



## P13: The Evolution of Social Entrepreneurship in Hong Kong

Moderator: Dr. Tracy Ng

Speakers: Mr. C. H. Kee  
Dr. Jimmy Chiu  
Mr. Timothy Ma  
Ms. Irene Chan

Panel Discussion and Q&A



## Agenda:

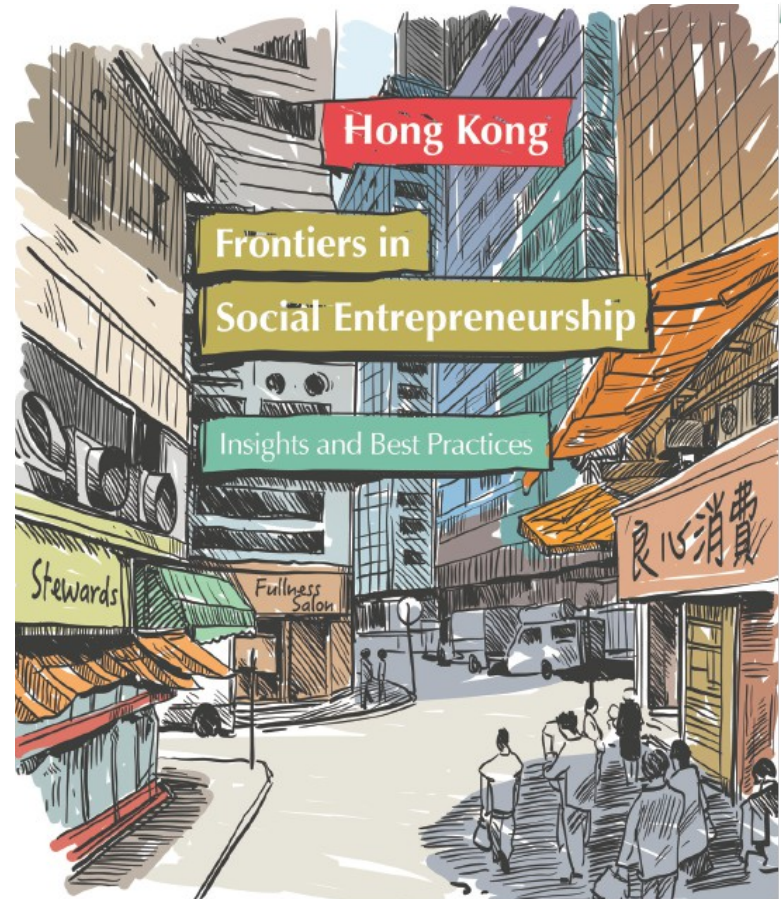
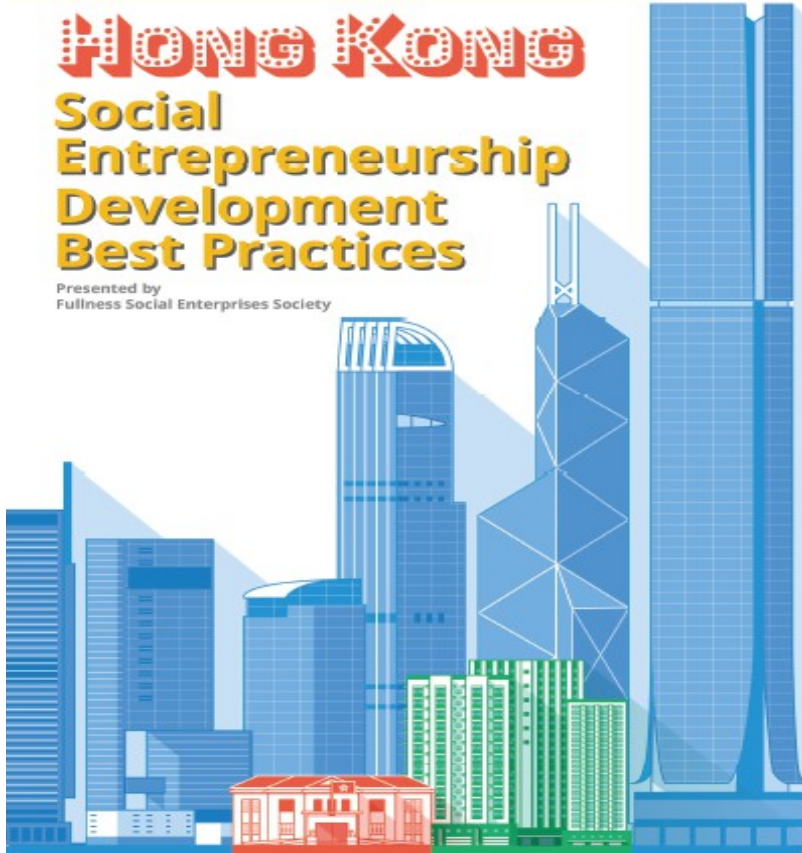
- Leading SE Development
- The case of Stewards
- The Life Line Service Case &  
SE Recognition Scheme
- The 2016 Hong Kong SE  
Week
- Panel Discussion



