

MARKETING Media & MORE



The idea for compiling this guide was driven by three specific market needs:

1. Social enterprises and their supporters are more skilled at using social media than traditional businesses (67% of social enterprises use social media every day within their business compared to only 1 in 10 SME's [RBS SE100 Survey](#)) making the most of every resource in order to market our businesses.

So I suppose that number 2 is no surprise!

2. Marketing and Media development is the most requested training topic whenever we stage an event. It is certain that we all want to do more and better so sharing good practice in this format seemed like a good idea

And so lastly to number 3!

3. At SEWM we are always looking for ways to add value to our membership. For the members who need support and help and for our members who have expertise and services that can help. We wanted to showcase the talents of our marketeers to ensure you can get the message out LOUD and CLEAR to your customers and stakeholders



I hope this guide will be a resource you will return to when you are thinking about a new website, looking at the old to print or not to print dilemma or deciding whether you can handle your own PR or need specialist support. Marketing and Media are the life blood of all of our businesses, the technologies may change but the aims will remain a constant for us all.

So please consider this our **CHRISTMAS GIFT** to you all. May it help all of your businesses to **have a successful and prosperous 2013!**

Melanie and all the SEWM Team

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Join SEWM and become a member today

Digital Production

Most people are familiar with TV and cinema and can easily differentiate a quality and professional production from an amateur one. Apart from conveying professionalism for a brand, business or product, a well produced video helps to make the viewer more engaged and connected.

Aidem Digital CIC was asked to film and produce a promotional video for the Social Finance Fair 2012. We were also provided with a brief by SEWM which addressed the main points that needed to be considered by us when filming and photographing the event.

We have produced a number of similar corporate promotional videos and so one of the first things we did was to hold a pre-production meeting with the production team and decide on the script and discuss the visual content in more detail.

Once the script was agreed we began the storyboarding process which includes the script, plus a full description of the visual content, plus a list of everything that will be required for the shoot. The storyboard also had a list of scenes organised by location – for example scenes 2, 10 and 18 may be clips of the presentations and scenes 3, 11, and 19 could be clips of the venue and other exhibitors etc. Our Storyboard also contained a Questionnaire of the interviews, plus Guidance Notes for Interviewees.

On the day of the shoot the production crew captured the images and clips that we planned in the storyboarding session and this began the post production process.

Our video editor's first job was to grade the clips, which means looking at all the footage shot and deciding which is useful, and which is not. This procedure often takes longer than people might think, as grading is the process by which the editor becomes familiar with the footage and becomes absorbed into the project. They may have to watch the video clips several times. The editor will grade the footage as Excellent, Acceptable and Unacceptable, mark it as such, and save it in "bins", ready for final editing.

Once the final edit had been produced it was shared with the SEWM team who provided us with some very positive feedback!

View the finished article here:



Please take a look at our website for more information about the services that we offer and how we can help your organisation to address its digital media needs in a very proficient and cost effective manner.

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The Art of Design

The design process should be an enjoyable one. **Nick Drew** gives some tips to help make that all important decision and take some of the difficulty out of hiring a designer to make it what it should be, a pleasant and enjoyable experience.

You need to find a designer, but your unfamiliar about the process, worried about how much it might cost, what you should be asking for or even whether you might get ripped off. Design is one of the important things, along with service and quality, that defines your business. So just how should you go about finding someone?

