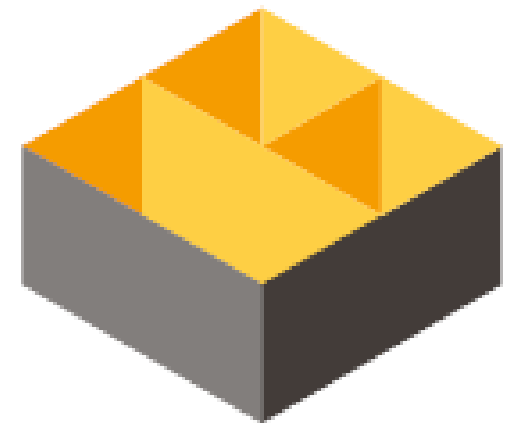




# Social Entrepreneurship - Customers & Beneficiaries, Processes, Resources

James Finnie, CEIS





# CEIS

COMMUNITY ENTERPRISE  
IN SCOTLAND

- UK's foremost Social Enterprise development agency
- Formed in 1984
- Based in Govan
- 65 staff



# CEIS

AYRSIRE

Employability



# DSL

BUSINESS FINANCE

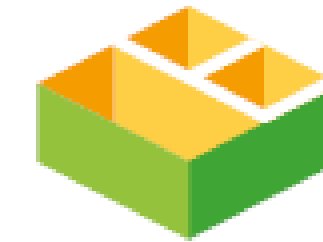
Social Enterprise & Small  
Business Finance



# CEIS

ENTERPRISE SUPPORT

Social Enterprise Business  
Support



# CEIS

EVENTS

Event  
Management



# CEIS

COMMUNITIES

Support for Communities



Social Enterprise World  
Forum



Social Research & Impact  
Measurement

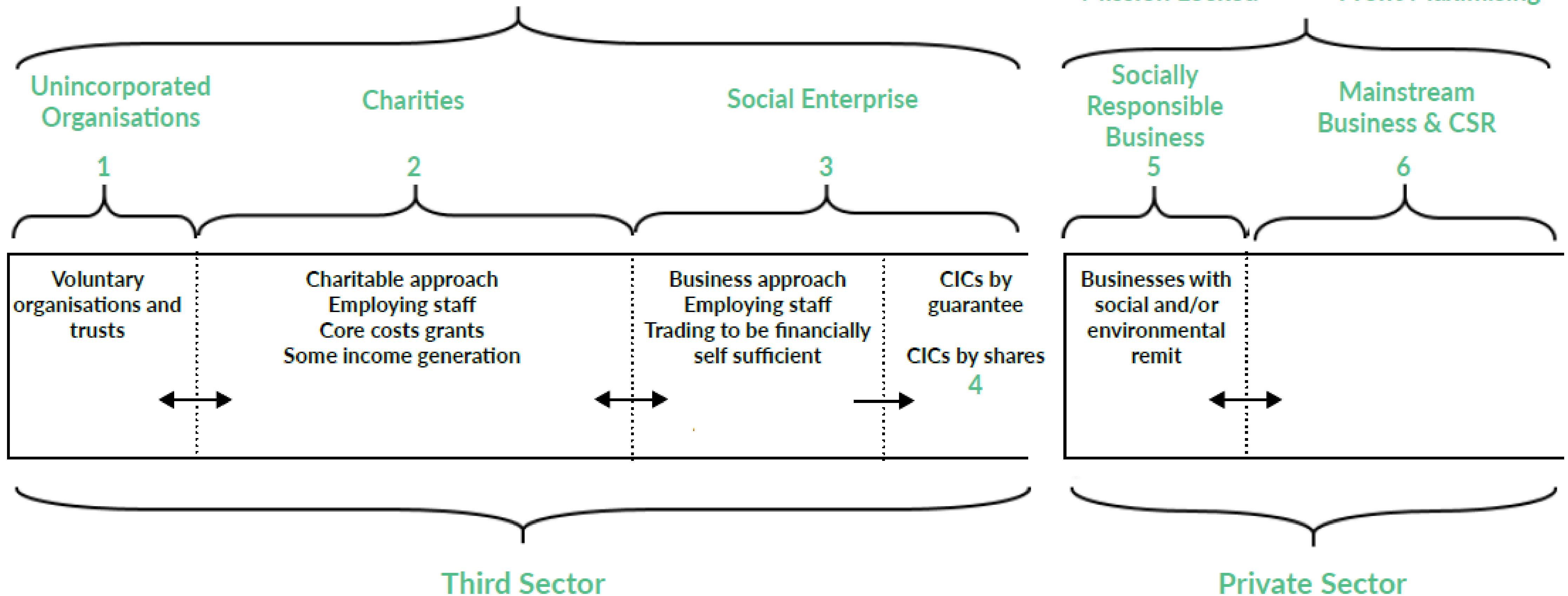
- Social Enterprise?
- A Scottish perspective
- Global trends
- Resources: Social Shifters support programme
- Questions



# What is a Social Enterprise?

Non-Profit Distributing - Asset Locked

Profit Distributing





# What is a Social Enterprise?

1. A **trading business** – selling goods and services – but whose primary objective is to achieve **social and/or environmental benefit**.
2. **Profits are reinvested** in the business or in the beneficiary community – **and not distributed to private owners, shareholders or investors.** )  
) Asset  
) Lock
3. If the company dissolves **the assets are reinvested in another organisation with similar aims and objectives.** )
4. Constituted and managed in an **accountable and transparent** way – particularly with regard to the community they serve.
5. **Distinct from the local or national Government.**



- **Founded by CEIS in Scotland in 2008 as a Community Interest Company (CIC).**
- Purpose is to grow the development of social enterprise through global collaboration, sharing of best practice and strategic planning.
- Addis Ababa 2019
- Edinburgh 2018
- Christchurch 2017
- Hong Kong 2016
- Milan 2015
- Seoul 2014
- Calgary 2013
- Rio De Janeiro 2012
- Johannesburg 2011
- San Francisco 2010
- Melbourne 2009
- Edinburgh 2008





# Social Enterprise Example: Social Enterprise World Forum

Click here for video:

[https://www.youtube.com/watch?v=DYeT86YLYxc&feature=emb  
logo](https://www.youtube.com/watch?v=DYeT86YLYxc&feature=emb_logo)

# No Global Definition Exists

## SEWF – SOCIAL ENTERPRISE CHARACTERISTICS?

### MISSION PRIMACY

- Social enterprises have a **clear and primary social or environmental mission** set out in their governing documents.

