] strategy is associated with a higher efficiency obtaining bigger sales per asset as a result of implementing marketing activities addressed to the last stages of the distribution channel and the consumer’.

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[42] Developing the social economy in Wales: a Scoping Study Professor Dave Adamson, Ms Penny Byrne
[43] Do small businesses have to practise Marketing to survive and grow? Sandra Hogarth-Scott, Kathryn Watson, Nicholas Wilson
Comparisons with the private sector

Looking at the relationship between Social Enterprises and private sector small companies Byrne and Adamson state, ‘that Social Enterprises aren’t perceived as credible in the business world. There was general agreement from both sectors that credibility is an issue for Social Enterprises and that the image presented by many Social Enterprises needed to be re-worked to attract potential business partners’.

In all of the general literature on Marketing, there is never a question as to whether to market or not, only how to, how much, how to be effective, etc, etc. In the commercial world Marketing is a given, and it would be difficult to find a commercial undertaking that did not market itself. The logic is to maximise profit, and this is undertaken through maximising sales volume and margin. Marketing, along with business efficiency are the means to that end.

Only in the world of Social Enterprise is the question of whether to market considered, although no overall conclusion is reached. The logic of Social Enterprise is to achieve the social goal, and the product or service is the means to this end. The dilemma is whether or not this social goal will be damaged by Marketing activity aimed at promoting the product or service.

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45 Towards a ‘New Mixed Economy’ Byrne and Adamson
Research Findings ~ Field Work

Based on interviews with Social Entrepreneurs, Marketing professionals working in the Social Enterprise field, Academics concerned with the Social Enterprise field (together with evidence from our desk top review of academic and general published papers, reports and guides) we have come to the following conclusions:

- **Secondary Brands**
  
  These are relatively uncommon in the Social Enterprise sector, and in some cases straddle both Social Enterprises and commercial concerns. They provide an additional ‘hook’ for the consumer, and give them a reassurance of some additional quality or benefit.

  - **Fairtrade** ~ This is a very successful brand which guarantees a better deal for the source producer, which is often a worker co-operative in the ‘third world’. It was originally seen as poor quality but worthy, but is now seen as a quality brand in its own right, as well as one which gives the consumer dual satisfaction, quality and a feel-good factor.

  - **Organic** ~ This is slightly different to other secondary brands as it is defined and controlled by law, both UK and International. However its performance in the market place is similar, giving the consumer extra reassurance as to the quality and ethics of the product.

  - **Star Social Firms** ~ A new brand to be launched next year by Social Firms UK, which will identify only those Social Firms which meet the eight criteria covering such issues as the business model, financial stability, the percentage of severely disadvantaged employees, Health & Safety practice, confidentiality systems, training and learning and internal democracy. There will be a comprehensive assessment process backed up by a full training programme for assessors selected from the Social Firm sector. External evaluation of the scheme is to be conducted by SFEDI.

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46 Marketing professionals term indicating an additional reason for a consumer to choose a particular product.
Social Enterprise – Some indications, particularly from social entrepreneurs and Marketing professionals are that it is not perceived as a quality brand, and may impact negatively on sales and acceptance. Very few Social Enterprises market themselves as such for this reason. In its Position Paper 47, Social Firms UK are clear that the ‘Social Enterprise’ brand would be difficult to enforce, as Social Enterprise does not itself have a commonly agreed definition, and is not legally enforceable in the UK, unlike other countries such as Italy (Social Co-operatives) or France (Associations; Co-operatives). As discussed earlier, secondary brands such as Fairtrade have taken a very long time and rigorous enforcement to build a quality perception in the public’s mind. There is as yet no serious attempt to do this with the ‘Social Enterprise’ brand.

- Differential Marketing

Different messages to stakeholders and customers seems to be the way forward for many Social Enterprises, and is the policy followed by all the more successful Social Enterprises we studied. Marketing themselves to the general public based on an offer around price and quality overcomes any ethical issues relating to negative impacts on the disadvantaged groups they 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 stakeholders, laying out the social mission and long term plans for the organisation ensures future support and funding.

- Employee/Trainee reactions

In general 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 position. For many organisations, especially Social Firms, integration of disadvantaged and non-disadvantaged employees is a stated purpose, and marketing any difference could be detrimental to that. Some Social Firms have a policy of not identifying which employees are which. 48

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48 The only exception to this being when they calculate the ratio of disadvantaged to non-disadvantaged employees for Social Firms UK compliance
• **Social Enterprise Management Focus Groups**

In most cases Management are too busy running the enterprise and maintaining its value base to have considered how to market their product or service. These focus groups helped to concentrate their thoughts, and in general, after thought and discussion, managers supported the concept of Differential Marketing. However, we did find a number of managers who had a skewed view of what they actually did in their Marketing activity. This was compounded by the almost universal lack of a formal Marketing Plan. In our view the support of an experienced Marketing professional would be of benefit to a great many of the enterprises we met with, and if correctly used should pay for themselves in increased sales and/or profitability.

• **Co-operative Marketing**

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. However this is 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 the Social Enterprise sector at reasonable cost, and provide an offer to the consumer that is sufficiently broad to be of interest by incorporating products from more than one enterprise.

We found some Social Enterprises that had considered it, and were planning to introduce such schemes in the future, but none that were already using it effectively. The only schemes we have been able to identify are focussed on the ‘Social Enterprise’ brand, such as [www.shopsocialenterprise.com](http://www.shopsocialenterprise.com). This online Marketing initiative is unfortunately flawed by the fact that you can’t buy online, as well as by the weakness of the ‘Social Enterprise’ brand. This lack of co-operative Marketing initiatives was confirmed by Kathy Baker, who also failed to find any working examples in her research.

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Research Findings ~ Conclusions

• 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’

• We found no Social Enterprises that didn’t market themselves at all. However we found many that had no real Marketing Plan or Strategy, and which put little effort into Marketing. We found a clear correlation between active Marketing and business success.

• Most people, at all levels within the organisations we met, agreed that Marketing to the general public should not identify the difference or special nature of the workforce on moral, ethical and practical grounds. Not only is it potentially condescending, not only could it further disadvantage an already marginalised group, but it generally doesn’t sell products or services.

• Social Enterprises in Powys market themselves in a whole variety of ways, and use the same broad range of tools as both commercial businesses and Social Enterprises elsewhere in the UK. Signage, branding, literature, web-sites, e-mail and personal relationships are all used extensively. We found little use of posters and notices, and no evidence of fly-posting or billboards. We found no evidence of newspaper, magazine or TV advertising, but a small number made effective use of Yellow Pages. In most cases these decisions were well thought through, and media advertising would not be cost-effective for the products or services they were producing. We found little use of product labelling, packaging, instruction leaflets or accompanying literature. In this respect Social Enterprises vary from the commercial sector for which this is a normal and very productive Marketing activity, and one very suitable to the products or services they were producing. It is very effective at generating repeat business and/or personal recommendation.