1. **Selecting a designer - freelance or agency?**
Designers range from students and graduates to creative professionals with years of experience. Word of mouth is a great way to find a good designer, so check with friends or other businesses. Google local designers and check out their online portfolios. Remember that an agency may charge more than a freelancer but can give a full service.
2. **Find a designer who is interested in your business.**
A designer's job is not just about creating something visually appealing, it's about them understanding your business and communicating the right message. They should do their homework on your business and be able to talk to you about how they can move your business forward.
3. **First meeting**
Take examples of what you like such as leaflets, posters, booklets and even websites - whatever you think represents your business. This is a good way of telling your designer what you like and what you don't like. A good designer will talk through your ideas and save time and money by coming up with relevant concepts.
4. **Commissioning design and getting quotes**
Make sure you know what is included in the prices you have been quoted, agree timescales and for larger projects get a contract. Check that the designs are visually appealing and clearly communicate the right message. More importantly, will it win over your existing customers and engage new ones? Show the concepts to your closest customers and friends to see what they think.
5. **Your website**
Websites are usually the first thing that people see about your business and it's important that pages load quickly and provide the right information. Make sure your designer can do all the things you want your website to do. Do you need a website you can update or are you going to pay for changes?

A designer should be a part of your team, someone you can trust and rely on to return your messages and not let a project fall by the wayside. If they can't do a particular aspect of your job they should be able to point you in the right direction. *Take your time to find the right people and they will be there to see your business grow!*

Nick Drew Design are a team of designers who work with local authorities, museums and art galleries, the third sector and everyone in between.

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Picture Perfect

Top tips for taking better photos

Preparation, practice and technique are more important than expensive equipment to capture great photos. Designer and photographer, Ian Cuthbert, offers these tips to be picture perfect.

Know your camera

Familiarise yourself with your camera and learn its settings. Practice to find out how things work in the real world.

Get permission

Get permission to take photos. For children and other potentially vulnerable people, get written consent from a parent or guardian.

Scope the joint

If you're photographing an event, arrive early and identify the best positions for taking photos. Try to make sure your subjects will be in the best lit places.

See the light

Good, natural light gives best results - outside or near a window. Keep the light on the front or side of your subject rather than above or behind. Avoid using flash - it often gives harsh results.

Involve people

Few people enjoy being photographed. Explain why you're taking their photo and distract them with friendly conversation.

Get up close and personal

If you want a shot of a person, try to get up close to fill the frame.

Use the element of surprise

Try taking shots whilst people just go about their business instead of getting them to pose.

Find all the angles

Move around and try different angles - high, low, long shots, close ups - to create drama or draw attention to detail.

Find the action

Keep your eyes open for where the action is. Use props to add interest, or find an interesting location.

Keep on shooting

Take lots of photos to improve the odds of getting a great shot and use the highest quality setting on your camera.

Get a fine crop

Use photo editing software to 'crop' images to help highlight what's important.



Cuthbert Design www.cuthbertdesign.com

Ian Cuthbert is a designer and photographer who founded Cuthbert Design in 1997. He specialises in design and photography for charities and social enterprises, having been associated with those sectors for over 25 years.

The power Of the Written Word

From earliest times, writes Susan Dunbar, the written word has proved to be one of the most powerful means of communication, able to address a single person or simultaneously reach an audience of millions. Take the Bible or the Magna Carta, as prime examples.

Confucious said

*"Without knowing the force of words,
it is impossible to know more."*

The key to successful writing is to research and understand fully the subject matter and the target audience, and then to write the words in such a way that they can easily be understood and appreciated by the reader. And don't forget they also need to be written with the application in mind.

A case study for a professional audience, for example, requires copy to be written in a progressive and structured manner using clearly defined headings.

A community magazine, however, requires a mix of story types to engage the reader's interest. These will include feature articles, interviews, news snippets, regular columns, photo captions, readers' offers and competitions.

Facebook posts work well if they're friendly and conversational in their approach whilst tweets need to be more concise. The skill here is to bring out a different aspect of the story you want to share with your audience across a number of posts.

Writing words that really count is a craft that has to be learned and honed to perfection: this is why its exponents are rightly valued and termed 'wordsmiths.' However, another key factor in engaging the reader and holding their attention is good design and layout. It's a team effort, the coming together of words and graphics.