### TRADING INCOME

- Social enterprises should **generate the majority of their operating revenue through trade.**

### INVESTMENT of SURPLUS

- Social enterprises should **reinvest the majority of their profits in pursuit of mission.**

### INDEPENDENT of STATE

- Social enterprises should be **independently controlled and autonomous of state.**

### ORGANISATIONAL CONTROL

- Social enterprises should be **majority controlled in the interests of social mission.**

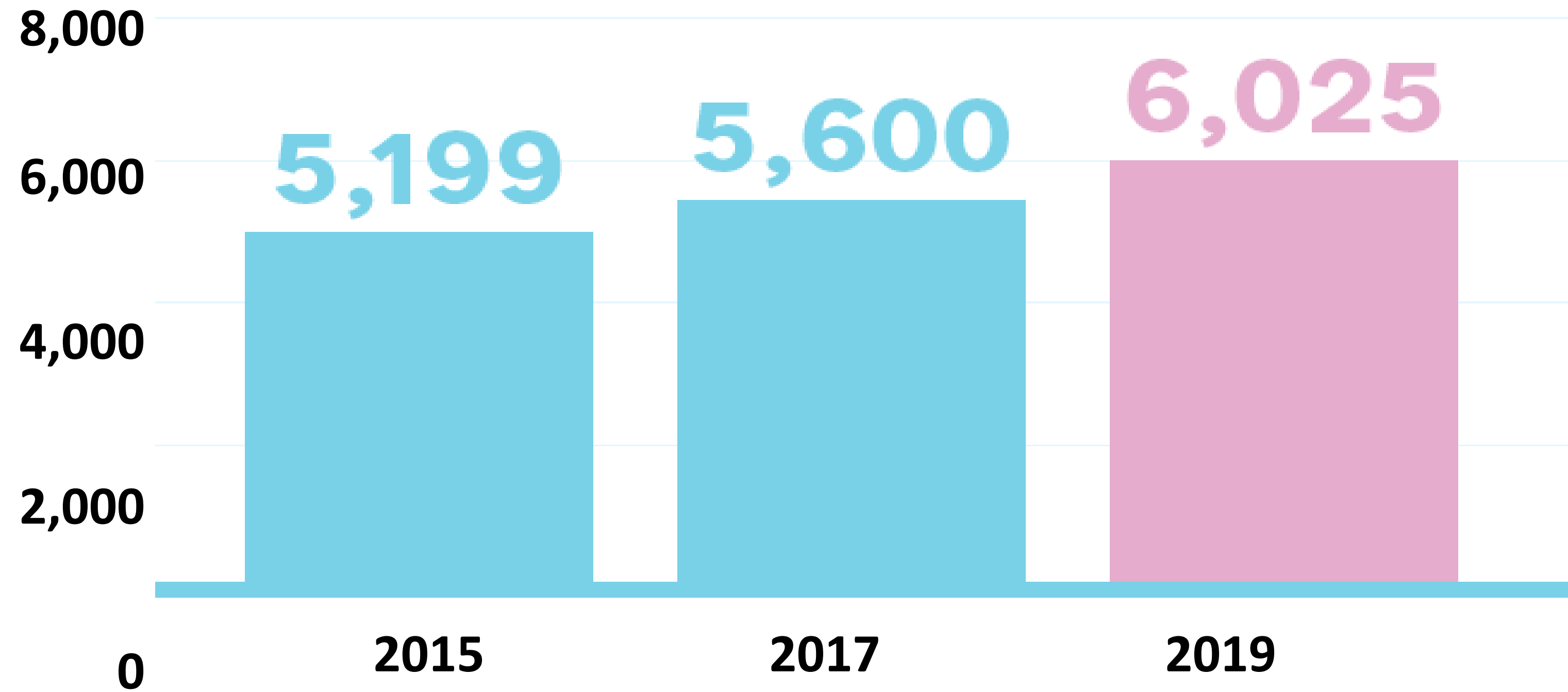




**Social Enterprise:  
A Scottish Perspective**

---

# Sector Growth



**6,025**

Social enterprises  
operating in Scotland



**+16%**

Growth in the number of social  
enterprises between 2015 and 2019



# Economic Contribution

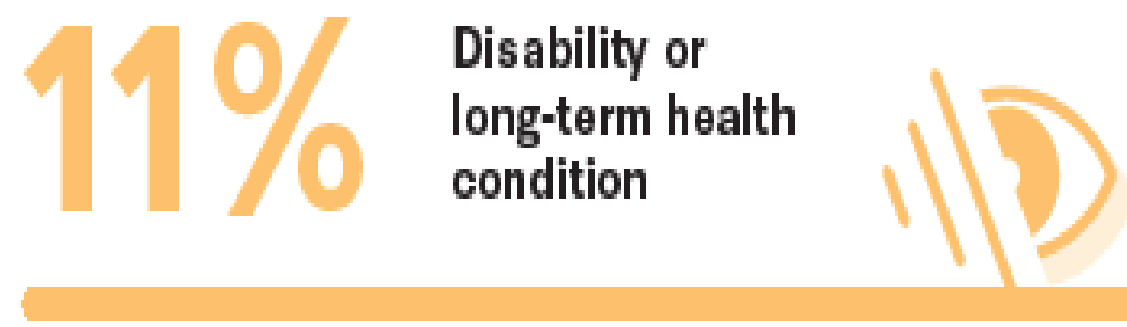
	Social Enterprise <sup>1</sup>	Textiles <sup>2</sup>	Chemical Sciences <sup>2</sup>	Life Sciences <sup>2</sup>	Tourism <sup>2</sup>
<b>Companies</b>	6,025	550	235	771	14,540
<b>Employees</b>	88,318	9,000	11,750	39,900	206,000
<b>Gross Value Added (GVA)</b>	£2.3bn	£322m	£1.4bn	£2.4bn	£3.9bn

Sources:

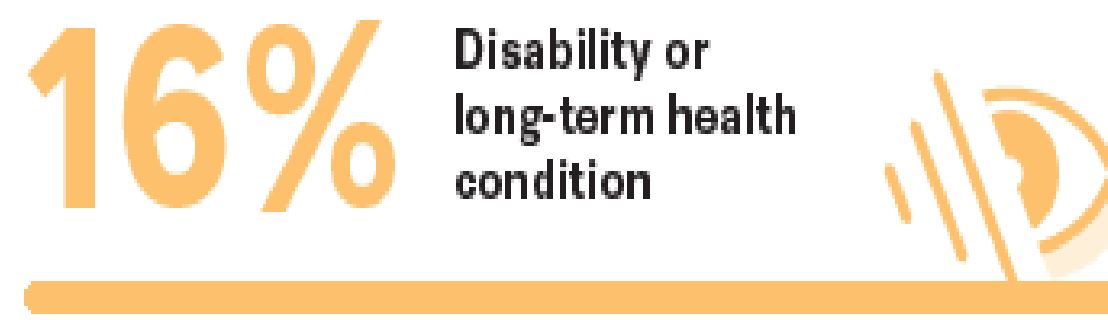
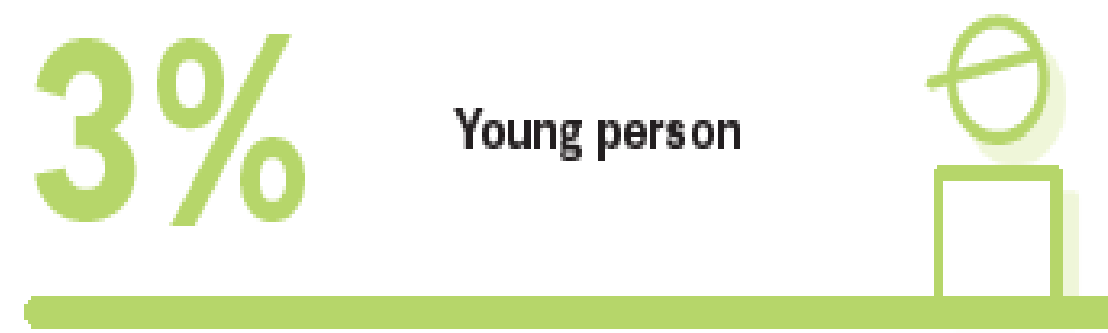
- 1 Social Enterprise in Scotland - Census 2019
- 2 Scottish Enterprise, October 2019