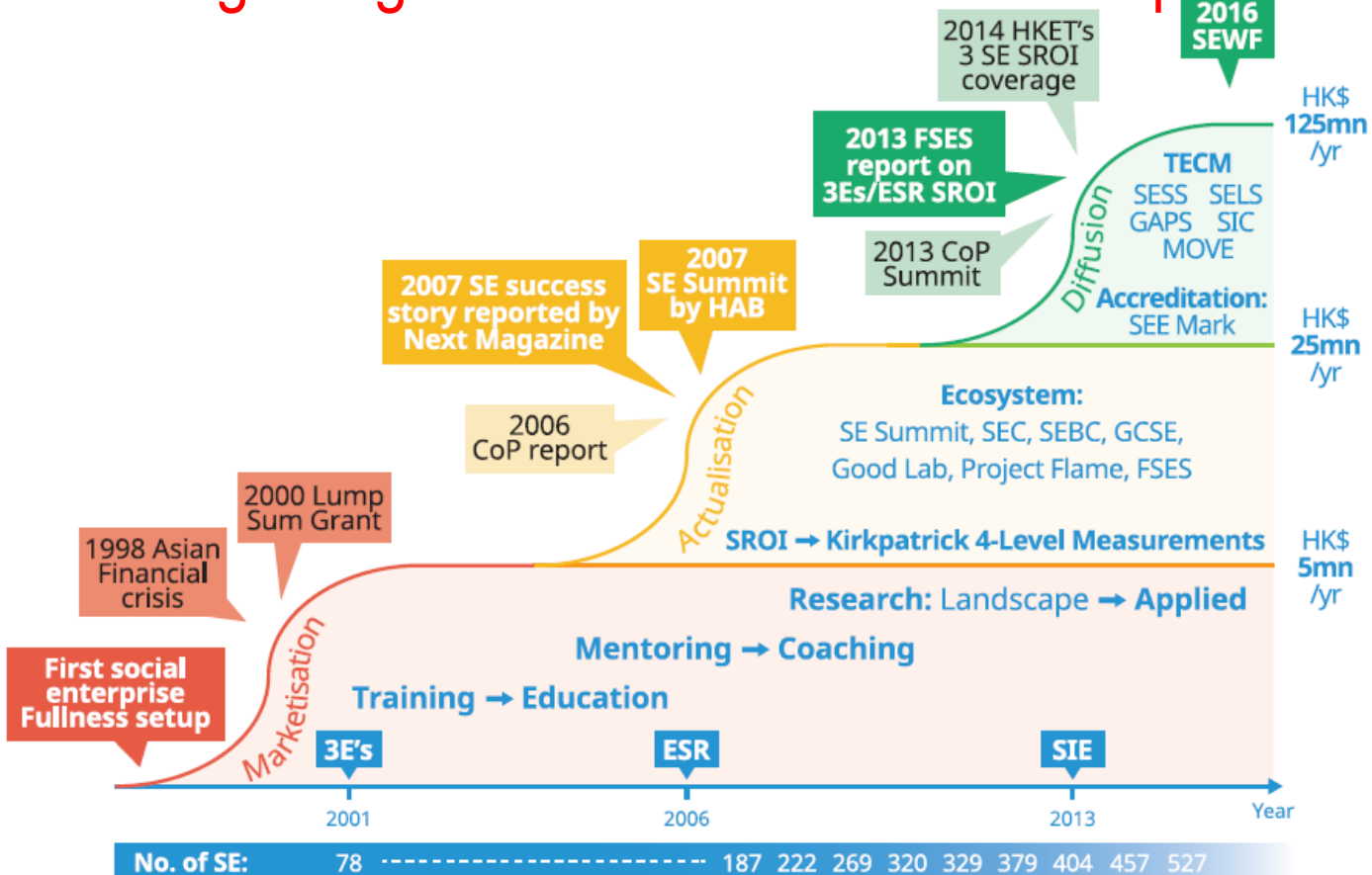
# HONG KONG

## Social Entrepreneurship Development Best Practices

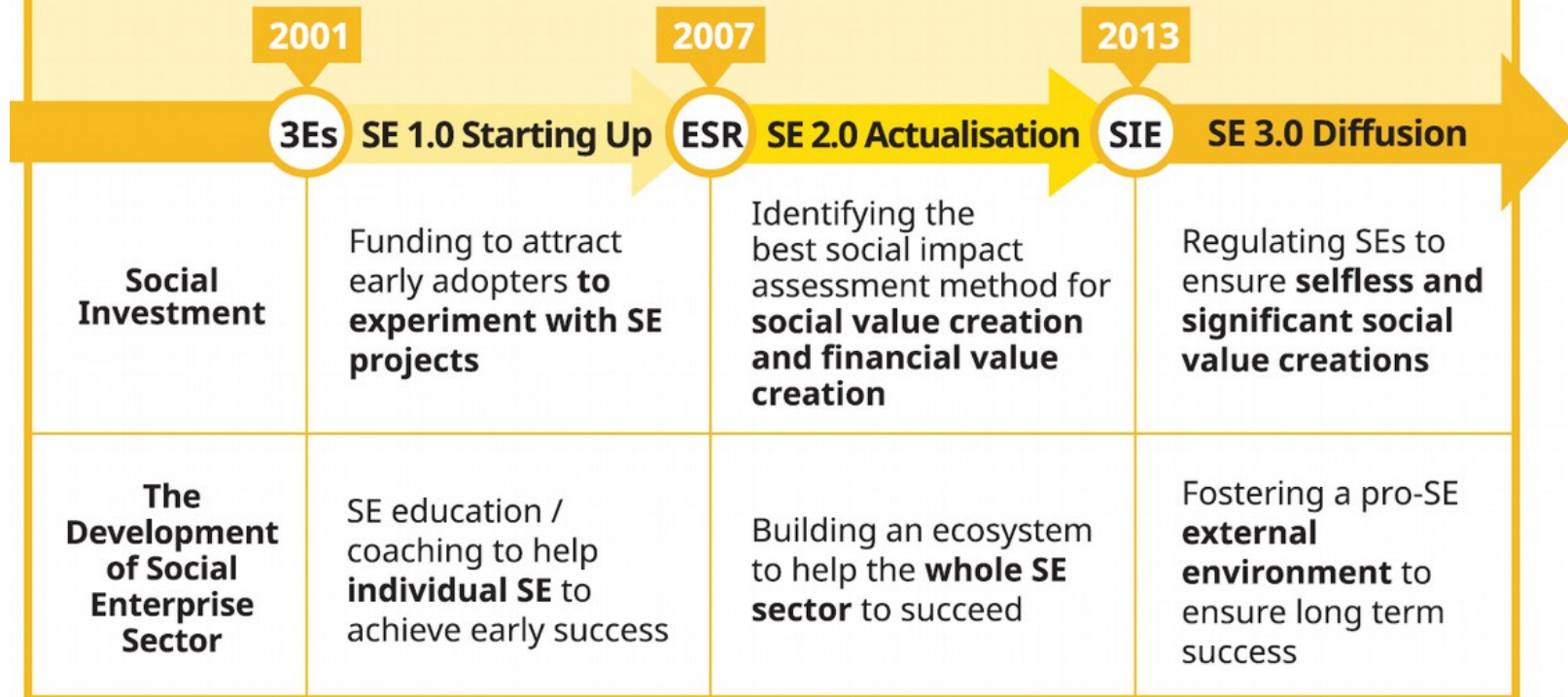
Presented by  
Fullness Social Enterprises Society



