



SOCIAL  
ENTERPRISE  
**WORLD  
FORUM 2015**  
MILAN - ITALY   July 1-3

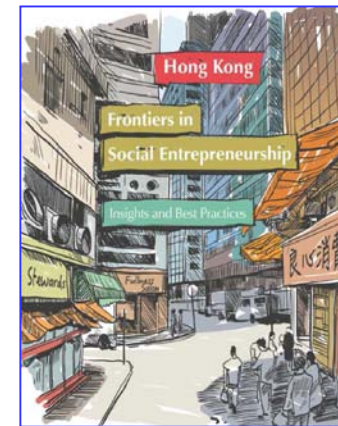
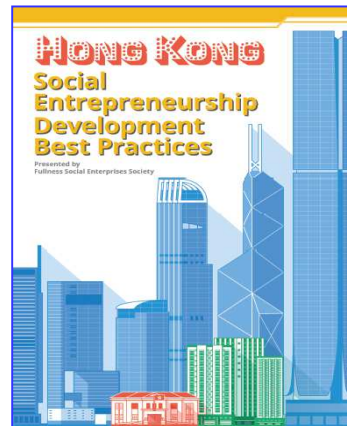
# What Measurable can be improved

C. H. Kee

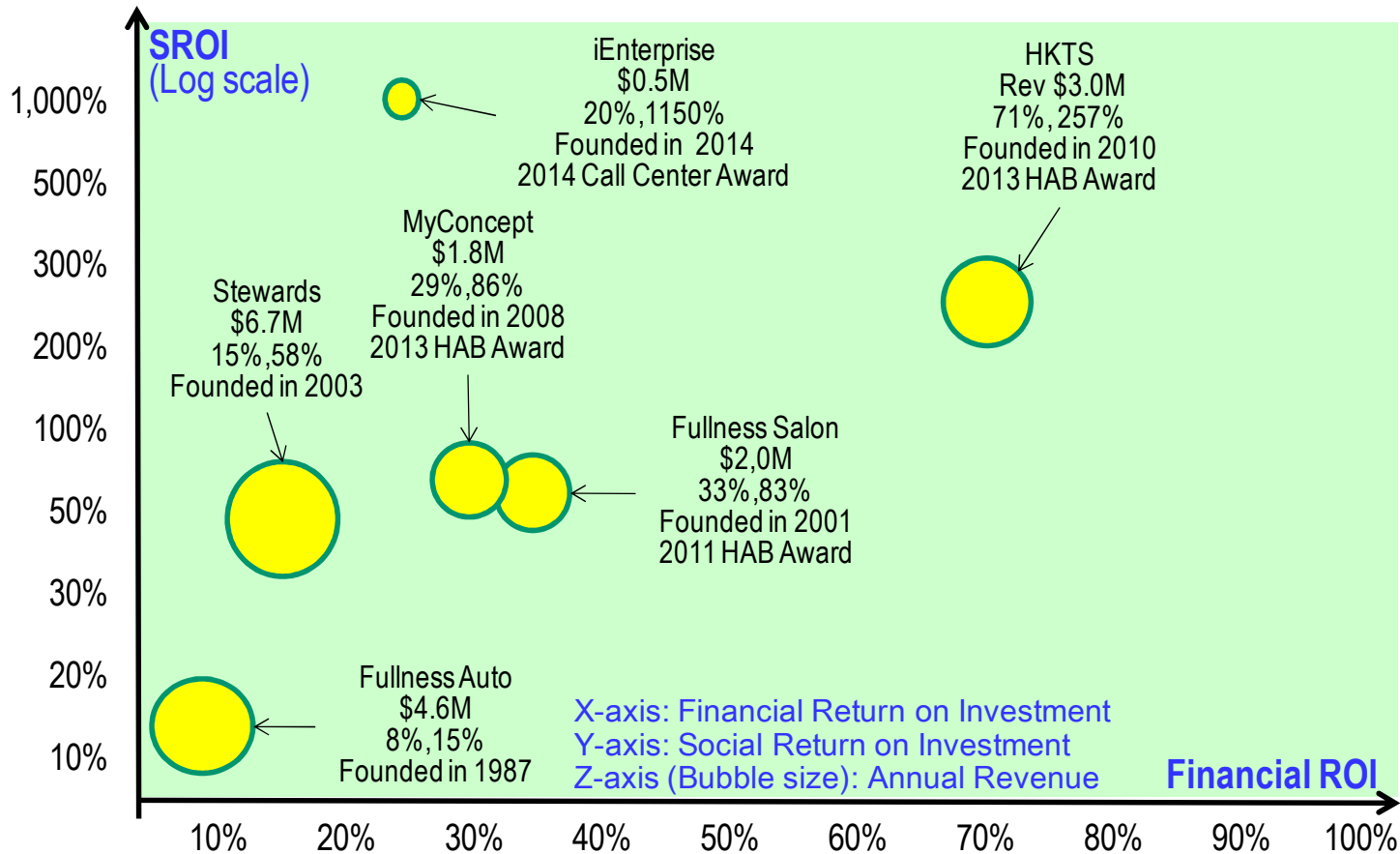
Chair, Fullness Social Enterprises Society