# Governance, Leadership & Fair Working Practice

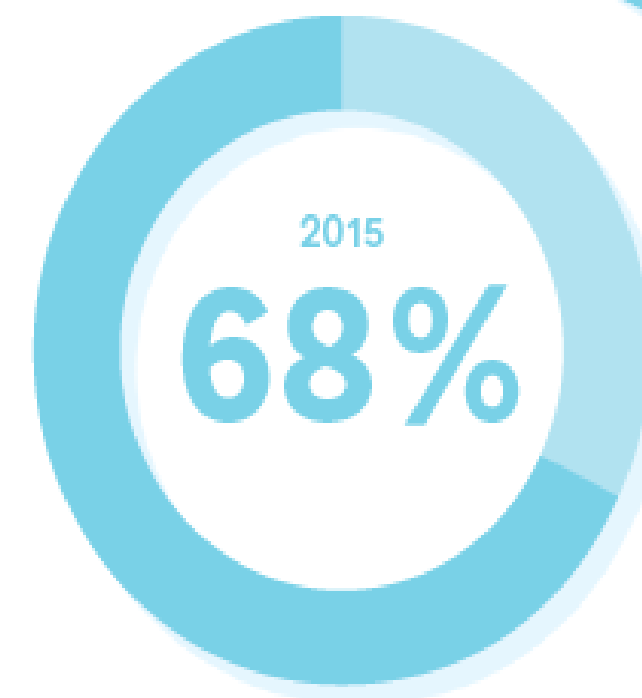
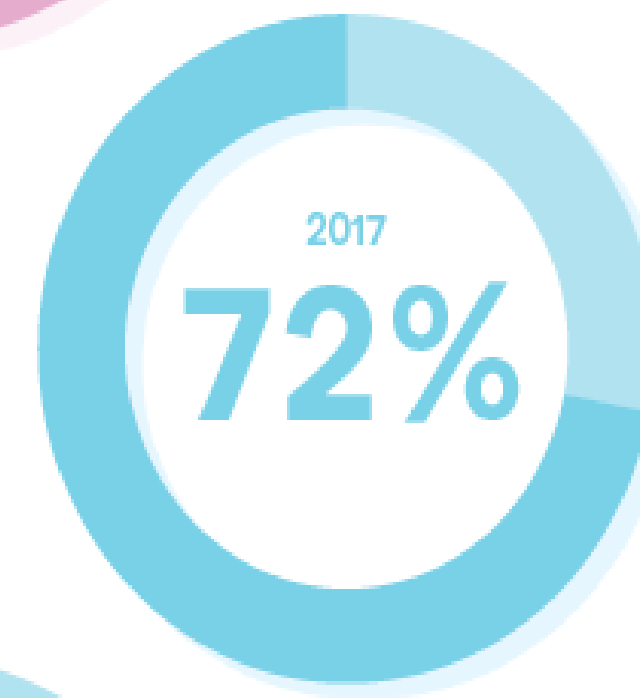
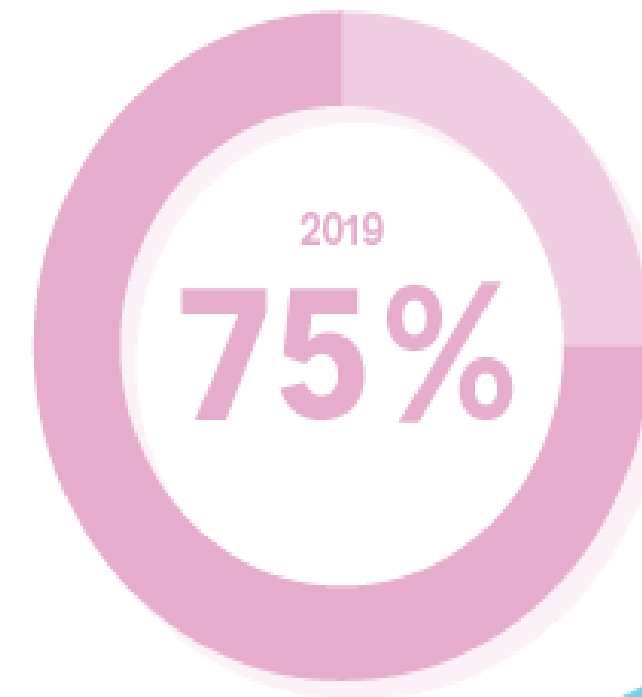
## CHARACTERISTICS OF TRUSTEES/BOARD MEMBERS



## CHARACTERISTICS OF CEO OR EQUIVALENT



## SCOTTISH ENTERPRISES PAYING THE LIVING WAGE



1:2.5

The average differential between the lowest and highest paid employee<sup>34</sup>



94%

Of social enterprises have a pay differential not exceeding 1:5<sup>35</sup>



# Reported Beneficiaries

76%

People with mental health problems

68%

Individuals with a learning disability

65%

Individuals with a physical disability

58%

Long-term unemployed

49%

Young parents

41%

Alcohol or drug addiction / dependency

41%

Older people losing independence

35%

People with convictions

33%

Young people leaving care

31%

Homeless / coming out of homelessness

28%

Refugees and asylum seekers

20%

Veterans / ex-military

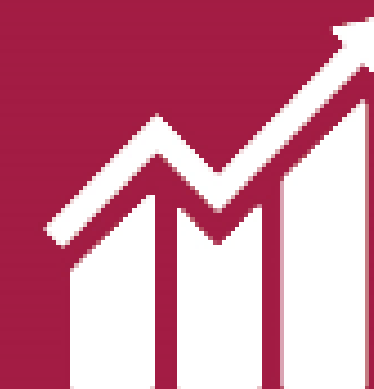
Source: Social Enterprise Census Survey, 2019



Groups



Social Enterprises working with group



- **Social Enterprise initially formed in 2014.**
- Stores in Edinburgh, Glasgow and online that sell products designed by artists living in Scotland, every penny spent by customers goes directly to those who create the products.
- Each artist/designer (300 and growing) pays a nominal rent for a display space. That rent pays for staff, marketing and upkeep while the artists retain 100% of their profits.
- Completed the Firstport *Launch Me* accelerator programme.