Here are a few pointers you may like to bear in mind when you are next putting pen to paper:

- Think about who is going to read your copy and what tone of voice would be best to use
- In all instances clear, concise prose is essential. Keep sentences short and succinct. Make a salient point on each line.
- Editing is vital. It's a truism that less is more and you will get your point across better in as few words as possible.
- Remember to copy check – the whole meaning of a sentence can be altered if a word is spelt wrong or a comma appears in the wrong place.
- Watch out for the over use of acronyms and abbreviations. Acronyms, if not explained, will switch a reader off completely and whilst abbreviations can be helpful by making text simpler, they can confuse the reader. If in doubt, spell it out!

Barbryn works with businesses and organisations of all sizes, helping them to communicate effectively.



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Making the Most of your Contacts

Database Management

Many people think of marketing as a creative talent, devising strong creative campaigns that everyone remembers. At the crux of every successful campaign is the marketing individual who has examined the data available to understand the answer to every marketers holy grail of questions, "Who are our Customers?".

Here at VAST we have developed a Monitoring and Outcomes Database that gives us, and the organisations we work with, the ability to address that question. Our database allows us to segment the data we have into target markets and send targeted messages to those individuals. More recently we have rolled this out as a service and we've delivered three bespoke databases to organisations to enable them to target their customers and monitor their outcomes so they can report back to their funders.

Our most recent client is Approach, a Staffordshire based charity providing services to meet the needs of older people with dementia or mental health needs. Approach had been capturing data from its client base for the various services that it provided but each individual department was holding those records - there was no central record for a client to demonstrate how many services they were using. So if Client X came along to daycare, they couldn't see if they were using other facilities across the organisation.

We worked with Approach to produce one database that could be used across all its departments to view all clients and see what services they were using. The database is now being used across the organisation to great effect.

CASE STUDY

Warren Low, Deputy Chief Executive of Approach

The last few years have seen a period of unparalleled growth for Approach, and in 2012 the decision was taken to move all the existing data on service users across our 7 services (some 2,500 records) to a single database. After looking at a number of IT providers, we commissioned VAST to design and build a bespoke database having seen an example of their previous work. After agreeing a very competitive price, work began in earnest in the summer of 2012 and during the initial stage we regularly met with VAST to collaborate in the design process so that the database met our specific needs. Once a working model was established it was piloted and the project team was then able to help us with the installation and staff training.

We now have an extremely effective and efficient method of holding all our client data in one place, with all the consequent advantages that a database brings. During our continued expansion it has meant that we can easily provide timely reports to commissioners as well as having a secure and reliable repository for all our data, around a model of one record for one client. Throughout the entire construction and implementation process we found the VAST team to be extremely helpful and supportive, and overall they have provided us with a high quality, cost-effective solution - meeting our needs as an organisation.

The Monitoring Outcomes Database does not solely act as a marketing tool, it also has the added functionality for you to monitor and report your outcomes, a vital requirement in the sector we work in.

The database allows you to:

- ✓ Capture details of who you work with and profile them to send targeted messages
- ✓ Describe the changes that happen as an outcome of your work (outcomes)
- ✓ Keep information up-to-date
- ✓ Customise the database to suit your needs
- ✓ Report to funders
- ✓ Potentially attract new funders.



Find out more about VAST's Monitoring Outcomes Database visit:

www.vast.org.uk/our-services/monitoring-outcomes-database/

VAST – Supporting the Voluntary and Community Sector T: 01782 683030



The Power of PR

If carried out successfully, Public Relations can be one of the social enterprise sector's most powerful weapons. **Russ Cockburn** gives his view on the importance of PR.

It has been proven to provide much sought after credibility, increase brand awareness in new markets and create direct sales opportunities that many organisations believe are simply the preserve of the multi-nationals with bucket loads of cash ready to spend on elaborate marketing campaigns.

The problem with PR is that nobody wants to pay for it and everyone thinks they can do it and this is where the problems begin.

They'll rush into creating a press release that has got advertorial written all over it and send it out to all and sundry in the hope one of the journalists will recognise this 'once in a lifetime' story and publish it.

Nine times out of ten, this will be done on a mass email cc'ing the world and its wife in on it. Nothing like making the reporter feel special is there?