## Those which can be measured can be improved

- Performances of **Marketization** through measuring Impacts, Financials, and Magnitude
- Performances of **Actualization** through measuring Empowerment effects
- Performances of **Diffusion** through measuring Knowing-Doing Gaps
- P13 for more elaborations on measuring the three stage of Social Enterprise development

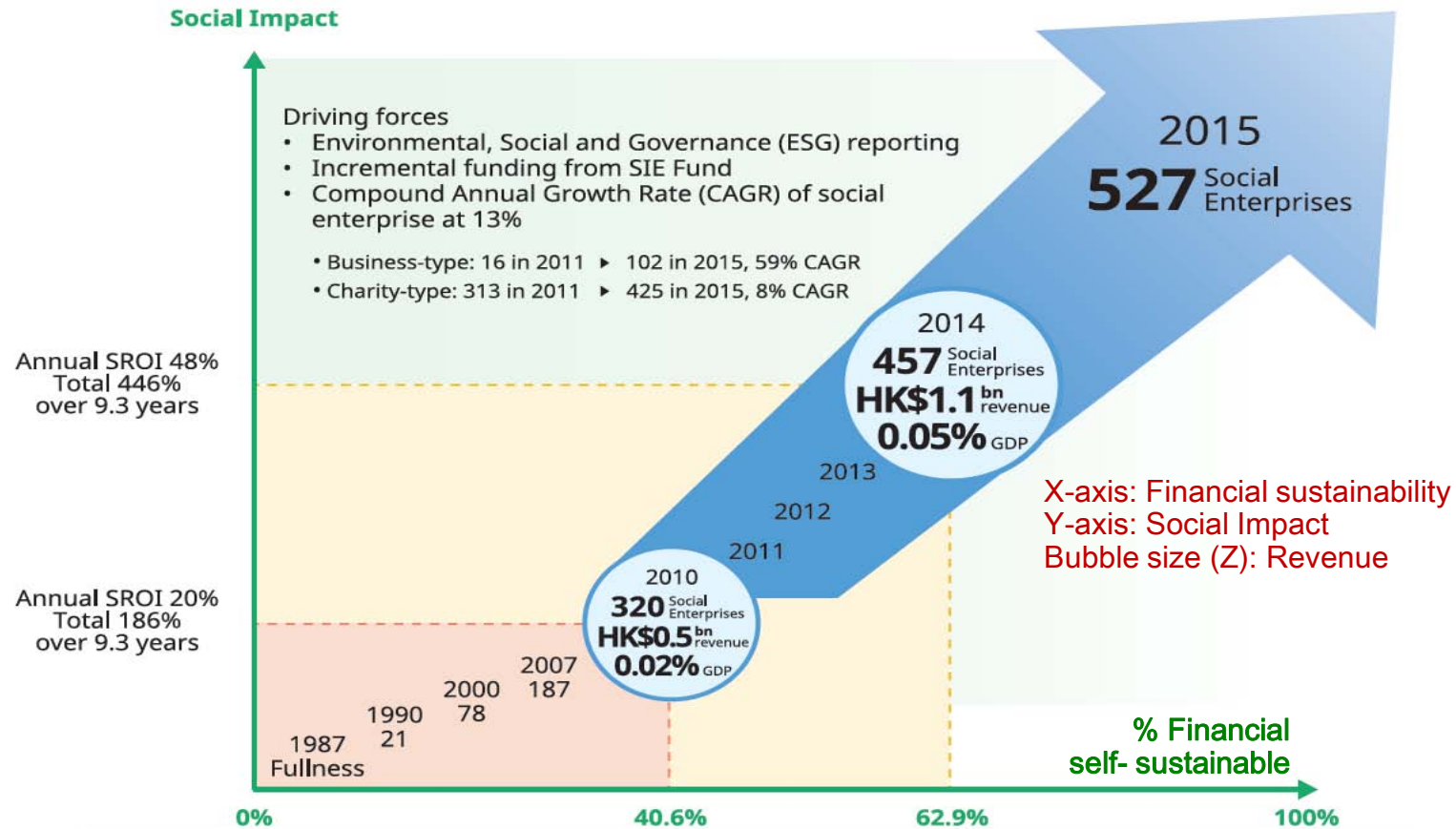


# Social Impact: Selected Work-Integration SEs in Hong Kong





# Social Impact: Marketization of Hong Kong SE Sector





# Case Study: Tin Shui Wai Dawn Market in Actualization of “Changed Human Life”

## Mission

Empower underprivileged families to make their living and light a beacon of hope for their better lives.

## Approach

Non-profit Community Development Alliance collaborated with the hawker community and helped underprivileged families start their own hawking business.

### Tin Shui Wai Dawn Market's BROI using Donald Kirkpatrick's Model<sup>14</sup>

Investment	In-cash donation	HK\$ 1.5 million from Oxfam
	Hours of volunteering	5, 040 hours from 13 volunteers (2 scholars, 5 social workers, and 6 local residents)
Return on investment	Level 1 (Satisfaction)	Improved from 3.5 to 6.5 (in a 0-10 scale) while the average of Hong Kong people was 5.6.
	Level 2 (Learning)	Average earning per morning increased from HK\$126 to HK\$253 over the three years.
	Level 3 (Behavior)	Offer loans equivalent to two months of income.
	Level 4 (BROI)	<ul style="list-style-type: none"> <li>Total income of beneficiaries over 3 years reached HK\$ 8.9 million</li> <li>Given the price difference between hawkers and other shops, local residents enjoyed a total of HK\$ 1.3 million discount based on the total sales volume in 3 years</li> <li>Maximum possible public funds saved from providing comprehensive social security assistance to these beneficiaries was HK\$ 3.7 million</li> </ul>