SCOTTISH  
DESIGN  
EXCHANGE

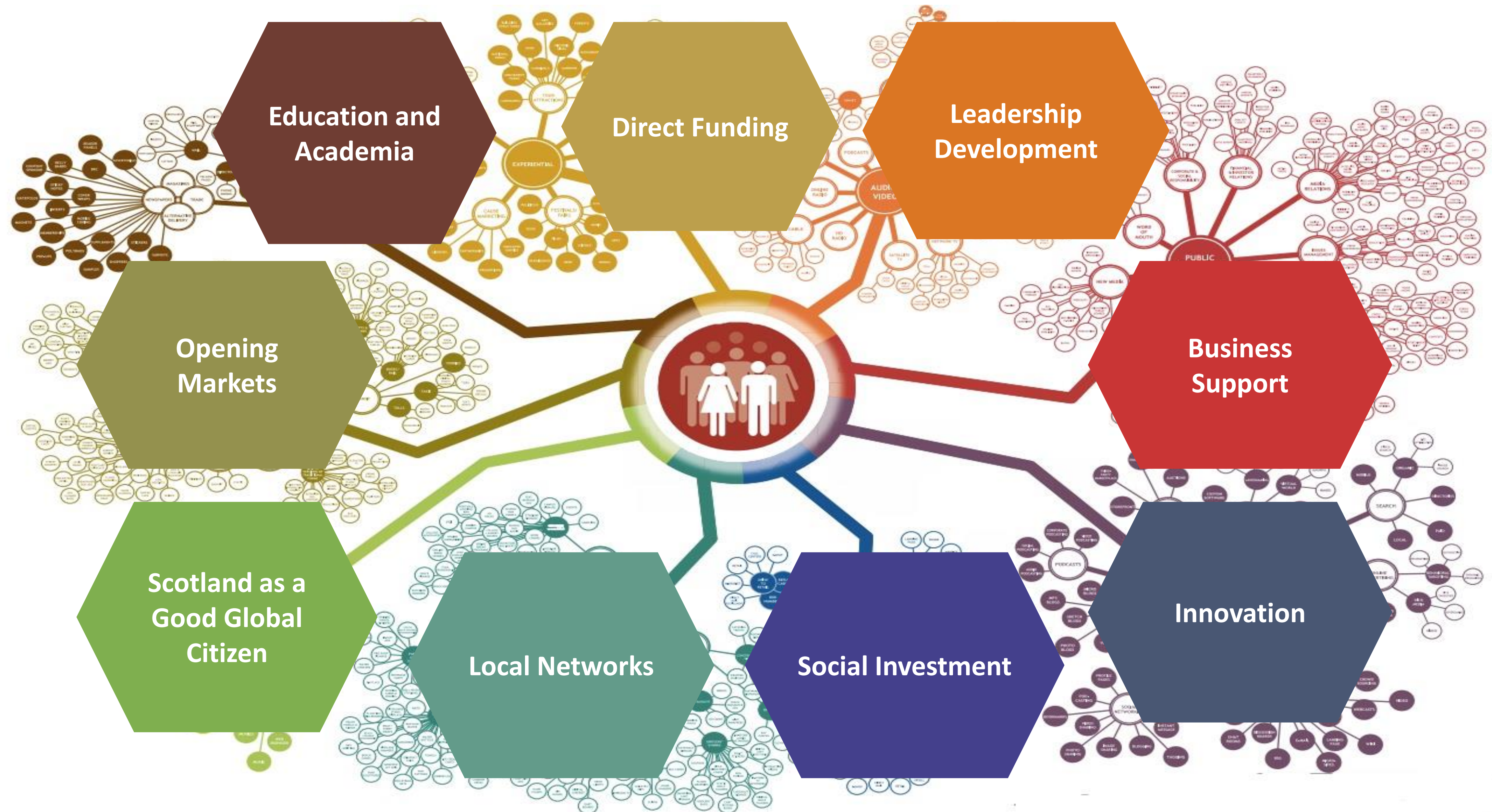


## Social Enterprise Example: Scottish Design Exchange

Click here for video:

[https://www.youtube.com/watch?v=x1xjPYMtAKI&feature=emb  
logo](https://www.youtube.com/watch?v=x1xjPYMtAKI&feature=emb_logo)