• Most organisations had a clear understanding that their product or service was a means to an end – their social goal – which is in effect a secondary product. They recognised that they had different customers for these different products, but had not thought through how to market to each of them. They were very conscious of the effect this activity could have on the participants, and were keen
not to compromise, stigmatise, take advantage or abuse their participant workers in any way by marketing how and by whom the products are made. However, in many cases, the lack of any clear Marketing Plans or Strategies prevented them from effectively tailoring their various Marketing activities to suit.

- Those organisations that still received substantial grant support for their activities were conscious of the need not to appear too successful, and this at times constrained their Marketing activity, 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 another company. Those organisations that market themselves most effectively to their stakeholders and supporters, actively selling their social goal and their success seem to survive this dilemma the most effectively by reaching a point where their Marketing efforts makes them seem indispensable to their funders.

- In general the Social Enterprises in Powys we have studied are as successful as those elsewhere in the UK. This is very difficult to quantify exactly, as the social goals are both qualitative and quantitative, whereas the product or service provision is easy to measure quantitatively. The ‘Social Return on Investment’ (SROI) tool developed by the New Economics Foundation (NEF) provides a quantitative analysis of the social returns achieved. In 2004 NEF carried out a study on a programme in Liverpool working to return ex-offenders to the workplace, and calculated the programme produced £10.40 of value for every £1.00 invested. A detailed analysis of Social Enterprise’s SROI across Powys and the UK, linked to the mapping work already carried out by the University of

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Glamorgan should produce some information of interest to policymakers, but is beyond the scope of this research.

- The majority of the Social Enterprises we studied were run by skilful people, who managed tight budgets extremely well for lower rewards than they could have received in the commercial sector. The most successful had had previous careers in commercial business, and brought that expertise with them to the Social Enterprise sector. In most cases they used a range of Marketing tools to promote their organisations, and were successful by relying on strategies that had become second nature throughout their careers, but did not spend sufficient time and energy to carefully plan their application. In particular the need to target selected messages to different audiences, whilst recognised, was not always carried out accurately enough, or communicated fully throughout the organisation. This led on occasions to inappropriate messages being used inadvertently.

- Only in the world of Social Enterprise is the question of whether to market considered, although no overall consensus is reached. The logic of Social Enterprise is to achieve the social goal, and the product or service is the means to this end. The dilemma is whether or not this social goal will be damaged by Marketing activity aimed at promoting the product or service. The reality, however, is that this social goal also needs Marketing if funders, supporters and stakeholders are to be engaged. All the evidence we have found is that the social goal will not be damaged, provided the Marketing activity is appropriate to the message to convey and the target audience the organisation is trying to reach.

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52 Developing the social economy in Wales: a Scoping Study – University of Glamorgan, Professor Dave Adamson, Ms Penny Byrne, 2002
Success Factors in Marketing Social Inclusion Enterprises

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

- A clear, strong Brand and Corporate Image

- Knowing and understanding the market; their potential and actual customers. This does not always mean extensive market research, but it does need some thought and observation of the market they operate in and others they could operate in

- Adequate Marketing budgets. This does not need to be excessive, and each Marketing activity can be measured for effectiveness

- A dedicated person or team at senior level which supervises, co-ordinates and drives forward the organisation’s Marketing initiatives

- A clear understanding of the Marketing process and its importance in both gaining and maintaining market share at all levels of the organisation

- A well thought through, strategic, Marketing 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

- Differential Marketing; creating a different message about the organisation and its products or services which is relevant to each of the products or services and their target audiences

- Understanding the complex relationship between Price and Perceived Quality, and pricing their goods according to a clearly decided strategy, based on a decision as to market position, margins and volumes

- Using outside professionals as appropriate, without relying on them
Case Study 1

Amelia Trust Farm

http://www.ameliatrust.org.uk/home.htm
http://www.barrywales.co.uk/ameliatrust

Donated to the Methodist Church, the Amelia Trust Farm is a working farm on a 160 acre lowland site and is easily accessible on the A4226 Bonvilston to Barry Road in the Vale of Glamorgan. It has historically been a livestock farm, but now boasts revitalised oak and hazel coppice woodlands, ponds and a natural wetland meadow.

The project provides valuable educational, training and recreational facilities in a tranquil rural environment. They offer these services to all, but target those people in most need. On the Farm every effort has been made to provide access for the disabled.
The Trust has a special interest in working with young people who are at risk from a life of crime, alcohol, drugs and solvent abuse. They actively encourage and support people, to rebuild what can be shattered lives by positive deeds and thoughts. The Trust also provides opportunities for people with learning difficulties to experience an active outdoor life.

The Farm has Community Workshops which house a number of activities, namely:

- Woodwork
- Pottery
- Silk Screen Printing
- Music
- Arts and Crafts

It also has the 36 bed Hilda Dore hostel, a Field Study Centre and the Coed Crannog Dell Amphitheatre on site.

http://news.bbc.co.uk/1/shared/spl/hi/picture_gallery/05/in_pictures_amelia_trust_farm_/html/8.stm
The visitors centre is run by volunteers, providing hot and cold drinks, filled rolls, home made cakes, snacks and ice creams, and selling a range of gifts/novelty items as well as some crafts made on site. Admission and parking are free, with requests for donations.

Director of Amelia Trust Farm John Stacey-Marks does not believe they need to market or advertise.

He said: “We have too many visitors and clients jamming up our toilets and car parks, our waiting lists are long enough, we don’t need any more.

“What we need is more funding.”
Case Study 2

Aquamacs

http://www.aquamacs.co.uk/index.htm

Aquamacs is the multi award winning aquarium rentals and maintenance company, specialising in the installation of high quality aquariums to prestigious businesses and selected clients.

We are professional, reliable and courteous and, with offices in Cornwall, Oxford, Glasgow, Birmingham and Northumberland, can offer our unique service throughout the UK.

Aquamacs is a socially responsible company that invests its profits in local employment creation.

Aquamacs can help you transform your workplace by creating a stunning focal point and encouraging customers to linger in a calm and relaxed atmosphere. Ideal for receptions area and waiting rooms, but with such a vast choice, there is a perfect aquarium installation for every location providing therapeutic benefits for everyone.

Our job is to keep your aquarium looking at its best so we offer a convenient and efficient service that include regular maintenance visits, food and fish.
supply, water changes, advice and emergency call outs. We offer this complete service for fresh water, tropical or salt-water aquariums.

- Bespoke installations and servicing for any business application
- Quality aquariums built to the highest standards
- Fantastic Fish from quality local breeders and selected suppliers
- Luxurious aquariums at affordable prices
- Professional services for your existing aquarium
- A chance to change the environment you work in.
- A quality package of customer service, aquarium care and service
- Trained and uniformed maintenance teams operating within safe working practices
- A clean and beautiful aquarium (you only have to feed the fish!)
- A fixed price contract with no hidden extras

**Aquamacs is a Social Firm** 53, based Redruth in Cornwall, and have replicated themselves via a system of Social Franchising 54 organised via Social Firms UK. Following their successful launch in 2002, they have now installed over 170 aquariums, and have franchised branches in West Scotland, Oxfordshire, Northumberland & Tyneside and Birmingham.