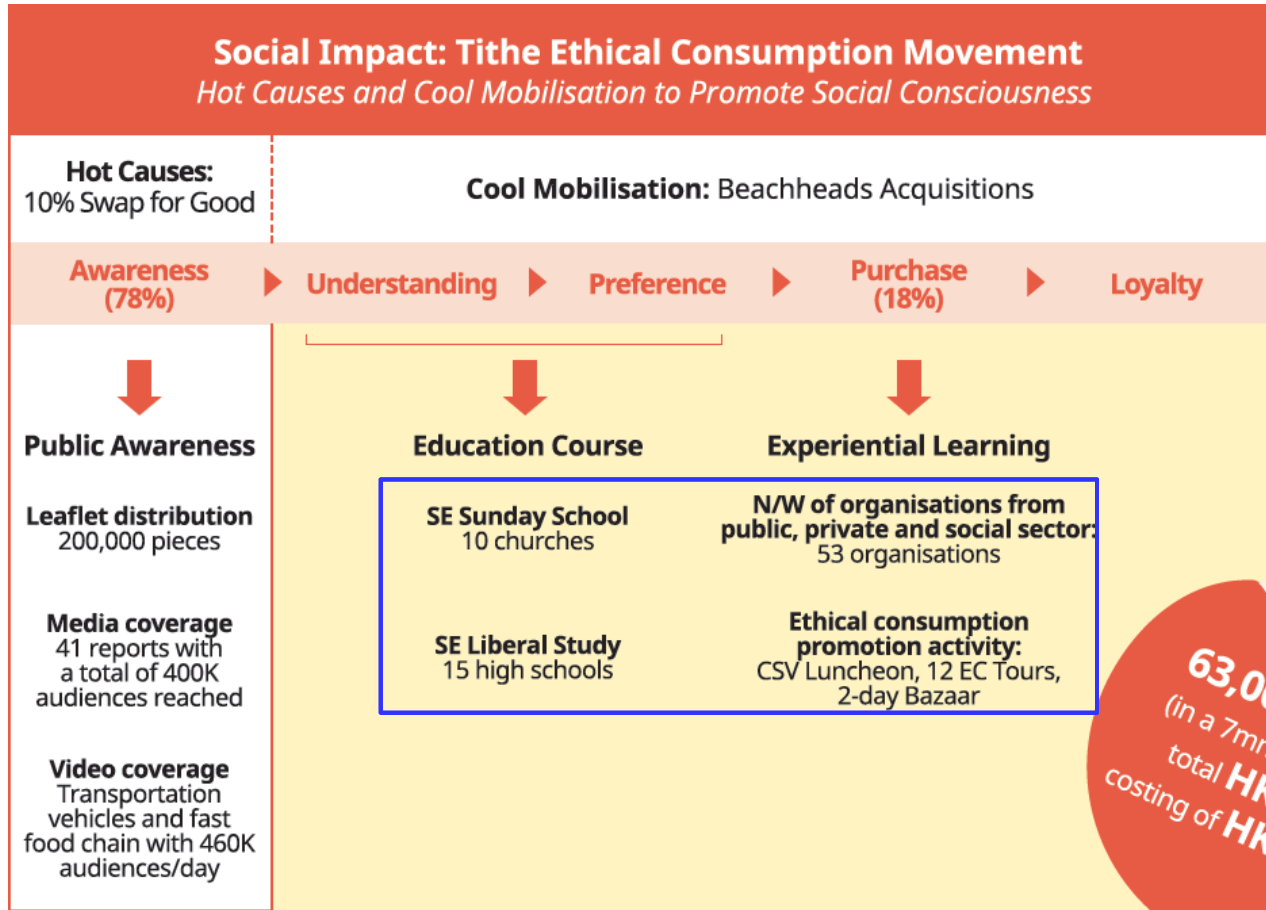
  

**BROI = Financial ROI + Social ROI**

$$\frac{50 \times \text{HK\$}60\text{K} / \text{year} \times 3}{\text{Hawkers Income}} + \frac{50 \times \text{HK\$}24\text{K} / \text{year} \times 3}{\text{Comprehensive Social Security Assistance (CSSA)}} + \frac{\text{HK\$}1300\text{K}}{\text{Consumer Saving}}$$


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$$= \frac{\text{HK\$}500\text{K} / \text{year} \times 3}{\text{Donation}}$$



## Diffusion

In 2012-4, total 63,000 purchases (~0.9%) in a population of 7 million.