# Hong Kong SE Policies and SE Development



## Three-Stage Evolution of Social Entrepreneurship in Hong Kong





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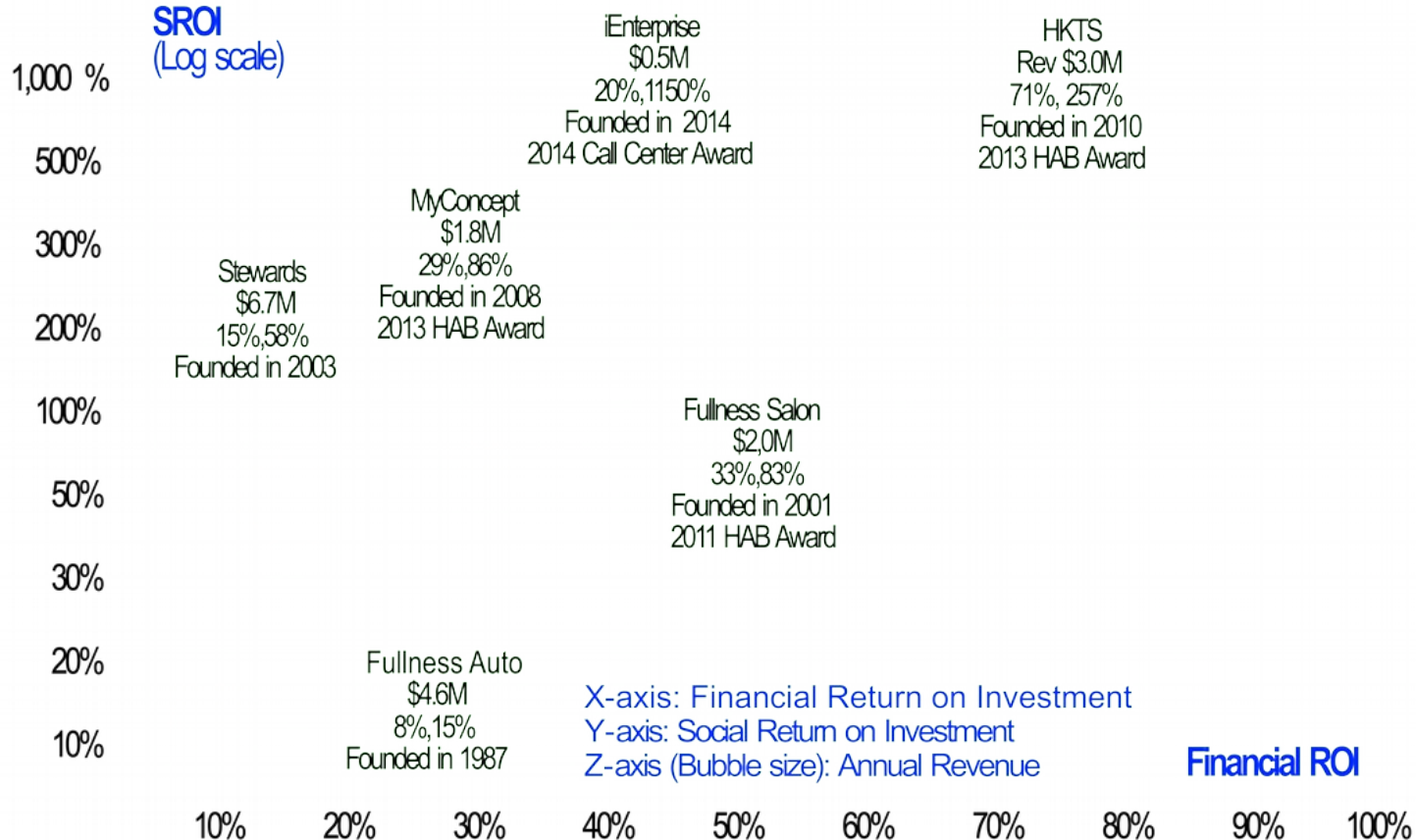
## Leading SE Development