# Enabled by a Supportive Ecosystem...





# ...Enabled by Policy & Strategy

## SCOTLAND'S SOCIAL ENTERPRISE STRATEGY 2016-26



Scottish Government,  
Edinburgh 2016

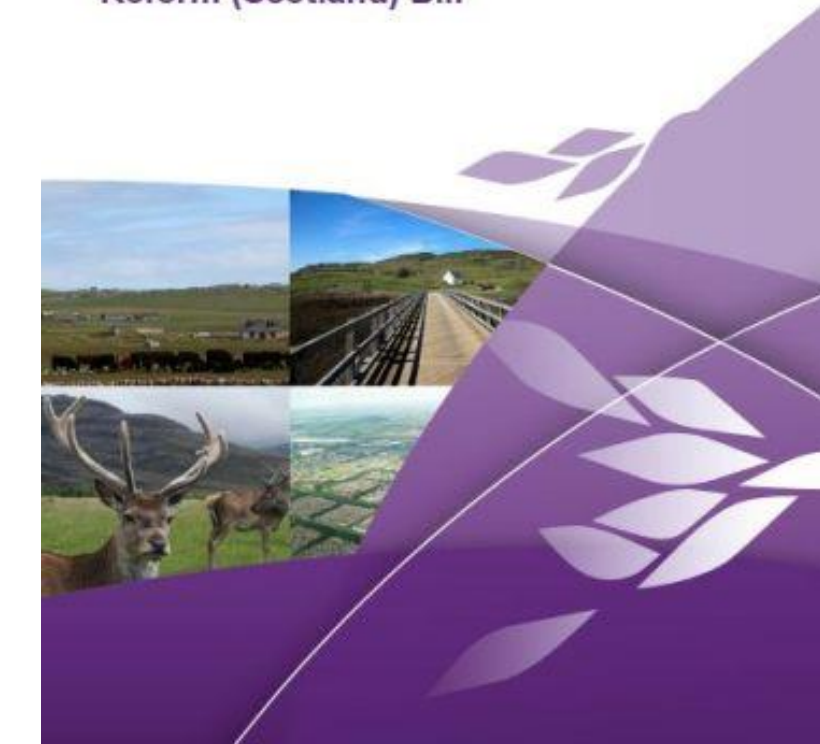


## Community Empowerment (Scotland) Act 2015



Published 4th December 2015  
SP Paper 845  
10th Report, 2015 (Session 4)  
Web

## Rural Affairs, Climate Change and Environment Committee Stage 1 Report on the Land Reform (Scotland) Bill



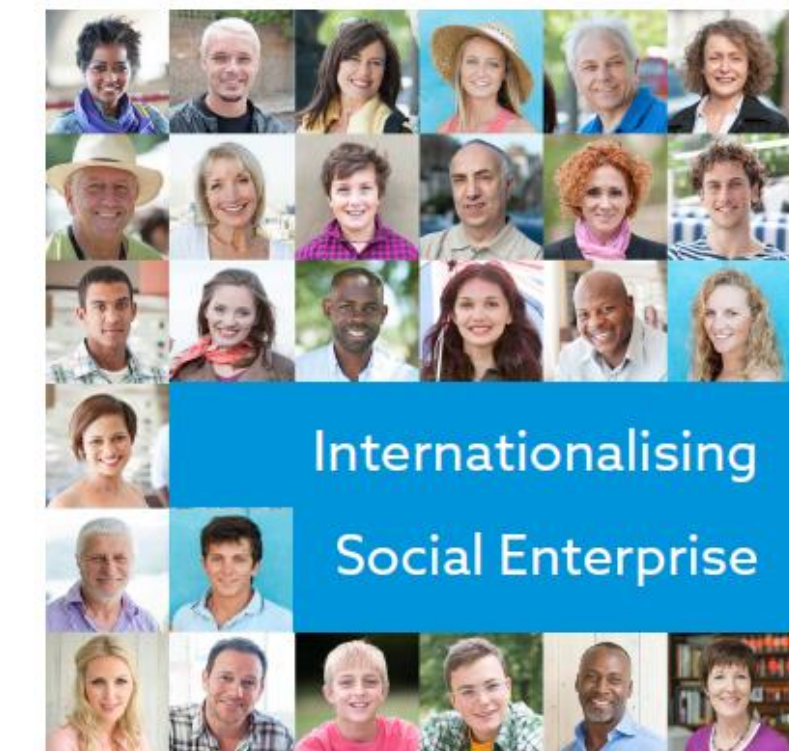
## BUILDING A SUSTAINABLE SOCIAL ENTERPRISE SECTOR IN SCOTLAND ACTION PLAN 2017-20



2017-20



## The Scottish Government Riaghaltas na h-Alba



## Internationalising Social Enterprise

A Strategy for Scotland  
September 2016



## National Outcome: Human Rights

### National Indicators

- Public services treat people with dignity and respect
- Quality of public services
- Influence over local decisions
- Access to justice

### Sustainable Development Goals

- SDG 5: Gender equality
- SDG 10: Reduced Inequalities
- SDG 16: Peace, justice and strong institutions
- SDG 17: Partnerships for the goals

## National Outcome: Culture

### National Indicators

- Attendance at cultural events or places of culture
- Participation in a cultural activity
- Growth in cultural economy
- People working in arts and culture

### Sustainable Development Goals

- SDG 5: Gender equality
- SDG 10: Reduced Inequalities
- SDG 11: Sustainable cities and communities

## National Outcome: Environment

### National Indicators

- Visits to the outdoors
- State of historic sites
- Condition of protected nature sites
- Energy from renewable sources
- Waste generated
- Sustainability of fish stocks
- Biodiversity
- Marine environment

### Sustainable Development Goals

- SDG 5: Gender equality
- SDG 7: Affordable and clean energy
- SDG 8: Decent work and economic growth
- SDG 9: Industry, innovation and infrastructure
- SDG 12: Responsible consumption and production
- SDG 6: Clean water and sanitation
- SDG 13: Climate action
- SDG 14: Life below water
- SDG 15: Life on land

## National Outcome: Health

### National Indicators

- Healthy life expectancy
- Mental wellbeing
- Healthy weight
- Health risk behaviours
- Physical activity
- Journeys by active travel
- Quality of care experience
- Work related ill health
- Premature mortality

### Sustainable Development Goals

- SDG 5: Gender equality
- SDG 10: Reduced Inequalities
- SDG 12: Responsible consumption and production
- SDG 3: Good health and wellbeing

## National Outcome: Fair Work & Business

### National Indicators

- The number of businesses
- High growth businesses
- Innovative businesses
- Economic participation
- Employees on the living wage
- Pay gap
- Contractually secure work
- Employee voice
- Gender balance in organisations

### Sustainable Development Goals

- SDG 4: Quality education
- SDG 5: Gender equality
- SDG 7: Affordable and clean energy
- SDG 8: Decent work and economic growth
- SDG 9: Industry, innovation and infrastructure
- SDG 10: Reduced Inequalities
- SDG 12: Responsible consumption and production

# National Performance Framework

## Our Purpose, Values and National Outcomes



## National Outcome: Education

### National Indicators

- Educational attainment
- Confidence of children and young people
- Resilience of children and young people
- Work place learning
- Engagement in extra-curricular activities
- Young people's participation
- Skill profile of the population
- Skill shortage vacancies
- Skills under-utilisation

### Sustainable Development Goals

- SDG 4: Quality education
- SDG 5: Gender equality
- SDG 10: Reduced Inequalities
- SDG 1: No poverty
- SDG 2: Zero hunger
- SDG 3: Good health and wellbeing

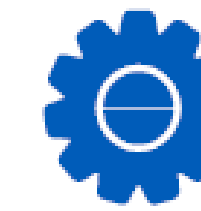
## National Outcome: Children

### National Indicators

- Child social and physical development
- Child wellbeing and happiness
- Children's voices
- Healthy start
- Quality of children's services
- Children have positive relationships
- Children's material deprivation

### Sustainable Development Goals

- SDG 4: Quality education
- SDG 5: Gender equality
- SDG 7: Affordable and clean energy
- SDG 10: Reduced Inequalities
- SDG 1: No poverty
- SDG 2: Zero hunger
- SDG 6: Clean water and sanitation
- SDG 3: Good health and wellbeing



## National Performance Framework

[nationalperformance.gov.scot](http://nationalperformance.gov.scot)

## National Outcome: Economy

### National Indicators

- Productivity
- International exporting
- Economic growth
- Carbon footprint
- Natural Capital
- Greenhouse gas emissions
- Access to superfast broadband
- Spend on research and development
- Income Inequalities
- Entrepreneurial activity

### Sustainable Development Goals

- SDG 4: Quality education
- SDG 5: Gender equality
- SDG 7: Affordable and clean energy
- SDG 8: Decent work and economic growth
- SDG 9: Industry, innovation and infrastructure
- SDG 10: Reduced Inequalities
- SDG 12: Responsible consumption and production

## National Outcome: International

### National Indicators

- A positive experience for people coming to Scotland
- Scotland's reputation
- Scotland's population
- Trust in public organisations
- International networks
- Contribution of development support to other nations

### Sustainable Development Goals

- SDG 5: Gender equality
- SDG 9: Industry, innovation and infrastructure
- SDG 10: Reduced Inequalities
- SDG 16: Peace, justice and strong institutions
- SDG 17: Partnerships for the goals