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53 A Social Firm is an organisation which provides employment to disabled people and others suffering disadvantage in the workforce. At least 50% of its income comes from trading, and at least 25% of its workforce will be disabled or disadvantaged, and all employees are employed on equal terms and conditions. It will have a social mission, and profits may not be used for private profit, with the exception of worker’s co-operatives.

54 Social Franchising is a term for a new system of franchising developing in the Social Economy. Unlike normal commercial franchising which is based on a central Franchisor which controls the brand in order to derive a regular profit, Social Franchising is driven by a desire to replicate socially useful business forms. Charges are made by the Franchisor to cover training and knowledge transfer, and the Franchisee pays a regular fee to cover branding and advertising which is based on true cost and is administered transparently.
Case Study 3

Beacons Candle Workshop

http://www.brecon.co.uk/dirlist.htm

Beacons Candle Workshop
Tel No: 01874 611333

Description:
Day Service provision for adults with learning difficulties.

Opening times:
Sales and materials
- Mon - Fri 9.00am to 4.00pm

Beacons Candle Workshop is part of Powys County Council Social Services Day Service, and although it operates under a separate Management Committee it is subject to the trading and operating restrictions of Local Government.

It hand manufactures a range of in-house designed candles priced from £0.99 upwards, as well as making bespoke candles to order. It has a stall in Brecon Market every Friday, and at the local Craft Market every month.
All its’ Marketing to customers is strictly on the basis of ‘Hand made in Wales’, and no reference is made to the nature of the workforce who are people with learning disabilities. This is as a result of a study of the workforce’s attitudes carried out by the Project Manager, Syd Dennis. They unanimously felt that they wanted a standard job in an ordinary workshop, and all Marketing materials have been designed to fit with that. No real attention has been paid as to whether Marketing as a project working with disabled people would be effective or not, as the decision is clear to them on ethical grounds.

However, anyone visiting the Market Stalls is able to see that the Stalls are staffed in part by people with disabilities, and some have realised that this is no ordinary business, but those purchasing the products by other routes may not do so. An informal market research survey has shown that a small number of people buy candles from them in order to support disabled people, but most of their consumers buy on price/quality.

Plans are underway to re-design all the packaging and labelling, to develop an on-line sales web-site 55, and to look at either a Co-operative Marketing effort with other social businesses locally, or to use the services of a local Marketing specialist who has approached them with a view to a joint venture.

55 They have no web-site at present
Case Study 4

Cae Post

www.caepost.co.uk

Cae Post is a £million plus enterprise operating a range of recycling projects across Powys and in some neighbouring districts. It has a partnership with Powys County Council (PCC) which incorporates a 15 year contract, the budget for which is settled annually based on the agreed tonnage per annum handled. They operate ‘Bring Sites’, where the public bring their paper and plastic for recycling, they process waste from the Council’s kerbside recycling collections, they have their own rounds (in the more rural areas) where they collect kerbside, and they operate specialist schools and trade collections.
They employ a mixture of able-bodied and disabled people (over 50% are DDA disabled), as well as providing opportunities for people with learning disabilities and other disadvantage to volunteer for work experience places and training. They have a partnership with SHAW Trust which enables them to take referrals as well as access employment subsidies via the ‘Workstep’ programme.

The majority of their income comes from trading, but they have also received some EU funds. The combination of trading activity and the fact that over 50% of the workforce are disabled qualifies them as a Social Firm 56.

The General Manager, Richard Marsh, and the Business Development Officer, Phillip Williams both take a very hands-on approach to their Marketing activity, which is quite extensive.

They have a bespoke designed fleet of collection vehicles which are in corporate colours and sign-written.

The vehicle signage is designed not only to encourage recycling, but also to give a clear brand identity which distinguishes them from PCC, as well as providing a professional image. As a Charity and Social Enterprise they made it clear they are conscious of the need to overcome any poor conceptions the public may have about such organisational forms.

56 As per the definition used by Social Firms UK and internationally by CEFEC
They see the general public as front-line customers, but they also work to engage the Council as customers, both at Member (Councillor) level and through the senior staff. They have developed a good relationship with the Chief Executive (Mark Kem) as well as senior officers in Environmental Services, Economic Regeneration and Social Services.

They have worked hard in recent years to improve efficiency (up over 60%) and use cutting edge technology such as electronic (RFID) tags on recycling boxes to track each customer’s usage, which will shortly be available to them on-line.
They regularly attend local events and shows with a variety of point of sale displays, and have created a pair of cartoon characters (Ken and Ceri) to encourage recycling amongst children (and adults!)

The Marketing message they give out to each target audience is very different, and follows some very clear decisions.

**General Public at the point of use.** This is principally via vehicle signage and leaflets. This is strictly focussed on a professional recycling service, and care is taken not to identify themselves as a Charity or Social Enterprise. This even runs to using a www.co.uk web address, rather than a www.org.uk, because it appears on the vehicles. They have also used a free tea towel to emphasise what goes in each box, which saves them time in the sorting process.
General Public at other times. This will cover the public using the web-site, attending shows or events, or visiting the plant. Here the message is about recycling in general. As they have a near monopoly in the County and their income is tonnage related both in contract income and sales of recycled materials, any increase in recycling feeds back to them, so at this point they do not need to build brand awareness for themselves. Therefore at this point they also give a message about social awareness and the employment of people with disabilities.
**Stakeholders and Supporters.** Here the message is clearly about social awareness, partnership working, and employment and training opportunities. The message to PCC is also focussed on the cost savings they can bring them through recycling, and their ability to help them meet central government targets.

**Schools.** Here the emphasis is on the cartoon characters and the general recycling message, but the opportunity to reinforce the brand image is not lost as the kerbside vehicle and its signage is used.
Cafedirect

http://www.cafedirect.co.uk

‘Founded some 15 years ago, Cafedirect is a successful Fairtrade Social Enterprise which now boasts a UK turnover of £23m and a market share in the roast and ground coffee market of 8.1 per cent. This makes it the sixth largest coffee brand in the UK. In addition, its Fairtrade tea brand – Teadirect – launched in 1998, is ranked ninth in the UK’s top tea brands. Teadirect sales grew at a rate of 30 per cent in 2005. A Fairtrade enterprise is defined as:-a trading partnership based on dialogue, transparency and respect that seeks greater equity in international trade. It contributes to sustainable development by offering better trading conditions to and securing the rights of, disadvantaged producers & workers- especially in the Southern hemisphere.

‘The story began in 1989, when the International Coffee Agreement collapsed and international coffee prices slumped to a 30-year low. Twin Trading, a non-Governmental Organisation based in London – and
founded a few years earlier with a mission to reduce the inequalities of world trade – sought to work with marginalised coffee farmers. In 1991, Twin Trading allied with Equal Exchange, Traidcraft and Oxfam to form Cafedirect. The mainstream proposition was to create a quality Fairtrade coffee brand. To meet the internationally recognised Fairtrade standards a Fairtrade minimum price had to be paid to producers, which covers the cost of sustainable production and living. On top of the Fairtrade minimum price a social premium is paid so that producers can invest in community infrastructure projects, such as digging water wells, building schools, providing health care and working on income generating projects for women.