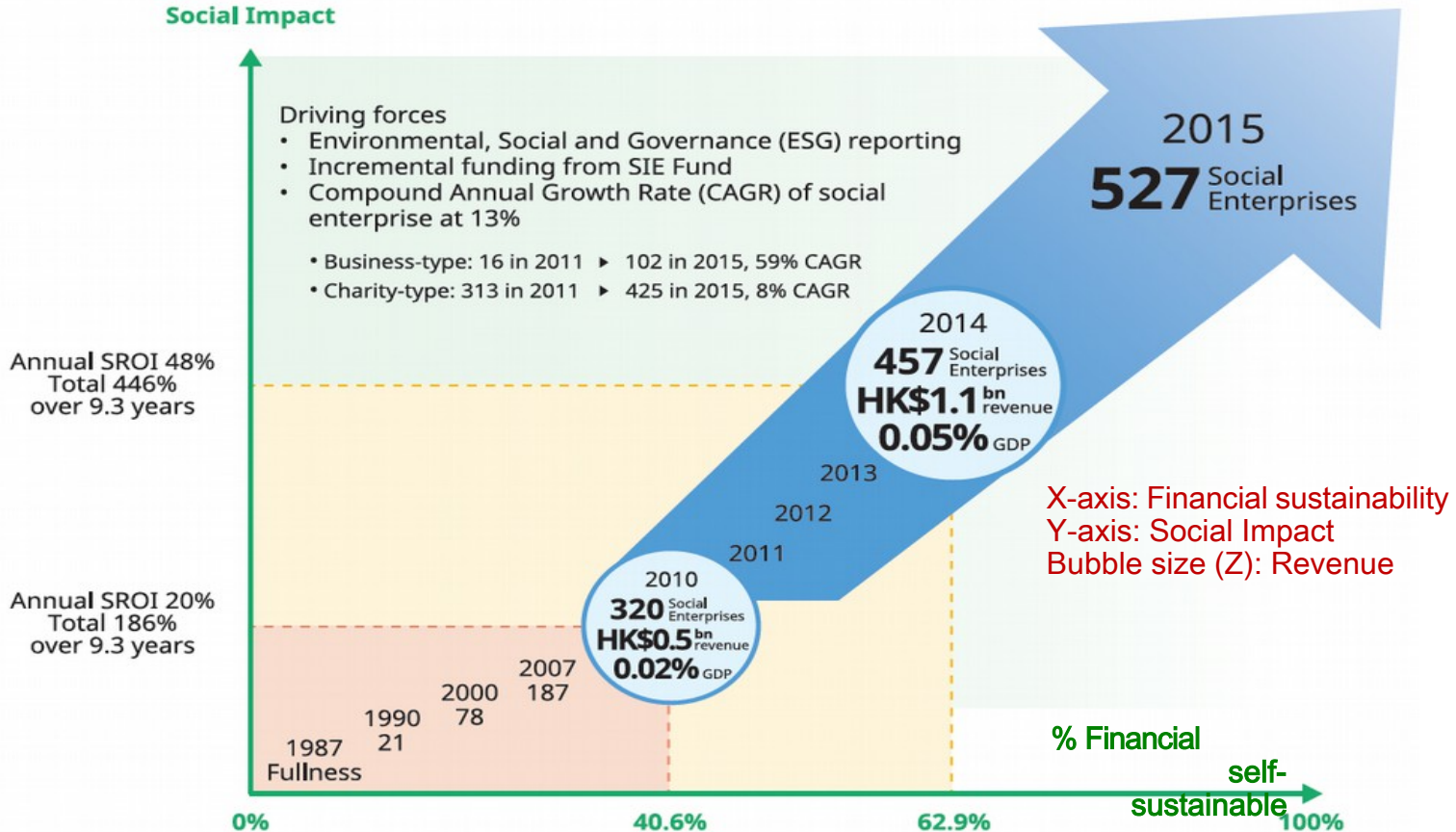
### Mr. C. H. Kee

- Chair, Fullness Social Enterprises Society (FSES)
- Adjunct Associate Professor in the Business School of the Baptist University
- Member of SE Advisory Committee of Home Affairs Bureau (HAB)
- Member of Social Innovation and Entrepreneurship Development