## National Outcome: Poverty

### National Indicators

- Relative poverty after housing costs
- Wealth Inequalities
- Cost of living
- Unmanageable debt
- Persistent poverty
- Satisfaction with housing
- Food Insecurity

### Sustainable Development Goals

- SDG 5: Gender equality
- SDG 7: Affordable and clean energy
- SDG 10: Reduced Inequalities
- SDG 12: Responsible consumption and production
- SDG 1: No poverty
- SDG 2: Zero hunger

## National Outcome: Communities

### National Indicators

- Perceptions of local area
- Loneliness
- Perceptions of local crime rate
- Community land ownership
- Crime victimisation
- Access to green and blue space
- Places to interact
- Social capital

### Sustainable Development Goals

- SDG 5: Gender equality
- SDG 7: Affordable and clean energy
- SDG 9: Industry, innovation and infrastructure
- SDG 10: Reduced Inequalities
- SDG 6: Clean water and sanitation
- SDG 11: Sustainable cities and communities

# UN Sustainable Development Goals



*“It is abundantly clear that a much deeper, faster and more ambitious response is needed to unleash the social and economic transformation needed to achieve our 2030 goals.”*

***United Nations Secretary-General António Guterres***

**Sustainable Development Goals Report 2019**

# Global Trends

- A global movement
- Global forums, competitions, awards



- Developing policy landscape
- Social Enterprise policies or strategies are appearing nationally and regionally, e.g. Ireland, India, Manitoba, Quebec, Newfoundland (Can), Bangladesh, South Korea, Singapore, Victoria (Aus)...



- **Established in Addis Ababa, Ethiopia in 2005.**
- Aim is to educate children and youth on a mass scale, through the creation and distribution of innovative, entertaining, culturally relevant media and materials.
- Covers topics including health education, character building, literacy, and female empowerment.
- *Tsehai Loves Learning* is currently broadcasting on Ethiopian Television on Saturdays, reaching up to ~5 million children. The program is now adapted to radio to reach an additional ~20 million children.





## Social Enterprise Example: Whiz Kids Workshop

Click here for video:

[https://www.youtube.com/watch?v=nQ\\_wlU57swA&feature=emb\\_logo](https://www.youtube.com/watch?v=nQ_wlU57swA&feature=emb_logo)

# Global Trends

- **The rise of Tech for Good**

- Funders, investors, incubators



- **The rise of social investment**

- Patient, flexible, repayable finance focused on social impact
- Risk v return v impact



- **Peek Vision** is a social enterprise that brings better vision and health to everyone. It develops technology to create sustainable access to eye care.

- The Peek Vision Foundation is a registered charity in the UK. It wholly owns a trading company, Peek Vision Ltd, which is a legal manufacturer of medical devices and develops products and services to bring eye care to people worldwide. All profits generated by the Company's activities ultimately belong to the Foundation.

- Two products:

- Peek Acuity is a smartphone-based vision check app to check visual acuity using only an Android smartphone.
- Peek Retina is a portable ophthalmoscope that enables you to view and capture retinal images on your smartphone.







## Social Enterprise Example: Peek Vision

Click here for video:

[https://www.youtube.com/watch?v=BKjOuSAaZp4&feature=emb\\_logo](https://www.youtube.com/watch?v=BKjOuSAaZp4&feature=emb_logo)

# Global Trends

- The move towards scale and global reach

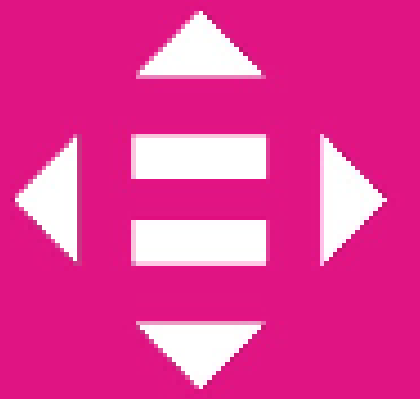
- Scale of ambition & impact



- Corporate engagement

- Sponsorship, incubators, support programmes, funds





- **Formed in Edinburgh in 2012.** Employs 70 people across chain of five social enterprise sandwich shops in Scotland, Social Bite Delivers and Edinburgh restaurant.
- 2015 *Social Bite Fund* started to end homelessness in Scotland. From the *CEO Sleep Out* in 2016, raising £550,000, *The World's Big Sleep Out* events are now global, with 50,000 expected to sleep out in 2019.
- Invested £3M to create *Housing First* program, matched by £6.5M Scottish Govt funding, to secure 830 mainstream flats for entrenched rough sleepers to be able to move into over a three year period.

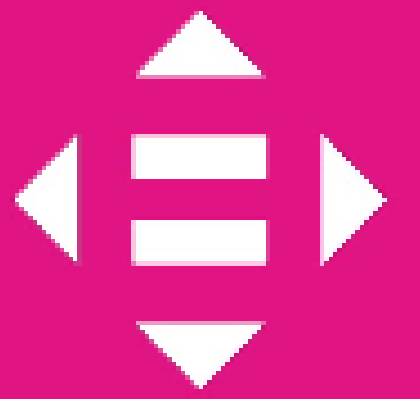
**SOCIAL  
BITE**



## Social Enterprise Example: Social Bite

Click here for video:

[https://www.youtube.com/watch?v=EQH6Bg93YAY&feature=emb\\_logo](https://www.youtube.com/watch?v=EQH6Bg93YAY&feature=emb_logo)



- **Formed in Aberdeenshire in June 2019 as a Company Limited By Guarantee.** Social Enterprise that specialises in life story work for children and parents who have come together through adoption, permanent foster care and donor conception.
- Allows them to achieve a strong sense of personal history, pride in their identity and a place of belonging in the community by providing them with life story work and photography through a life book/album.
- Currently developing the idea and expanding on commercial services (body image positive, training to social workers and organisations)
- Received support from Firstport as a *Start It* awardee.





- **INCH Architecture + Design was founded in August 2012 as a Company Limited By Guarantee.** It is a dynamic, innovative, social enterprise architecture, design and research practice founded in Glasgow and working throughout Scotland.

- Any profit derived is intelligently introduced back into the practice, allowing it to continually commit to its social objective and company ethos.

- INCH is dedicated to good quality architecture and design, produced in accordance with social, environmental and physical needs.

**INCH**

**Socially Responsive  
Architecture & Design**

# Summary

- Scotland is recognised as a global leader in Social Enterprise.
- Enabled by a diverse ecosystem of support, the ambition of mainstreaming Social Enterprise is becoming a reality, with Social Enterprise becoming increasingly prevalent in many sectors.
- By 2028, Social Enterprise will be taught in every one of Scotland's 5,046 schools.
- Social Enterprise is now a global movement.



# Summary

- People and planet face challenges on an unprecedented scale.
- As it stands - none of the UN Sustainable Development Goals will be met by 2030.
- Over fifty percent of the world's population is now under the age of 30, the highest youth population in history... and they want to do business in a different way.
- Youth activism is everywhere.
- Higher Education can be the engine room for social enterprise growth in the future.