‘By 2003 Cafedirect had achieved impressive sales and distribution in a highly competitive UK coffee market; and in 2004 it successfully raised £5m through a public share issue and became a public company. There are 4,500 shareholders; coffee farmer producer groups have inclusive ownership of a 5 per cent shareholding. The founder members retained 40 per cent of the shares with the remaining 55 per cent sold to new investors, comprising individuals, institutions and Cafedirect employees. The company now buys coffee from 34 different producer organisations spread across Africa, The Caribbean and Latin America. It is bought directly from these coffee groups and the resulting Fairtrade premium paid by Cafedirect is ensuring that over 250,000 families receive a decent income from Fairtrade. In addition to the Fairtrade price, Cafedirect pays for producer support and development and in 2005 invested £540k in this key social development. In a competitive industry, Cafedirect now distributes a product range of 41 products – primarily coffees, teas and drinking chocolate.

‘It has to compete against global giants and needs creative and innovative Marketing, effective PR activity, strong networks and partnerships. Fairtrade Social Enterprises such as Cafedirect and the similar Day Chocolate Company (which makes Divine and Dubble Fairtrade chocolate) represent the interests of those who wish to demonstrate that it is possible and desirable to grow an alternative model of doing international trade.

‘Cafedirect’s success shows that consumers can engage and support a trading vision that delivers high quality products in the UK to the tangible benefit of the least powerful and most vulnerable people in the trading chain.’

Case Study 6

Cornish World

http://www.cornishworldmagazine.co.uk
Comish World is a Social Firm which is part of Pentreath Ltd \(^{58}\), a mental health Charity in Liskeard, Cornwall, founded and supported by the NHS.

Comish World was founded 11 years ago as a commercial venture, and was taken over by Pentreath Ltd in 1999 to develop as a Social Firm. It still requires a subsidy, but losses have reduced dramatically over the last 4 years, and an Action Plan is in place with the aim of breaking even this year. As with many established companies it is ineligible for most job-creation grant schemes which are aimed at specific sectors such as graduate employment, ICT \(^{59}\), tourism, etc.

Comish World provides employment, work experience and training both for people recovering from mental health difficulties, young unemployed and students from the local division of the National Council for Training Journalists at Cornwall College, Camborne in its busy newsroom. They also have placements from Training Agencies and volunteers. Currently they have 3 employees and 12 volunteer/trainee placements, these placements having a success rate of over 60% of placements going on to permanent employment or further training.

\(^{58}\) At one point Pentreath Ltd had 12 Social Firms in development as part of a £400k European funded initiative, but is now down to 2.

\(^{59}\) Information & Communication Technology – i.e. Computers
Cornish World’s main competitors are ‘Cornwall Life’ published by the Archant Life group, which publishes 50 regional and French titles, and ‘Cornwall Today’, published by Devon and Comwall Media (part of Northcliffe Publishing) which has 150 staff, and produces the West Briton, the Comishman and Comish Guardian, North Devon Journal and Mid Devon Gazette - as well as several magazines.
Despite this fierce competition from major international publishers, Cornish World has over 1,200 subscribers worldwide, including all 83 Cornish Associations throughout the world, and average sales of 3,500 against a 5,500 print-run.

Its Marketing efforts are almost entirely a straightforward commercial pitch. There is only a tiny mention of Pentreath Ltd and the Esmee Fairbairn Foundation on page 3 of the magazine, and only a few parts of its other leaflets, media pack, etc. mention its social aims.

Feedback from trainees is that they would not like to be associated with a mental health project, and on occasions have asked that their contributions remain anonymous. When there is any mention of the social purpose in its materials, Cornish World’s policy is to refer only to people having a disadvantage. In around 25% of cases, when selling adverts they ‘play the social card’, but this is carefully targeted at appropriate advertisers such as the public and voluntary sector. In all other cases they sell on price and quality alone.

They produce a professional Media Pack, occasional leaflets, give away back issues at shows and events, waiting rooms, guest houses, have special offer inserts and operate an on-line and in-magazine shop selling specialist Cornish items.

Cornish World is unusual in that it has used, and continues to use Marketing professionals to assist with and analyse its efforts. Until 2004 it used Acom Marketing, a Social Firm within Pentreath Ltd (run by Rod Stephens, a Marketing professional who had previously run his own Agency dealing with major international brands) and they are now working with Cornwall College Business School and a local Marketing Agency.
Case Study 7

Kehelland Horticulture Centre Ltd

http://www.kehellandhort.co.uk

Welcome to the new KHC website,

The Centre provides training and work experience in horticulture for adults with learning and, or physical disabilities. This vocational training combines both theoretical and practical work.

The trainees train in small groups and have the opportunity to gain knowledge and skills in a wide range of horticultural tasks and work skills. By working and socialising together through the day, the trainees also learn social skills.

The Centre not only provides training and work experience but is also run on a commercial basis in order to contribute towards many of it’s own costs.

Kehelland prides itself in pleasing its customers with quality pick your own (PYO) fruit and vegetable facilities, seasonal bedding plants, alpines, herbaceous perennials, shrubs, trees, climbers, roses, herbs, pot plants, grasses, bamboos, seeds and compost.

Please use the links above to browse our services and products and find out more about Kehelland Horticultural Centre.

Registered Office : Kehelland Horticultural Centre Ltd, Kehelland, Camborne, Cornwall TR14 0DD
Registered Charity Number : 1714560
VAT Registration Number : 418211972
Kehelland Horticulture Centre Ltd is an independent Charity established in 1982 providing support, training and work-experience to over 60 people with learning disabilities near Camborne in Cornwall. It was set up on the initiative of the then Director of Social Services, Richard Lingham with a ‘pump-priming’ grant of £5,000. It operates from a 16 acre site, and has over an acre under glass/polythene. The site is operated as a partnership between the charitable company and Cornwall Social Services, with the staff being split between the two organisations. They employ between them 5 fully trained horticulturists and a shopkeeper, and provide training and support to over 50 people with learning disabilities.

They operate on a very small advertising budget, and most of their Marketing efforts are ‘below the line’ \(^{60}\). Each year they organise events on site, such as the ‘Tea Treat’ in partnership with the village association, and the ‘Giant Vegetable Show’. This year they will be having their third event on national ‘Apple Day’ with over 100 varieties on display, cider companies and apple tree retailers on site.

\(^{60}\) Marketing Industry term to indicate activities that are not paid for, e.g. Press reports
heavy horse displays and evening entertainment, as well as a number of apple varieties on sale from their own orchard.

They provide and maintain all the flower displays and hanging baskets for Camborne Town Council, operate a weekly plant stall in Camborne’s main square, sell plants and vegetables from the site shop, deliver to local shops and restaurants, including the Royal Cornwall Yacht Club, and operate seasonal ‘pick your own’.