- Former Corporate VP and HK MD of HP

# Social Impact: Selected WISEs related to Fullness



# Social Impact: Marketization of Hong Kong SE Sector





# 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



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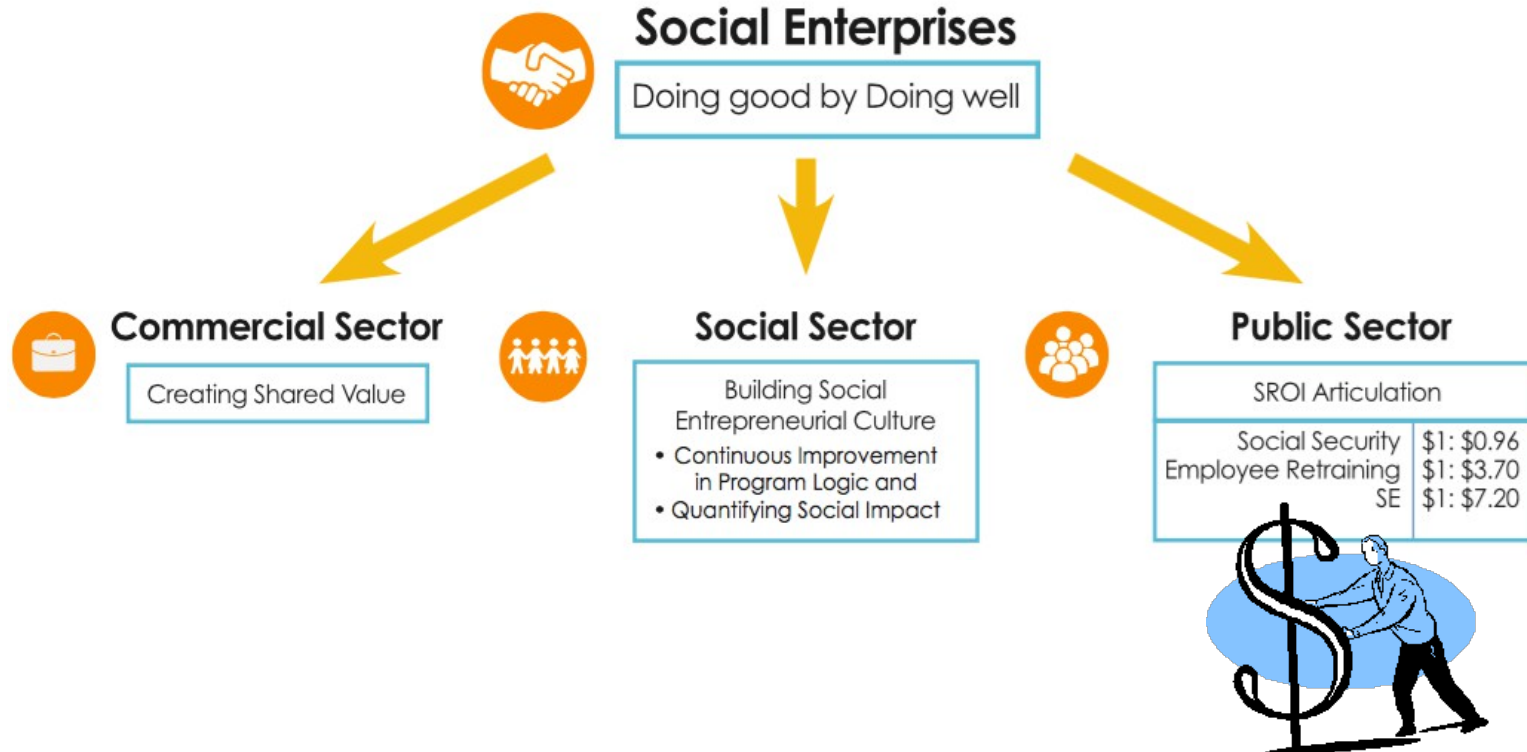
## The Case of Stewards