Enough of this negativity. What I'm trying to get at here is that PR doesn't just happen, it needs to be carefully planned out and a lot of the basics need to be put in place before the all out assault on securing coverage, whether that be in print, broadcast, online or, increasingly, through social media.

When we talk basics we mean the following:

- **Key Messages** - what do you want to say about your business?
- **Key Audiences** - who do you want to talk to and influence?
- **Key Media** – who is going to be interested in your story and who will help you reach your audiences?
- **Key Aims** – what do you want PR to achieve?

You also need to establish who will be the spokesperson for your social enterprise and then, if possible, look at developing a pipeline of possible stories. Continued momentum and the drip feed of key messages are much better than a one-off hit.

Once you've got the basics right, a few tips I'd employ to make sure PR works for you:

- Get to know your key media and don't be afraid to talk to them
- Keep an eye out for national stories you can use to tell your story
- Deliver the goods when the media puts in a request
- Contemplate the use of creative photography
- It's not just about print these days, explore all the different types of medium available

And if you don't think PR works just ask Miss Macaroon what it did for her social enterprise...



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SHOUT

about your story!



There's a debate, writes Bill Kirby, raging at the moment on an online copywriters' forum: "Which word or phrase would you banish to oblivion for ever?"

We all have our favourites – personally, I would choose "have an issue with" - but the three that seem to have attracted the most attention are "passionate", "committed" and "innovative." They have become so overused as to be almost meaningless. If you're a social enterprise, you may be genuinely doing something that changes lives, but should you say so?

Soon after I started out as a copywriter, a client running a social enterprise contacted me to cancel a planned meeting to discuss future assignments. My heart sank - I was convinced I was going to lose the contract. To my surprise, they came up with the best excuse I have ever heard for cancelling a meeting - they'd been offered a chance to address a conference organised by the UN. It turned out my client was moving in international circles.

I told my client the local paper would love to know about it - sure enough, when I finally contacted the business editor, he snapped it up. He was tired of always featuring the same faces in the same suits on his pages week after week, and was keen to include more social enterprises. So you may be sitting on a fantastic story and not realise it.

Sometimes we get so caught up in running things that we don't stop and think about some of the amazing things that social enterprises are doing. The sector is now seen as being dynamic and innovative. There is a competitive advantage in being a social enterprise, so it's more important than ever that your values are at the heart of your marketing message.

The goodwill out there means that the words don't matter as long as you have a good story. Shout about it and you will make your voice heard above the noise of those claiming to be passionate about selling dog beds. As a copywriter, that's something I really do have an issue with.

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Bill Kirby is a copywriter with particular expertise in helping social enterprises communicate their values through websites, online articles and newsletters.

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Social Media Magic

Nate Sheridan, Chief Web Designer at Citizen Click, shares the top three mistakes most people make with their social media and explains how you can avoid them.

If you are looking for a cost effective way to develop your business, social media done correctly will help you find new sales and funding opportunities as well as engage with potential and existing customers for your products and services. The main problem with social media is that many people make three fundamental mistakes; they have no system in place, they have inadequate support and they fail to take consistent action.

Citizen CL👉CK

Citizen Click, part of Citizen Coaching CIC, is a digital marketing service dedicated to 'making digital media that little bit easier'. We help businesses and charities to use their social media and websites more effectively through cost effective social media training and support, web design and video production services.

For a free no obligation overview of your current social media and online activities, and to find out more about how we could help you leverage the power of the internet, video and social media, call us on **0121 314 7075** or visit: www.CitizenClick.co.uk



1. Building a Better System

Many people just dive straight into social media without a proper strategy. They set up their profiles and start messaging people without considering why they are doing it, what results they are looking for and without a way of measuring and evaluating their success.

It's fine to play with social media for fun but if you want to achieve a tangible business benefit, it's going to need some planning and evaluating. Start by mapping out themes for each week's messages that tie in with the bigger picture of what your organisation is looking to achieve. Measure the affect that social media has on the traffic to your website using Google analytics, one of many free tools from Google, or another provider to track visits to your website or blog.