They have business development programme in place to improve their financial sustainability, and are planning to develop the Charity’s committee, bringing in representation from staff, trainees, carers and the business community.
They have a regular advert in the Yellow Pages and on www.yell.com as well as producing leaflets from time to time.
They have tried advertising in the West Briton, but found it offered a very poor response rate and a high cost (over £500).

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61 They used a discount coupon in the paper to gauge response rates
Since 1993 they have exhibited at the Royal Cornwall Show, which provides a targeted Marketing exercise to their potential customers, as well as an opportunity for their trainees to develop self-confidence and esteem. In 2003 they gained a Gold Medal in the Horticulture section.
In March 2000 they launched a new corporate image, with new signage and graphics. With the help of Cornwall County Council they also arranged for brown ‘tourist’ road signs to direct traffic to the site.

As part of this they started to sell plants off their web-site, a practice they have since abandoned due to problems with packaging.

The new image and associated Press and PR was arranged for them by Rod Stephens of Acorn Marketing, itself a Social Firm employing people with mental health difficulties. Acorn Marketing has now closed, but was part of Pentreath Ltd Industries, a local Charity working with people recovering from mental health difficulties.

They have also tried operating a ‘veg box’ service, but found difficulty out of season in sourcing imported and other produce to make up the boxes in the quantities they required. Following a review, they decided to concentrate on sales off the site and in the locality.

This year is their 25th anniversary and they have produced a printed pen as a promotional tool. This pen, in common with much of their publicity material such as the Yellow pages advert and some of their leaflets, makes no mention of their social purpose, but is purely aimed at sales to customers.

However, over the years they have built a strong brand image, whereby ‘Kehelland’ is synonymous with both community and social values, as well as fresh local produce. This has been achieved by both concentrating on the Horticultural Centre and its produce as a product, and selling themselves as community focussed organisation at the same time.
Newpath Services, (now Newpath Ventures) is a subsidiary company set up by the Lifepath Trust (formerly known as Coventry Homes CMC) which is a well established (over 30 years) Charity which supports people with learning disabilities. Newpath is based in Coventry, and was set up to provide jobs and training for people with learning disabilities, and has operated a number of business ventures over the last 15 years. They have always developed and rationalised the areas in which they operate to improve profitability, and as a result they have closed their bakery (10 years ago) and laundry businesses (2 years ago) to concentrate on developing other aspects of their work.
The 3 main strands at present are contract packing, horticulture and catering. A process of devolution has been put in place, so that the managers of the individual services now have more responsibility for Marketing each service, Peter Broughton, who has had many years’ sales and Marketing experience in machine tools and packaging, operates traditional, but very effective Marketing methods.

The company has no brochure, and is only now developing a dedicated web-site for contract packing, although it has a presence on the general company web-site. Contract packing is a very traditional industry, and the main Marketing tool used is a personal visit with a business card. A considerable amount of effort is put into this, as the company has customers as far away as Plymouth. The Marketing activity is entirely relationship based, and includes regular visits to existing customers, cold calling potential customers and visits to trades shows such as those at the NEC, Earls Court or Olympia. Newpath never pays for stands or exhibitions, but Peter concentrates on building relationships by visiting exhibitors stands and selling his company.

This highly specialist approach has brought in a wealth of business from small and large companies, as well as Government Agencies. The company offers a range of hand packing services, together with sub-contract printing, labelling and logistics in runs of up to 50,000 units, although some specialist jobs can be much larger. The relationship with customers, established over 15 years is such that

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62 A current specialist job for a confectionery manufacturer is 180,000 units for export.
many now pass quality control to Newpath, and so jobs are delivered direct to the end-user without external inspection.

**Kings Hill Nursery**

[www.kingshillnurseries.co.uk](http://www.kingshillnurseries.co.uk)

Newpath also operate an extensive Horticultural Nursery just off the A46 Coventry to Stratford dual carriageway. This has extensive propagation facilities, as well as providing direct sales to the public. It operates a gardeners club with over 700 members who receive a direct mail newsletter each month to maintain customer loyalty.

Excavation work began on 14th July 1995 to construct the glasshouse that would become the main facility of what was known then as Newpath Nursery. The Glasshouse was opened by Geoff Hamilton (former presenter of Gardener’s World) on 16th December 1995.

The project was formally completed in May 1996 and a Wall of Merit naming those who had helped in the construction was unveiled by Canon Roger Royal on 25th May 1996.
The nursery developed a reputation for sales of Fuchsias, which were sold under the brand of ‘Flying Fuchsias’ in packs of three, but currently specialises in spring and summer Hanging Baskets, and Poinsettias for Christmas, growing over 30,000 each year.

The nursery has clear signage at the entrance, but does not sign-write its vehicles at present as they are lease vehicles. They have
tried to gain permission for signage from the A46 to the site, but have so far been unsuccessful. The lack of signage at present is seen as a major barrier to increasing trade. Major sale events are publicised through leaflets and promotion through the local newspapers using advertising and editorial.

Newpath also has two catering outlets, which provide work experience and training opportunities for people with learning disabilities:-

The Four Seasons

www.seasonsfour.co.uk

Set in the heart of the Warwickshire countryside on the same site as Kings Hill nursery and yet within easy reach of the midland motorway links, the Four Seasons Function Rooms has built a reputation on being flexible to customer’s requirements and attention to detail. They offer a wide range of services to ensure that whatever type of function is required they can meet customers’ demands. Many groups and societies hold their regular meetings there and the Four Seasons is able to accommodate Speakers, workshops, etc. The Marketing has been based predominantly on word of mouth and recommendation, together with a small brochure, which has generated some long term usage. The website is now producing a good number of leads especially in the party market.

Benedicts

Benedicts has been operating a café in Coventry Cathedral for a number of years. Whilst it is located within a major tourist attraction in the city it is not easy to find and cannot rely on passing or tourist trade. It has undertaken small Marketing initiatives such as loyalty schemes to attach regular local customers. Benedicts also diversified into outside catering several years ago to increase trade, and uses leaflets for promotion.
Case Study 9

Coventry Training Consortium

Life Path Trust has also been involved in another venture in Coventry. This was the establishment of a training consortium to deliver training for staff supporting people with a learning disability.

The Consortium was established by three charitable bodies working in this field as an independent consortium partnership, the current members being Lifepath Trust and Entrust Care. Lifepath is the lead partner and hosts the partnership at its premises.

It provides Learning Disability Awards Framework (LDAF) staff training and development to all support staff in Coventry working in the Learning Disability sector from the Voluntary, Local Authority Social Services and Primary Care Trust sectors. It is funded by grants from the Learning and Skills Council, Advantage West Midlands, Social Services and ESF to provide this training free to Coventry based support staff. It has also provided training to non-support staff such as Newpath staff in a range of areas such as Health & Safety (H&S), Customer Care and has also carried out H&S Audits.