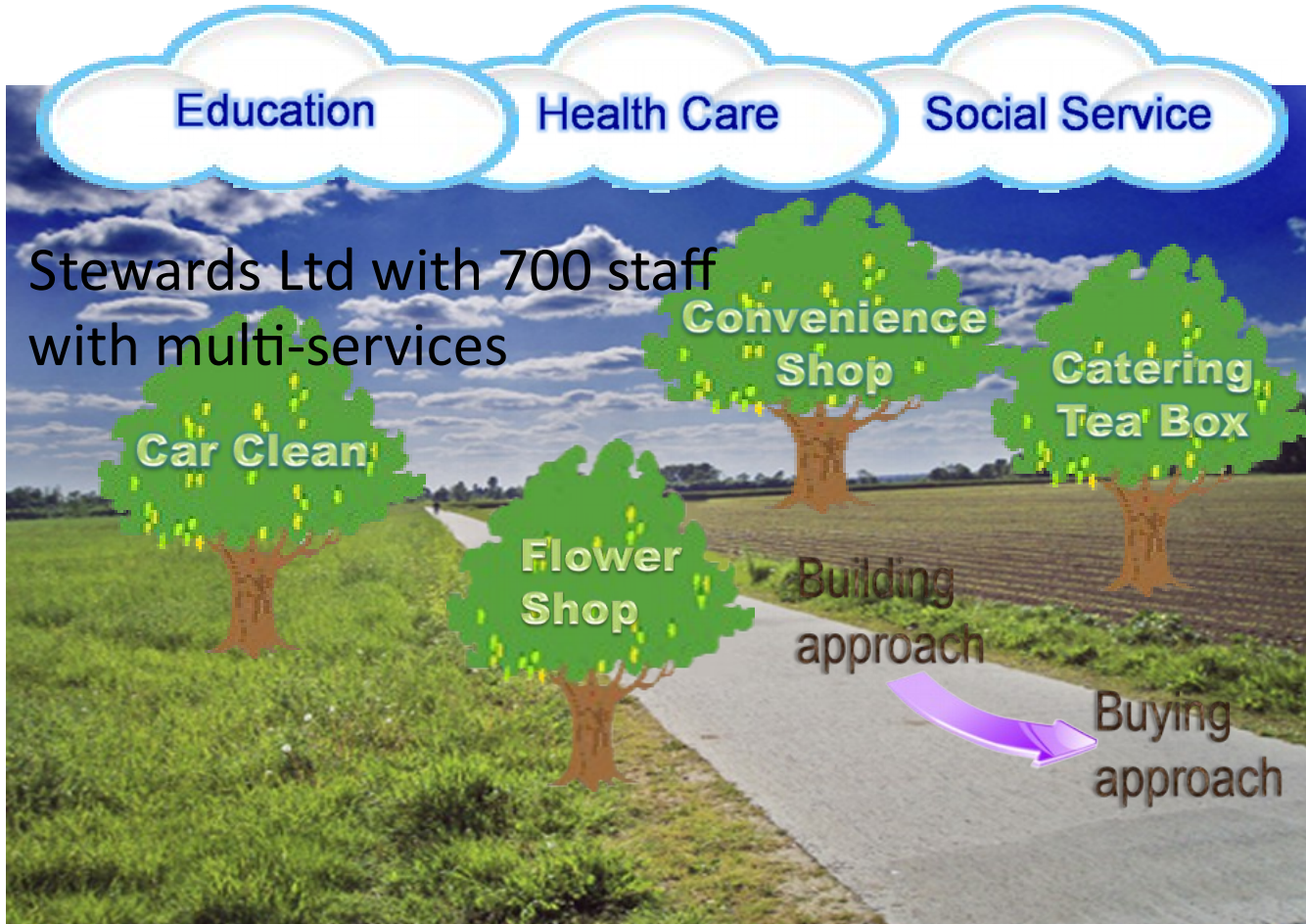


### Dr. Jimmy Chiu

- Founding Chair & CEO of Charm Net Ltd
- Council member , General Chamber of Social Enterprises (HKGCSSE)
- Advisor of Hong Kong Association for Parents with Physical Disabilities.
- Ex-CEO of the Stewards Limited

# Catalyzing social, public and commercial sectors to pursue societal betterment. Introducing recognition scheme to identify authentic SEs







# Challenges / Change

- Not clear on how to quantify her social impact
- How to build social entrepreneurial culture
- How to enhance her SE department from a small to medium Size  
SE

## Building Social Entrepreneurial Culture

- Top-down reform
- King of MBA appears
- Change by external assistance



(Hiring external consultant's knowledge and experience to establish the operation procedures and to build up the foundation for the business.)