Influencing businesses, charity organizations, religious organizations, and secondary schools

**63,000** purchases  
 (in a 7mn population)  
 total **HK\$9mn**  
 costing of **HK\$1.6mn**



# Social Enterprises

Doing good by Doing well



## Commercial Sector

Creating Shared Value



## Social Sector

Building Social Entrepreneurial Culture

- Continuous Improvement in Program Logic and
- Quantifying Social Impact



## Public Sector

SROI Articulation

Social Security	\$1: \$0.96
Employee Retraining	\$1: \$3.70
SE	\$1: \$7.20

School segment

Religious segment

Citizens as Consumers

When many people believe the **Desirable** option is **Viable**, large scale social changes may be **Achievable**. -Erik Wright (2010)

## SROI Comparison among Poverty Alleviation Policies

	Annual budget (HK\$)	Cost per recipient (HK\$)	Income per recipient (HK\$)	Cost-effectiveness (HK\$)
Comprehensive Social Security Assistance	\$19.5 bn	\$39,000 per recipient	\$37,000 per recipient per year	\$1 : \$0.96
Employees Retraining Scheme	\$ 0.8 bn	\$21,000 per employee	\$7,600 per month x 10 months	\$1 : \$3.7
Social Enterprise (under the 3E's Project)	\$0.015 bn**	\$97,000 per job	\$6,245 per month x 112 months***	\$1 : \$7.2