It is developing a range of generic courses to sell outside the LD sector such as Food Hygiene, Health & Safety, First Aid, etc. It currently markets itself as being Learning Disability specific, but is developing a range of materials that will place less emphasis on this, as it perceives that this specialism will not help its sales and marketing efforts to the general market. However it will continue to push this specialism, and its ‘not-for-profit’ status where appropriate, such as to the statutory and voluntary sectors.
Case Study 10

Pack-IT Group

http://www.pack-it.co.uk

Pack-IT started life in a Social Services project based at Tremorfa Day Centre in Cardiff, but following its spin-out as an independent company and a move to commercial premises on the old British Steel steelworks site, it has grown to be a very successful business, currently employing 14 people.

That ethos has been maintained as the Pack-IT Group has grown from its early beginnings to a three pronged business supplying mailing, storage & distribution and on-line fulfilment. The Pack-IT Group employees, both able and those with disabilities are all key players and have been instrumental in its success story. They all have real jobs, earn real wages and benefit immeasurably from being part of a busy working environment.

In addition to the three main business functions, the Pack-IT Group’s long standing, full-time team is engaged in specialised finishing such as subscription fulfilment and cross matching of short-run hand mailings, full web-based real time stock control facilities as well as customer services capabilities.
Pack-IT first tried to market itself as an employer of disabled people, shortly after John Bennett took over as MD. Up until this time there had been only limited Marketing, and the main work was a sub-contract from AA Insurance Services, which were at that time based in Cardiff. John found this to be singularly ineffective, and concentrated on building the brand and reputation for quality and timely delivery.

In recent years, they have become heavily involved with Social Firms UK, and were prime movers in the creation of Social Firms Wales. As a result of this, and the strong market position they have gained, their Marketing has broadened again to include reference to their status as an employer of disabled people alongside the commercial and quality messages. However it is displayed in such a way that whilst it is on most of their Marketing materials, it is always secondary to more commercial messages. It does not feature on building or vehicle signage, nor on
materials given by sales representatives when making calls to potential customers.

John Bennett, Managing Director of the Pack-IT Group is adamant he is competing on the quality of his business’ work, not on his workers’ circumstances.

When he first started he told a new customer about the mix of workers, they replied “I don’t care what your workforce is like, can they do the job?” He says that was a lesson he took to heart. “We are judged on the service we provide and not by the people we employ,” he said.

He says they work to the triple bottom line of business – making a profit, addressing social needs and meeting environmental concerns. They recycle a high proportion of their waste.

Pack-IT’s promotional material does not flag up or picture its workforce. It says ‘Quality people have been recruited and developed over a period of time and now underpin the director’s commitment to professionalism and customer service.’

Their main brochure offers ‘flexible, reliable and affordable solutions to contract packing, fulfilment and despatch’. Pack-IT group’s logo,
showing contents going into an envelope, is used consistently, from fleet vehicles to the welcome mat.

They have done targeted mail drops. John Bennett has targeted potential customers who are ‘green’ with social consciences. He has requested clients put Pack-IT’s details on their mailing lists because they have done a good job.

They have a lot of repeat business from whom they solicit testimonials. “We aim to exceed expectations,” John said.

Pack-IT buys very little advertising. They are planning to update the website, where they plan to talk more about Social Enterprise.

The company is expanding, with associated companies in Australia and Dubai, a franchise in Wakefield and another coming to Scotland. These are licensed to use the brand. “We are a strong brand in Social Enterprise, and we manage these projects at a distance.”

Pack-IT is not dependent on funding – out of a £1.4 million turnover they have a £15,000 grant for training.

“We are a business that supports rather than a project that trades,” said John Bennett. “We never take any contract for granted; we have our feet firmly on the ground. Supplier loyalty doesn’t exist – if they can get the service cheaper they might”.

Pack-IT has a low turnover of staff, with most staff staying four years and one worker staying 16 years. They are all paid above minimum wage. Employees have a range of challenges including Down’s Syndrome, deafness, and have included ex-offenders and former drug users.

John Bennett says, “We don’t do disabilities. I don’t make special cases, but I take each person on their own merits. We find out what they are capable of, then help them develop.”

John Bennett is often asked to speak at conferences and the business has won several awards. “Winning awards is nice but it doesn’t pay the wages,” he said.
Case Study 11

Pentreath Ltd

http://www.pentreath.co.uk

Welcome to Pentreath Ltd.
Providing gateways to employment for people in Cornwall with or recovering from mental ill health.

Pentreath is a charity offering training, work experience and employment opportunities to people in Cornwall who are recovering from mental ill health.

News: Pentreath Relaunch Day
News: Pentreath at Social Justice Awards

The information on this site is aimed at potential and existing participants, referrers, carers, employers and other interested parties and provides an introduction to Pentreath and the opportunities we have to offer.

The Projects and Emerging Social Firms pages provide details of all the opportunities available to support participants and how individuals can be referred to us. Have a look at About Us and Good News Stories to find out more about who we are and what we do.

Referral Forms are available for clinicians and health professionals to download. In this section you will also find a self referral form for the Success Project.

Louise Knox
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Pentreath East
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Tel: 01579 349389

Contact Us | Links | Home

© Pentreath Ltd 2005
Pentreath Ltd is a well established mental health Charity established in 1991. Its current turnover is around £800k, but has in the past exceeded £2m. It is very clear in its Marketing of itself as an organisation that it works with people with mental health difficulties and develops Social Firms. In the past it reached a peak of 12 Social Firms in development including a Marketing Agency, a Hotel, cycle hire, a printing works and a digital information scanning and storage service, but currently only operate two, Comish World and Vitality Matters, both of which operate from Jennings House in Penzance.

These Social Firms market themselves principally as normal commercial businesses, making no reference to any social mission in the majority of their Marketing materials.

Pentreath Ltd has just re-launched itself with an open day for stakeholders and supporters, and is re-developing its web-site. Its main work now is operating various programmes for disadvantaged groups returning to employment, such as ‘Fit for Life’, ‘Skills for Life’ and ‘Roads to Health’. These are funded by the Cornwall partnership NHS Trust, Big Lottery, Job Centre Plus, ESF, the Learning and Skills Council.

All Pentreath Ltd’s Marketing is carried out for it by Comish World.
Case Study 12

Les Restos du Cœur (Restaurants of the heart)

http://www.restosducoeur.org

Les Restos du Cœur (Restaurants of the heart)

Launched by French media personality, Coluche 63, when, on 26th September 1985, appearing on Europe 1 (one of France’s largest radio stations) he postulated.... “I’ve a little idea....... if anyone wants to sponsor a free canteen that some people are getting together in Paris, and which we intend to spread across all the big towns of France...... to give out 2 or 3 thousand meals a day, completely free.”

On the 21st of December the first centre was opened, and by 21st March 1986, 5 thousand volunteers had given away 8.5 million meals.

63 Michel Gérard Joseph Colucci, a charismatic French film actor, television presenter, creator of a café/theatre on the Rue d’Odessa in Paris, holder of a motorcycle world speed record (1 km ~ 252,087 km/hr. Yamaha OW 31 750cc)
Resto du Cœur, from the outset was Marketing driven, both to spread the word to potential beneficiaries and to raise money. At the end of 1985, Jean Jacques Goldman composed a ‘Chanson des Restos’, recorded by Nathalie Baye, Coluche, Catherine Deneuve, Michel Drucker, Yves Montand and Michel Platini. On the 26th of January, Coluche organised a ‘Telethon’ on TF1 (the largest French TV channel) which brought together a host of artists, politicians from across the spectrum, sporting personalities and broadcasters from radio and TV. The money donated was sufficient to keep them going all winter.