Successful organisations always add value with their social media. Share useful things you have found, add comments to help others, write useful articles to share what you know and use videos and podcasts to introduce your products and services.

2. Creating the right Support

When an organisation relies on just one person for their social media it often fails. They can quickly get overwhelmed and fed up and often run out of ideas. A better plan is to embed social media throughout the organisation and encourage a flow of information and from everyone involved. It's then the job of a co-ordinator to curate the content in a timely and efficient fashion.

3. Taking Consistent Action

Those organisations that make the most of their social media efforts are those who consistently add and organise content, engage with others and measure their successes. We recommend allocating 15 minutes twice a day to completing a routine list of simple social media maintenance tasks that keeps you visible, relevant and current to what is going on locally or in your sector of interest.

Keep it Fresh - Keep it Real!



The team at Citizen Click

Left to right: James Farrell, Social Media Whiz
Martin Hogg, Director & Content Curator
Nate Sheridan, Chief Web Designer

Print Online

Choosing Your Communication Channel



It is seductively easy to publish information online these days, says **Sally Edwards**, but whether or not that is the best, or only, option in terms of what you want to achieve will depend on your audience.

Do they have internet access? Are they IT savvy? Do they like reading from a screen? Do they want a relationship with you? Is online their preferred method of receiving information and, if so, with what frequency? If you are to avoid becoming seen as irrelevant and getting blocked or ignored you need to know that you are meeting your audience's needs.

Online publishing can save you design and print costs, professional photography, video production and writer's fees, but that might have an impact on the quality of what you are producing and consequently your reputation. Producing good online content and making sure that it is found takes somebody's time (and salary) and the bills for web design, video production and Search Engine Optimisation soon mount up to equal or exceed what you might have spent on print.

Some people still prefer to read and to keep a hard copy of what you have to say. Your editorial will have more credibility published by a journalist than by you. Posters, fliers, inserts and direct mail can reach out to people in a different way to the internet. Print can be kept for reference and called on when your target customer is ready to contact you, which could be more productive than bombarding them with information when they are not. And, of course, print can be used to drive visitors to your website.

In most cases it is not a matter of either/or. Print and online complement each other and together can increase the reach and impact of your messages.



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Planning for success

Effective websites don't happen accidentally. A business that runs a successful site, says **Dave Gray**, thinks carefully about the website's role, plans the website's design and content, and closely monitors the website's activity.

Know what you want your website to achieve

Producing a successful website starts with understanding what you want your website to achieve.

When you can define clearly the overall aim of your website, you are ready to present your thoughts to your web designer. Their role is to develop a website that achieves your aim.

Know who your website is for

Closely allied to aims of your site is the matter of who your website is for. Who is your website's target audience?

If your website is focused on prospective customers, is its role to attract their initial attention or is the website involved at a later point in the sales process?

Encourage website visitors to take action

The most beautiful website is useless unless it encourages visitors to take some specific action. That action will vary with the type of the website but common examples are to:

- Register on the website
- Purchase a product
- Sign up for a newsletter
- Progress deeper into the website to read more about products and services

Each of these actions is measurable and should relate directly to your aims and objectives for the site.

Bring visitors to your site

Getting visitors is a crucial part of running a business website. The build it and they will come approach rarely works, especially for business websites. Most businesses exist alongside competitors that offer broadly the same products or services.

The most common way of attracting visitors is by search engine optimisation, search engine advertising and off line marketing.

Keep your website updated

Website work doesn't finish the moment you launch your site. A website that has no new content, will offer few reasons for visitors to pay a return visit. The best websites have fresh content added regularly.

Measure your website's success

Websites require an investment of time and money. As a business owner, you expect a return on your investment. Unless you measure what your website achieves, you will not know how much difference it makes to your business.

Measure your website statistics directly against your websites aims and objectives.



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Do you know your market?

What is market research?