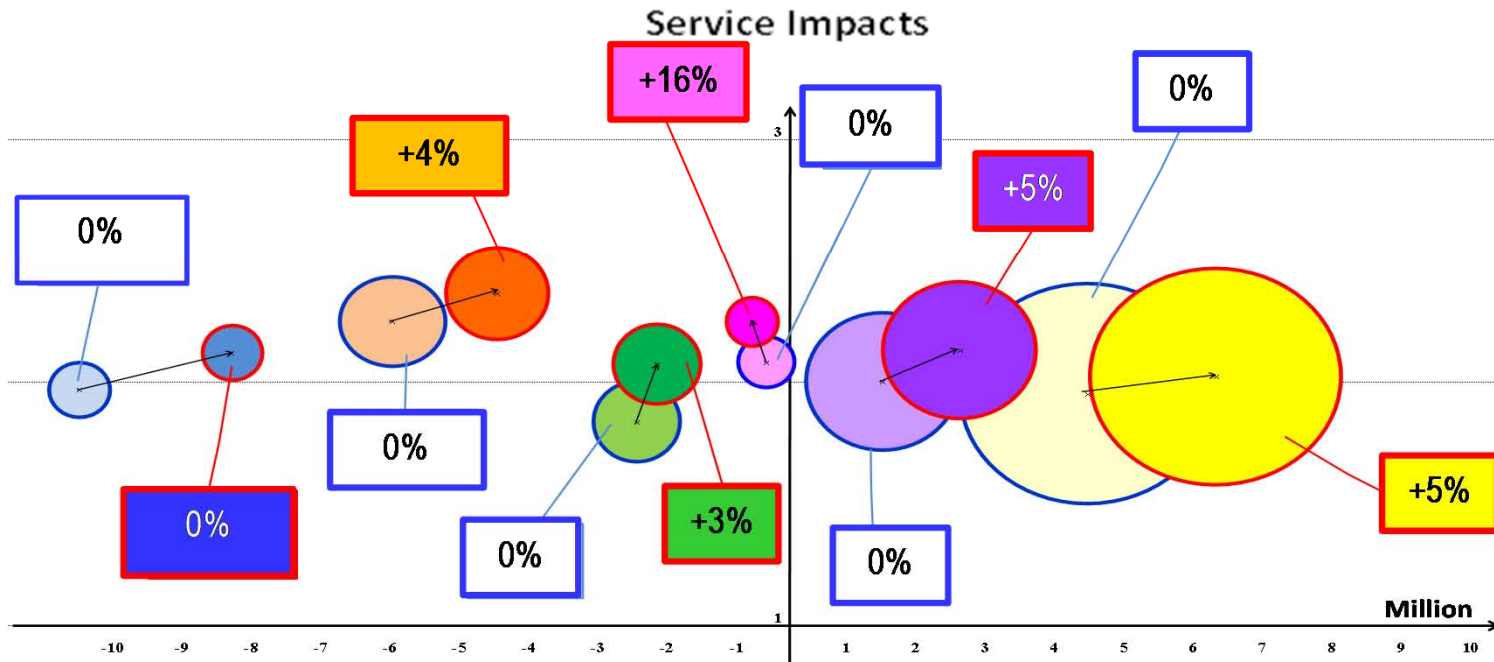
<b>Business Sector: Creating Shared Values</b> <i>M.O.V.E. Model for Corporations to Engage Social Enterprises</i>	
<b>HKBN in 2013-2014</b> (Partnering with TECM)	<b>Hong Yip Services in 2013-2014</b> (Partnering TECM)
<p><b>Marketing:</b></p> <ul style="list-style-type: none"> <li>• Promotion in HKBN Newsletter</li> <li>• Promoting in McDonald panels</li> <li>• Experience sharing in various conferences </li> </ul>	<p><b>Marketing:</b></p> <ul style="list-style-type: none"> <li>• Distributing 20,000 leaflets in 2013</li> <li>• Distributing 200,000 leaflets in 2014 to 80,000 households under its management</li> <li>• Set up a social enterprise page in its Apps "SoLeisure" for the 150,000 households it manages in 2014</li> <li>• Free rental TKO Mall for 2-day Social Enterprise Bazaar in 2014</li> <li>• Experience sharing in various conferences </li> </ul>
<p><b>Outsourcing:</b></p> <ul style="list-style-type: none"> <li>• Outsourcing 1083 call service to iEnterprise (cited as a case in a paper on tripartite collaboration in an academic conference, &amp; granted with Call Centre Award in 2014) </li> <li>• Outsourcing its canteen operation to a social enterprise</li> </ul>	<p><b>Outsourcing:</b></p>