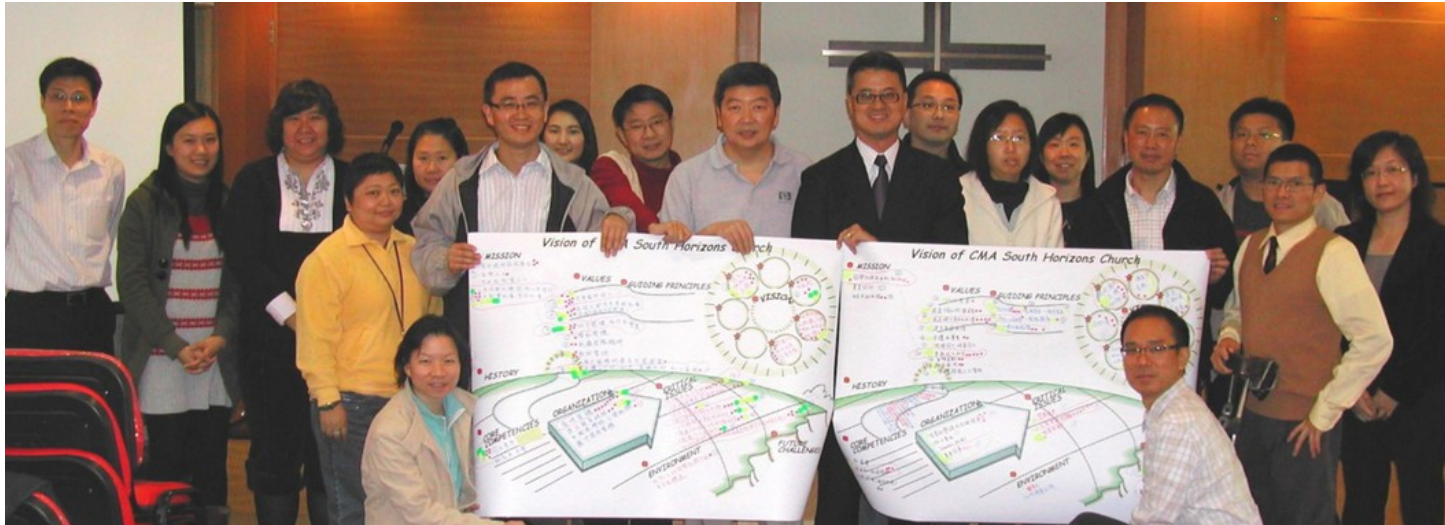


## Moving from Building to Buying Approach



# Capacity Building of Social Entrepreneurship

Consulting Firm  
Coaching + Training + Advising





# What Achieved

- ARM's Roadmap

*A self-sustainable operation with significant social impact*

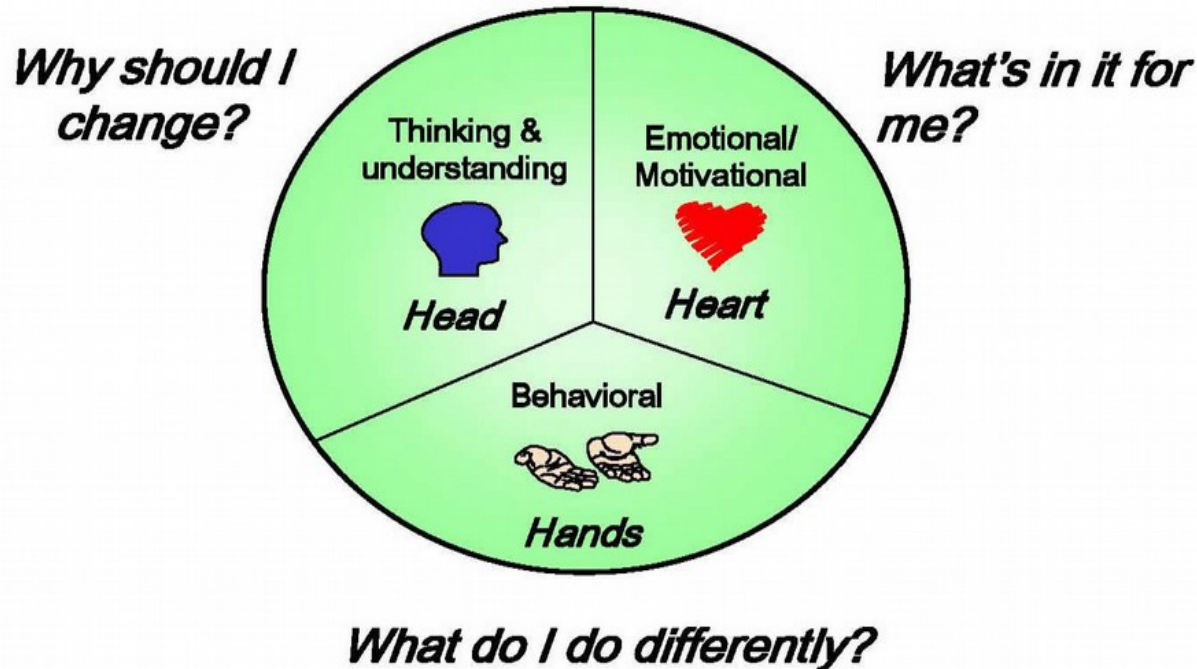




# What Achieved

- Mindset Change

## Management of Change (MOC)





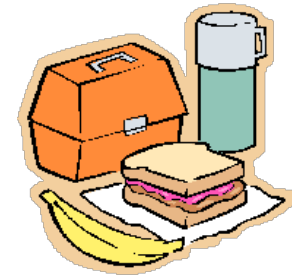
# Impact Articulation

- @ For one Sheltered Workshop
  - Subvention for 1 workshop is \$6,000,000 per year
  - Staff cost (24 head count): \$5,400,000 per year
  - Workshop service users: 200
- 
- For two SEs(Catering service in Schools)
  - Income \$1,700,000
  - Staff cost \$726,000
  - 11 headcount