On 19th June 1986, Coluche was killed in a motorcycle road accident, but the Association has prospered nonetheless.

Today there are 48,000 volunteers across France, giving away 75 million meals each year to 670 thousand people. Some are distributed as hot meals from canteens, buses and lorries, and some as packed meals distributed on the street.

There is now an ‘Association Nationale’ and 113 ‘Associations Départementales’ operating across France from 2,100 locations. The major source of income is individual donations (467,000 in 2003/2004, as well as 170,000 people who gave their Luncheon Vouchers). Turnover is now up to over €120 million, and services include hostels, childcare, youth training, free holidays, cinema tickets, skill development workshops and gardening projects.

All their Marketing materials are very explicit that the service they provide is to poor and disadvantaged people, and at no point do they try to give a commercial image. Their Marketing message is however very professional, and one is never in any doubt as to their professionalism and their media and political contacts.
Case Study 13

Shetland Soap Company

http://www.shetlandsoapcompany.com/index.asp

Shetland soap is a Social Firm working with people with disabilities, making soap and allied products by hand. It is the originator of the
Social Franchising/Replication process being developed by Social Firms UK. It markets itself entirely as a local producer of natural materials, except for one small mention on its web-site under the heading - ‘our philosophy’.

Many of the initiatives which have supported the development of the craft sector within Orkney depend on various bodies working together to achieve a common goal. The creation of the Orkney Marketing Scheme supported by EU funding and operating as a ‘not-for-profit’ has allowed developments not only in crafts but also in other sectors of the economy including Orkney Quality Food and Drink. It operates a ‘craft trail’, directing people from one craft producer to the next. This success demonstrates how co-operation between local enterprises can enhance their Marketing effectiveness by pooling budgets and efforts. The Shetland Soap Company 64 has a branch in Kirkwall, Orkney, and will be able to benefit from such joint Marketing exercises, although at present it is not Marketing its products via the BuyOrkney web-site. It is proposed to transfer ownership shortly to a local Orcadian voluntary sector body. 65

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64 A Social Enterprise employing people with disabilities
65 http://www.orcadian.co.uk/archive/2007/archive18.htm
Archived Headlines
April 30- May 6, 2007

Name change mooted for soap company

The Kirkwall branch of the Shetland Soap Company is contemplating changing its name to “Orkney Soap”.

Alexis Odie, manager of the company, said: “The business has been trading for two years and in that time the charity has created employment for six local folk, two of whom have a disability, and training and support placements for a further 12 Orcadians with disabilities.

She added: “It is mooted that in the future, the ownership, of what is to become ‘Orkney Soap’, may pass to an Orkney-based voluntary organisation, and talks have already been entered into with various interested parties.

They also market their products via Amazon, where they are sold alongside other products from commercial concerns, via the ‘GirlsNight’ Amazon on-line shop.

http://www.amazon.co.uk/s?ie=UTF8&search-type=s&index=kitchen-uk&field-keywords=The%20Shetland%20Soap%20Company&page=1
Case Study 14

SIREN

http://www.siren-ltd.com/index.html

Welcome to SIREN

SIREN is an intermediate labour market (ILM) that has been established as a "not for profit" social enterprise. Our organisation is based in Brecon at the heart of the National Park, but we are actively looking to explore the success of our existing operation into other areas. Our first factory is Brecon is a Carpentry Workshop. Please have a look through the following pages and at our 360 ° virtual tour of the factory, or better still come visit us!

This website is split into three main sections; Social, Environmental and Economic. These are the three key goals for SIREN, however they are not seen as individual goals. Our operation aims to encompass all of these goals into one cohesive package to deliver a truly sustainable organisation. SIREN started in December 2001 and was initially a joint partnership project by the Employment & Protection Service (now Jobcentre Plus) & the National Protection Service. What came of that partnership was an organisation called Social Inclusion REaching Employment Needs Limited - trading as SIREN. After securing a small workshop in Brecon, SIREN received a great deal of support and assistance from the Prince’s Trust Centre before, in March 2004, moving into much larger premises with the support and guidance of Environment Wales.

We started manufacturing in June 2002 and have developed a highly desirable range of products that ranges from office and garden furniture through to smaller items like foot-shaped drink holders and chopping boards - see photos.htm. Whilst we have a set range of products, we are very flexible around them, we can change sizes to suit individual customers. In our new premises we can now offer a skill base to develop products to customers individual requirements, for example we recently worked to a customers specification for internal doors and door linings, then went on to manufacture specific items to his designs. Whilst we strive to achieve a self sustaining business in the future, we must pay tribute to the founders we have had throughout the life of this project to date, all of whom have had the foresight and appreciation of what we wanted to achieve socially, environmentally and economically.

Founders:

Brecon Beacons National Park Authority

ESF Objective 3 Funding

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SIREN Ltd is a woodworking workshop based in Brecon. It operates as an Intermediate Labour Market (ILM) providing fixed term employment and training to disadvantaged people, some long-term unemployed, and others from the criminal justice system. When their contracts come to an end they are given support in job-search, and over 85% move on to further employment.

In the words of Neil Hirst, the Director, the organisation could be classed in many ways, Social Firm, community business, ‘not for profit’ enterprise... aspects of all of these terms are correct but we were initially established as an Intermediate Labour Market (ILM).

Simply put, an Intermediate Labour Market is a business or project that:

‘Stimulates temporary employment and sustainable new jobs for long term unemployed people in disadvantaged communities, which will substantially increase employability and be of direct and valued benefit to the community.’

Key elements of our (or any other ILM) are:

‘To improve employability, especially for those who are furthest from the labour market.’
‘The core features are paid work, temporary contracts, high quality training, personal development, and job search activities’.
‘The work is an addition to existing economic activities and not in direct competition.’

All of these criteria and definitions are established by the Centre for Social Inclusion and form the basis of their annual ILM conference.

SIREN runs for the benefit of its employees, and the community as a whole. We are all about social regeneration and breaking down barriers faced by socially excluded groups to mainstream employment and training.

Everyone that comes and works in SIREN is supported through the Government’s NewDeal Jobcentre Plus scheme before they come to us, and therefore has been unemployed for a significant amount of time – often never having had paid employment. That first step of coming to SIREN for an interview for a proper job is very important as a first boost to our employees’ confidence. It is extremely important to us and more so our employees that we are not just another scheme or training initiative. Everyone in SIREN is paid a wage, pays Income Tax/NI and is in work; producing quality items to customers’ requirements and having the pleasure of seeing a delighted customer collect their goods each week. On top of the wage, we pay 80% of all
travel costs for our employees and fund all work related training requested by the employee – as per his/her individual training plan that we work on with them, but again we do not force training... it is driven by the employee to their requirement.

SIREN works very closely with many agencies to assist its employees overcome their individual barriers to employment and training.