Market research is used to gather information about markets and customers.

The 'need to know' factors for any business are:

- Who** Competitors, current customers/clients, potentials customers/clients
- Where** Where are they? Where will they find you?
- What** Defining what they want will define what the offer should be
- Why** Why would they choose you? What is your USP?
- How** How will you meet those needs and demands?

Why do I need to do market research?

Now more than ever both money and time are tight but whether you are a start up business or an existing business looking to grow carrying out market research is essential to assess the viability and can lead to sustainability.

When running any business, decision making is crucial. Market research is an investment of time and resources that will enable you to reduce risks, save money and make informed decisions about starting up, launching a product or shaping service delivery.

When should I do market research?

Market research should be part of your business strategy and should be carried out at numerous stages from pre-launch onwards for both the business as a whole and each product/service as customer's needs and demands change over time.

Which are the most cost-effective methods?

There are different types of research; desk research, primary research and secondary research; and a range of research methods such as; Desk Research, Focus Groups, Questionnaires, Surveys, Interviews, and Mystery Shopping.



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Market research analysis	Team info/ photo	Oral care info/ advice	Available treatment	Cost guideline	Opening times	Taking new patients	Recommendations	Practice history	Other	Total
Newspaper	53	51	61	40	10	6	2	0	0	223
Direct Mail	9	11	12	6	2	4	1	1	0	46
Website	24	17	27	18	3	1	1	0	1	92
Email	1	0	2	3	1	0	0	0	0	7
Posters	2	8	13	12	6	0	2	3	0	46
Stands	3	0	2	0	0	0	0	0	0	5
Flyer/leaflet	3	7	13	10	1	5	0	0	0	39
Other	4	1	7	4	2	0	0	0	0	18
	99	95	137	93	25	16	6	4	1	476

Graphic Breakdown of most effective method of advertising v content (extract from research for Walsall NHS Dental Practices).

NETWORKING NUGGETS

Mark Ellerby, founder and host of Social Enterprise Mentor shares his experience on how to get tangible value from networking

Over the last three years Social Enterprise Mentor has proved a huge hit with social enterprises, and those interested in getting involved or working within the sector. Our hosted events are free to attend, take place in informal settings and give opportunities to meet new people and do business in a relaxed environment. With more than 50 events under our belt, we've picked up a few tips to help you make the most of networking events whether you love them or dread them!

1. Before you go out networking... Do a little research about the event, group or network you are attending and decide if it's the right one for you - avoiding any costly mistakes of turning up to an event and thinking "what are they all on about" or "I didn't expect it to be like this". Most networking is based around informality: you register, turn up and chat over hopefully lovely free coffee, but some networking events are very structured... some may appear very odd, like you've entered a secret society!

2. Standout from the Crowd... Think about why you are going to the event, is it to network with your peers or is it for a purpose, for example, as part of your funding strategy? If so, you may want to dress to impress...you don't know who you'll meet at these events! Invest in having a business card that says something about you and your business - look through any collection of business cards - it's the ones with real character that remind you of the person who gave you it.

3. Have something to say... Preparing a pitch is a great idea, make it short and to the point so that it can easily be worked into a conversation. So often you can talk to someone and never get to say what you wanted to say - my pitch is built around my business card.

4. Use your smartphone... More and more networking is virtual, try these Apps for the iPhone:

1. LinkedIn - An easy way to carry your network in your pocket! The app makes it easy for you to find you new contacts at meetings and add them to your network instantly... no need for a business card!

2. Twitter - It's easy to use, doesn't take a lot of time to send messages and keeps contact short and sweet! Little features like hashtags can help you stay in touch with events, even when you are not there!

3. Meetup - Need to meet up with someone? Then meet up half way with Meet Up! - it helps you find a venue mid-way between your two destinations.

4. Voice Memos - Record your thoughts about your meetings to reflect on later or just give yourself a message to follow up. Great way to summarise your meeting and action points!