<p><b>Volunteering:</b> </p> <ul style="list-style-type: none"> <li>• 22 managers to coach 6 social enterprises in 2013</li> <li>• Another 20 managers to coach other social enterprises in 2014 </li> </ul>	<p><b>Volunteering:</b></p> <ul style="list-style-type: none"> <li>• Royal Garden hotel taught 2 social enterprise restaurants in 2014</li> <li>• Survey on 30 volunteers, favourable % &amp; score in a scale of 1 to 5                             <ul style="list-style-type: none"> <li>▶ Consumption experience: 82%</li> <li>▶ Impact to corporate image: 76% </li> <li>▶ Volunteering enhance belongings: 90%, 4.27 </li> <li>▶ Volunteers' own satisfaction: 97%, 4.30</li> <li>▶ Support more charity work: 97%, 4.43</li> <li>▶ Encourage others to support: 93%, 4.40</li> </ul> </li> </ul>
<p><b>Ethical-consumption / procurement:</b></p> <ul style="list-style-type: none"> <li>• Spending HK\$ 0.8 mn in 2013</li> <li>• Spending HK\$ 1.5 mn in 2014</li> <li>• Differential treatment in ethical procurement</li> </ul>	<p><b>Ethical-consumption:</b></p> <ul style="list-style-type: none"> <li>• Internal EC tours and mini-SE fairs</li> </ul>

# Case Study: Hong Kong YWCA Enterprising Charity

## Applying Social Entrepreneurial Skills to Renew a Charity Organization

- L1: Team-spirit increased by 22 %point.
- L2: Knowledge increased by 34 %point
- L3: Strategies approval rate up by 21 %point.

- L4: Annual revenue size increased by 5%
- Annual surplus improved by 1.7% point
- Social impact improved by 10% point



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