# SOCIAL SHIFTERS

A Social Enterprise Support Programme for Higher Education  
in Scotland



*Social Shifters: A Social Enterprise Support Programme for Higher Education in Scotland*

- The Scottish Government is committed to growing the contribution of higher education to the development of social enterprise in Scotland. The *Building a Sustainable Social Enterprise Sector in Scotland Action Plan 2017-20*, specifically outlines:

*Action 1C.5. PROVIDING INSPIRATION ON CAMPUS. We will develop the potential of Scotland's universities to stimulate social entrepreneurship through teaching, knowledge transfer and business incubation.*

**SCOTLAND'S  
SOCIAL ENTERPRISE  
STRATEGY**

**2016-26**



## *Social Shifters:*

### A Social Enterprise Support Programme for Higher Education in Scotland

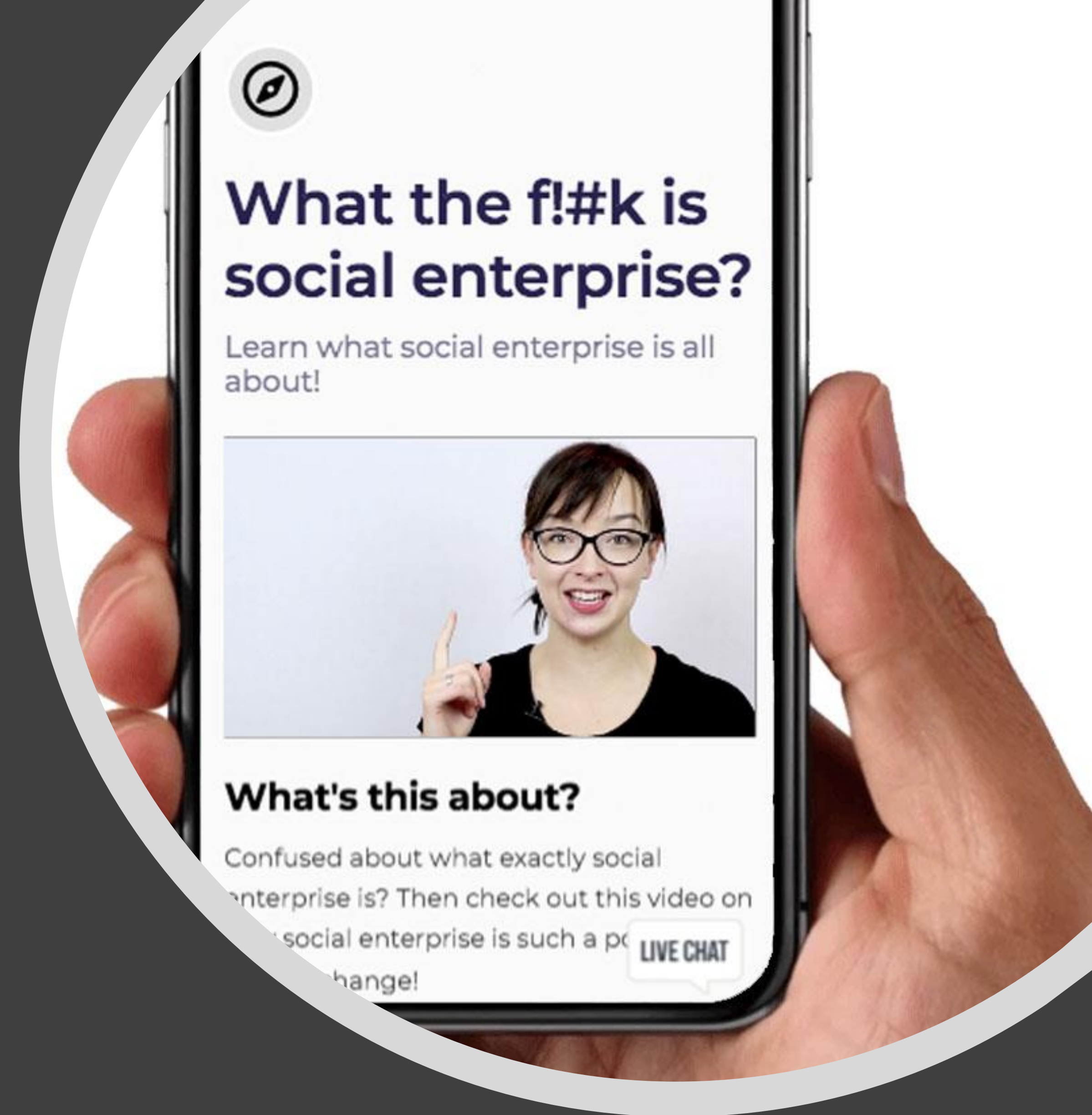
- Two year support programme to support and grow social enterprise activity within Scotland's universities.
- Fully funded by the Scottish Government's *Third Sector Unit* in support of *Scotland's Social Enterprise Strategy 2016-26*.
- Delivered by two of Scotland's foremost social enterprise support agencies:
  - Community Enterprise in Scotland (CEIS)
  - Firstport
- Bespoke social enterprise digital learning resources provided by the Social Enterprise Institute.



## *Social Shifters:*

### What's in it for Social Entrepreneurs?

- **Inspiration.** Inspiring stories from a diverse global network of social entrepreneurs doing world-changing work.
- **Community.** The chance to join a community of *Social Shifters* from around the world, learning to build ventures with purpose and profit.
- **Bespoke e-learning.** Free access to bite-sized, video based e-learning: a digital toolkit from the experts at the Social Enterprise Institute.
- **Bespoke Support.** Free, on-campus 1-2-1 access to Scotland's leading social enterprise start-up agency.
- **A user-led approach.** We want members to help us shape this digital space, and play a pivotal role in it's evolution.



# What is Social Shifters?

Click here for video overview:

<https://www.youtube.com/watch?v=7gr6Cq794hw>

# WHAT DOES THE CONTENT COVER?

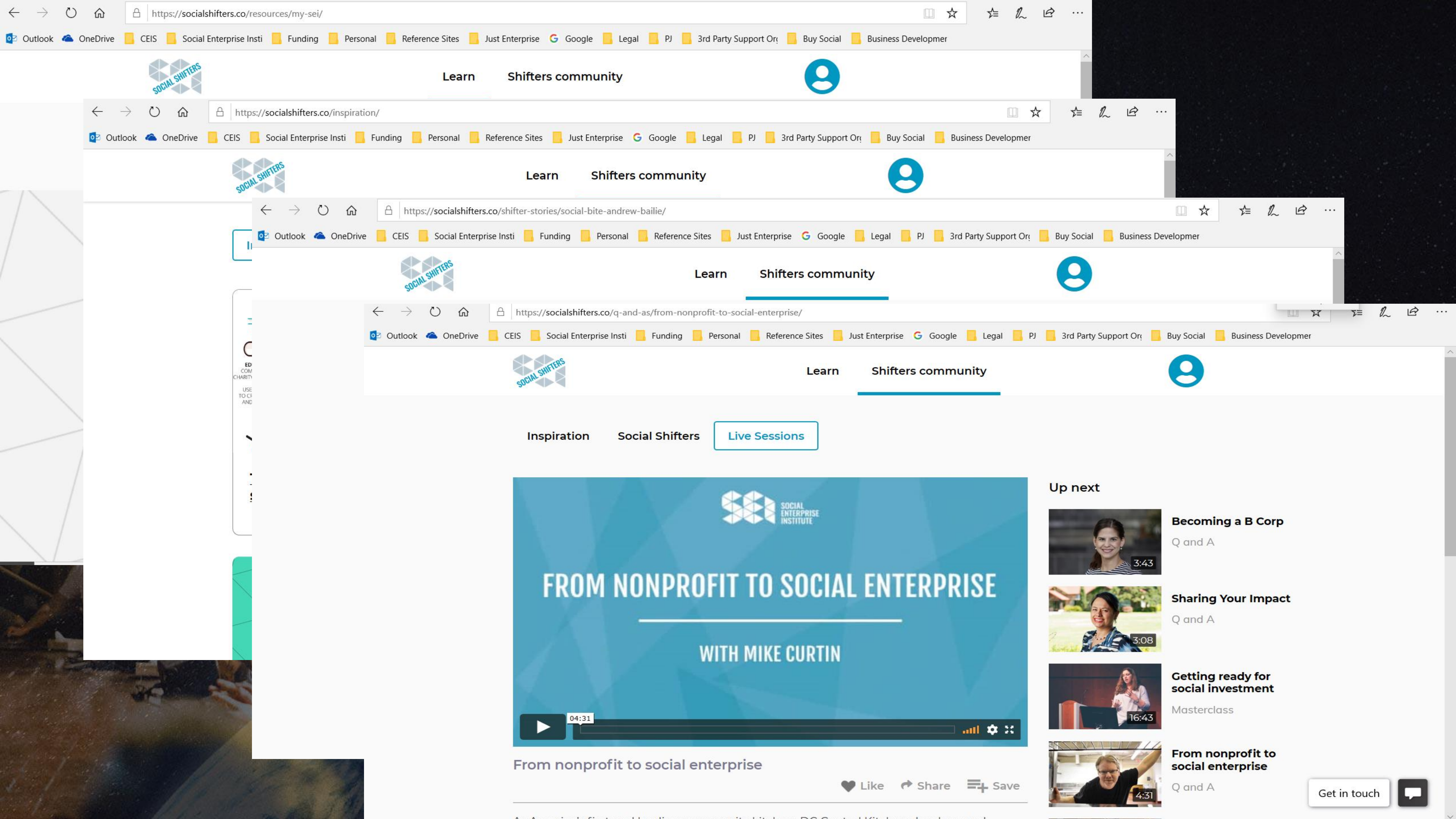
We guide you through all the foundational steps necessary to get your idea out into the world.





What is Steps to Startup?

Click here for video overview:  
<https://vimeo.com/313189143>



https://socialshifters.co/resources/my-sei/



Learn Shifters community



https://socialshifters.co/inspiration/



Learn Shifters community



https://socialshifters.co/shifter-stories/social-bite-andrew-bailie/



Learn Shifters community



https://socialshifters.co/q-and-as/from-nonprofit-to-social-enterprise/



Learn Shifters community



Inspiration Social Shifters **Live Sessions**

SOCIAL ENTERPRISE INSTITUTE

# FROM NONPROFIT TO SOCIAL ENTERPRISE

WITH MIKE CURTIN

04:31

From nonprofit to social enterprise

Like Share Save

Up next

- Becoming a B Corp**  
Q and A  
3:43
- Sharing Your Impact**  
Q and A  
3:08
- Getting ready for social investment**  
Masterclass  
16:43
- From nonprofit to social enterprise**  
Q and A  
4:31

Get in touch





# SOCIAL BUSINESS MODEL CANVAS

A tool to help plan, communicate and refine your business model in a simple, visual way.

## THIS TOOL WILL HELP YOU TO:

- ✓ Quickly sketch out business models for multiple ideas
- ✓ Structure discussions and give your business ideas shape
- ✓ Zero in on the things that will make your venture a success
- ✓ Easily share a one-page business plan and get feedback
- ✓ Continually refine your business plan as you test assumptions

## ABOUT THE TOOL:

TOPIC:	Management
LEVEL OF INVOLVEMENT:	Requires dialogue with others
EASE OF USE:	★★★★★



# On Campus 1-2-1 Support

- Firstport is Scotland's development agency for start-up social entrepreneurs and social enterprises.
- You will receive free, on campus 1-2-1 business support to help build your social enterprise idea.
- You will receive help to apply for Firstport's start-up funding programmes.

## Social Entrepreneurs Fund – Start It

Up to £5,000 of start-up funding for individuals with a business idea that addresses a social, environmental, and/or community issue.

[read more](#)

## Social Entrepreneurs Fund – Build It

Up to £25,000 of funding for individuals who have tried and tested an idea and want to turn it into their full-time job.

[read more](#)

## Social Entrepreneurs fund – Boost It

Boost It is a pilot new fund to help social enterprises that have been trading for up to three years to strengthen their businesses so they can successfully sustain trading.

[read more](#)



## LaunchMe

LaunchMe is Scotland's social enterprise accelerator. It is a business support and investment readiness programme that helps ambitious social enterprises to scale and make a greater impact.

### Who for?

Ambitious social enterprises looking to scale

### What do I get?

Intensive business and investment readiness support, plus seed funding

### Where do I apply?

Applications are currently closed for this programme



- Social Shifters is a two year programme to support and grow social enterprise activity within Scotland's universities.
- Fully funded by the Scottish Government's *Third Sector Unit* and delivered by two of Scotland's foremost social enterprise support agencies.
- Bespoke world leading social enterprise digital learning resources provided by the Social Enterprise Institute.
- We now wish to engage with students and staff from all perspectives:
  - Social challenges competitions, e.g. *Hult Prize*, *Enactus*, *Converge: Impact Challenge*
  - Incubator and enterprise support programmes
  - Student associations
  - Teaching faculties



Want to know more? Get in touch...

James Finnie

Community Enterprise in Scotland (CEIS)

[James.Finnie@ceis.org.uk](mailto:James.Finnie@ceis.org.uk)

07850 527381

#### Free Resources

- 1-2-1 Support on Campus
- Anna Lynch, Firstport
- [Anna@firstport.org.uk](mailto:Anna@firstport.org.uk) / 0131 564 0331
  
- Steps-to-Startup e-learning courses
- <https://eiapp.eri.ed.ac.uk/w21/Uk-Social-Enterprise>
  
- Join Social Shifters
- <https://socialshifters.co/>