5. Don't forget about it... Reflect on how it went - keep a diary or notes of what went well and what didn't, so that you can be better prepared for the next event. Always follow-up with a general message to everyone (if you get a list of attendees) or a specific message about how nice it was to meet the person you want to stay in contact with. Remember someone may not contact you after the event because they are busy, not because they don't want to talk to you!

6. Make networking part of you work... Too often we think of networking as a burden or a waste of time, but building it into your working week means you will be marketing your business, staying connected and raising your profile. It doesn't have to be a time consuming thing either, with social media you can connect and stay connected every day!

In conversation...

"...it was through attending a networking event last year that I have now become a Volunteer Business Mentor."

"Two years on we are still working with a client we met at a social enterprise mentor event!"

"What a great introduction to social enterprise and encouraging to see so many like minded people doing business"



Social Enterprise Mentor by Cloudberry
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Mark Ellerby
 Cloudberry Innovation & Development Ltd
 Fresh thinking on Social Enterprise,
 Communities and Business
www.cloudberry.org.uk
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The recipe for marketing success

If you're not getting the results you want from your marketing, it's time to review your marketing mix says **Ranjit Bansal** from DYNAMIC Marketing.

Every product or service needs its own special blend of marketing ingredients, the marketing mix or the 7Ps, which all interrelate to create an overall mix that you can control and, in doing so, find the optimum 'recipe' for your customers and market conditions.

Try it yourself. Choose one of your products or services to work on, and have a clear picture of your ideal customer – your target market. Now go through each P and consider from your customer's perspective.

The Marketing Mix

You will need the following ingredients:

- Freshly prepared **Product**
- Free range **Place**
- A few lbs of **Price**
- Mixed **Promotion**
- Good bunch of **People**
- Finely blended **Processes**
- Full fat **Physical Evidence**
- Bags of **Principles**

Method: Obtain the best quality ingredients you can afford for your customers. Combine all the ingredients together and test in the market. Keep adjusting until you achieve the desired result. Enjoy!

Here's a quick run down of the key ingredients!

Product (or Service) What are you selling and is it what the customer wants? Think in terms of 'features' (colour, size, materials) but also the 'benefits' (reduce costs, save time, feel better).

Place. This is about making the product or service convenient for customers to purchase or access. Consider where best to sell or deliver (shop, community centre, online), but also the logistics involved (transport, storage, fulfillment, opening times). Be where your customers are!

Price. Set prices by understanding what the market will bear but also what profit margins you need. Factors such as discounts, seasonal pricing, perceived value, competitors, and credit need consideration. Price is often a deal breaker; don't let this P be an afterthought.

Promotion. Online and offline promotion - leaflets, flyers, websites, PR, merchandise, events, direct mail, advertising and special offers - can quickly gobble up your marketing budget. Always think about what works best for your target audience and make sure everything you do is joined up. Don't ignore or be afraid of social media.

People. From the frontline to the back office, are the right people delivering your brand? Keep them trained. Keep them happy. Keep your customers.

Process. This is about doing everything you possibly can to make it easy and straightforward for customers to do business with you. Simplicity, efficiency, security and excellent service are key Process factors.

Physical Evidence. The intangibility of services means that customers often judge quality and assess risk by what they can see and touch. Buildings, office, equipment, furniture, websites, and even staff uniforms all influence perceptions, therefore, your tangibles must live up to customer expectations.

For good measure, let's add an 8th P – **Principles.** Fair trade, organic, sustainably sourced, independent, free range, and social enterprise are all key differentiators that will appeal to some customer groups. Use them to your advantage.

By spending some time reviewing all the mix elements regularly, you can get your recipe right sooner rather than later, saving a lot of time and money in the process.



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"brilliant"

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"compered with consummate style and professionalism."

"excellent event, practical advice, support and ideas and a great social enterprise venue"

"Very inclusive to all attendees with a wide variety of needs"

"Thank you for a very informative morning session"

"Great range of speakers, they were inspiring and really motivated me to get out there and do more"

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