SIREN was established with a great deal of assistance from Coed Cymru, the organisation in Wales that promotes the use of sustainably produced Welsh indigenous hardwood timbers from managed forests in the Country.

Our environmental policy stretches across our organisation and covers all aspects of the running of the business, from the timber suppliers through to the re-cycled computers we use for the running of the business and training... not to mention the fair-traded coffee and tea that we drink.

We are an Environment Wales registered project and are very proud of our environmental standing. In November 2003 we were invited to 10 Downing St for an evening reception in recognition of our work in environmental and social regeneration... we even delivered recently one of our three-seater benches to Chequers!

The products we make are all made from indigenous Welsh hardwoods like Beech, Oak, Chestnut, Ash, Lime, Sycamore etc... all from managed forests.

Overall SIREN holds its environmental and ethical values as highly as its social ones, whilst the company was established for purely social goals we have developed into a truly environmentally aware organisation that values these ethics and promotes them where possible.

The vast majority of SIREN’s marketing materials concentrate on the quality of the product range and its environmental credentials, with only a few small references to the fact that it is not an ordinary business with ordinary employees.

Heavy reliance is placed on repeat business and recommendation for product sales, together with the production of a full-colour sales pack detailing all the products. Marketing the organisation to stakeholders and supporters relies on the connections of staff and Trustees. Both these efforts have enabled substantial growth over recent years.
Case Study 15

Vision 21 (Cyfle Cymru)

http://www.vision-twentyone.com

Our vision

To be the best local provider of vocational and training routes into quality work placements and employment for people with learning disabilities, founded on our history of innovation, inclusion and value for money.

Vision 21 (Cyfle Cymru) offers people with learning needs and disabilities sufficient time and support to discover new skills, attitudes and confidence, helping them to lead fulfilled adult lives.

We are a registered charity offering people with a disability the opportunity to undertake vocational training with a view to employment.

With projects located in Cardiff, Newport and the Vale of Glamorgan we provide a wide range of training, including:-

- Information and Communication Technology
- retail skills
- woodworking
- horticulture
- catering

We want students to get the most from their time with us, to help achieve this we:-

- ensure training is tailored to individual needs
- offer nationally recognized qualifications
- have qualified and experienced staff

We are committed to quality - we are an Investor in People
Projects

We have a wide range of projects located in Cardiff, Newport and the Vale of Glamorgan.

To maximise their value as providers of vocational training our projects are often based in working businesses, for instance:

- the A La Cote café at Rookwood Hospital provides training in catering skills
- The Oak garden centre provides training in horticulture
- our gift shop provides retail experience.

These realistic and practical work settings help students transfer their new skills into other situations. The interpersonal interaction, with their peers, colleagues and the public, also helps develop social skills. Through developing these and their new vocational skills students develop self-confidence and are empowered toward employment.

We support students every step of the way. Their training is tailored to meet their needs and qualified, experienced staff are always available.
Projects

Vision 21 has a wide range of projects located in Cardiff, Newport and the Vale of Glamorgan.

To maximise their value as providers of vocational training their projects are often based in working businesses, for instance:

- The A La Carte café at Rookwood Hospital provides training in catering skills
- The Oaks garden centre provides training in horticulture
- Their gift shop provides retail experience.

These realistic and practical work settings help students transfer their new skills into other situations. The interpersonal interaction, with their peers, colleagues and the public, also helps develop social skills. Through developing these and their new vocational skills students develop self-confidence and are empowered toward employment.

Oaks Garden Nursery

The Oaks is a working garden centre selling competitively priced products, including bedding and other outdoor plants, garden furniture, general gardening products and ready prepared hanging baskets.
Woodworking

Wood workshops produce an affordable and wide range of handcrafted items for the home and garden, including, bird tables, bookcases, kitchen equipment and one-off commissions. The workshops operate as commercial enterprises selling directly to commissioning customers and through retail outlets at Designs and The Oaks.

They strive to work ethically and have strong links with recycling networks enabling us to use almost exclusively recycled timber. The small amount of new timber they use comes from managed forests.

GiftShop(Enfys)
Director of Vision 21, Barry Shiers MBE, is clear that his primary aim is to train students, then to run the businesses.

18 years after starting in a garage at the back of his house as a social worker, he now offers vocational training to over 180 students across 15 Social Enterprises, getting them ‘work-ready’.

Vision 21 runs 15 Social Enterprises and is clear that the primary aim is to train students. Barry says, “We’re very much about vocational training, but sales are an important part of the income stream.”

Five new developments are opening soon, including two in Newport and Monmouth.
Barry states: “We advertise to attract customers. The catering outlets issue flyers, but we don’t go for the charity arm, and we are mindful of undercutting our competitors.”

Niblets sandwich bar in Cardiff charges the same as similar outlets, while the Vision 21 shop, Enfys, sells “on the strength of the products”, which include carpentry, hand made cards and seed packs produced by trainees with fair-trade products.

Vision 21 is considering producing a catalogue of work for sale and also selling online. They have recently had commissions for Celtic Harps and blanket boxes and they are looking at producing flat pack designer chairs made from Welsh Oak, supplied by Coed Cymru, which might be sold around the world.

The Oaks Garden Centre is run as a commercial venture and they advertise in the local newspaper. Photocopied leaflets for the garden centre focus on the products on sale, and are posted to every home nearby.

Vision 21 has used innovative ways to promote itself, offering its services to the Parents’ Federation’s 66 database of clients to reach 600 potential new customers. Vision 21 will also be employing a part-time Marketing person with a small budget.

Positive images of trainees at work feature on the Charity’s website and on materials geared towards stakeholders and funders. Permission has been sought from students, but Barry is concerned that they may not understand what is being asked of them. “There have been lots of discussions around how best we should market ourselves. We want to raise awareness, but we also want to promote quality products.

“We get repeat trade, but we don’t know exactly why people come back to us.

“We have comments books for feedback. We get lots of positive comments in the book in Bellevue Park, Newport - never about the students but about the great cakes.”

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66 South Glamorgan Parents Federation is the representative body for parents and carers of people with learning disabilities.
Case Study 16

Vitality Matters

http://www.vitalitymatters.org.uk/welcome.html

Vitality Matters is an alternative health and lifestyle magazine, which is a Social Firm and part of Pentreath Ltd. It is a glossy A4 monthly guide for Cornwall, promoting health and well-being, and is distributed free to health food shops, whole-food outlets, alternative practitioners, and other similar outlets.

All the design production and print placement for Vitality Matters is carried out by Cornish World, but the editorial and advertising is completely separate.

None of Vitality Matters’ Marketing materials makes any reference at all to its Social Firm status. The only clues in the magazine itself are a reference on the subscription form this helping to this supporting the Pentreath Charity, and a bias towards advertisers from the public sector.

This concentration on selling the product as ‘mainstream’ is a common thread through the Pentreath projects, despite the fact that in this case the target audience is likely to be sympathetic to supporting a Social Firm.
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- Colin Williamson - Kerholland Horticulture
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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

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www.communityenterprise WALES.com

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