## Comparative Study between two Sheltered Workshops and Five SEs in Stewards

- The cost to maintain the same amount of workfare between Sheltered Workshop and SE: SE pay less and less (From \$5 to 1.7; \$5 to 0.7 and \$5 to \$0)
- Each dollars of Investment in SE generates \$2.79 of annual revenue and \$1.08 workfare/year.
- Even SE at loss, the money needed is still less as to traditional social welfare approach.







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# The Life Line Service Case & SE Recognition Scheme



## Mr. Timothy Ma

- Vice-Chairman, General Chamber of Social Enterprises (HKGCS)
- Executive Director, Project Flame@CityU
- Founding Executive Director, Senior Citizen Home Safety Association
- Founding Member of Social Entrepreneurship Forum
- Co-opted member of Social Innovation & Entrepreneurship Development Fund Task Force



# *The First Fee-charging social service in Hong Kong Ping On Chung (Life-line Service) , 1996*



Senior Citizen Home Safety Association



***Due to Urgent Need from a Prolonged Cold-spell,  
SCHSA Established  
Offering 24-hours Operating Emergency Support Service to the  
Community Elderly***





# Offering a Safety Society Everyday

Every Day received

2,300 Call for Help

Saved 110 Precious lives

1,000 Comfort calls sent

Answering the 800 enquiries from the public how may need help and information..





# Service Feature – since 1996

- From Life-line to multi-safety and care service
  - Everyday, every hour, every minute total care
    - Disregard day and night, seasons or months
    - Continuously offering Call and Care





## A Glance of Impact since 1996

Items	Statistics (no. of service users)	Impact
Serving	<b>200,000</b>	18% of total aged population in HK (Israel 100%, UK 2.5 M)
Calls received	<b>7.8 million</b>	10% urgency, 90% comfort
Sent to A&E	<b>423,000</b>	Saved 1.3 bed days of public hospital
Comfort call sent	<b>7.4 million</b>	Satisfaction, be-cared feeling
Nursing call (since 2005)	<b>53,284</b>	Saved 26,642 clinic hours
Seamless Referral	<b>6,424</b>	Saved 6,424 hours
Volunteer Hours since Jan 2012	<b>135,285 hours</b>	= HK\$ 6.76 m or US\$ 0.8 M



## A Glance of Impact since 1996

- **Annual Turnover == HK\$ 101 Million (12.5 Million US\$)**
- **Offering free Service to 9,283 elders == 100 Million US\$ who are unaffordable for the service fee**
- **Enduring Impact: HK Observatory advises public to care for singly lived community ageing along with weather forecast**
- **More aged people perceives a higher sense of safety awareness at home**
- **Latest an newest impact: Life-experiential Lab, Life-review service**
- **Staff's family feel proud of having members working at SCHSA**



# City University- Project Flame

## Mission

Foster social innovation and transformation through an integrated and a multi-stakeholder approach.

## Approach

Incorporate social entrepreneurship into curriculum and campus life, making university students aware of social entrepreneurship as a career.

## Knowledge Transmission

- 2 existing courses since 2013, 3 validated and ready for offer, 1 in pipeline
- Minor concentration in Social Entrepreneurship (1 core course and 4 elective courses)

## Knowledge Creation and Evaluation

- Community Forum on service innovation
- International Symposium 2013-14 on idea incubation & scalable social impact
- Research on SE Endorsement Scheme

## Service Innovation and Change

## Generating New Ideas

- Social entrepreneur in residence
- Mini Make a Difference conference on Campus
- Diamond Cab Sedan Competition
- Green Fashion Show

## Student Service Leadership program

- Student service
- Study tour
- Agency visits and practitioner sharing
- Service learning (e.g. Project We Can)

## Founded in 2014: Social Enterprise Endorsement (SEE) Mark

### Average Performance of Hong Kong's Social Enterprises in Four Stages

	Incubating	Startup	Intermediary	Advanced
<b>Years</b>	1	2	8	17
<b>Revenue / yr (\$M)</b>	N/A	0.5 - 1.9 Median 1.4	2.4 - 7.5 Median 3.3	8.7 - 118 Median 36
<b>Total Full Time Equivalent, FTE</b>	0.6 - 3.7 Median 1.0	4 - 7 Median 2.5	10 - 50 Median 24	11 - 520 Median 45.5
<b>% disadvantaged</b>	Median 0	Median 0	Median 5	Median 24



What is SEE !?



## Social Enterprise Endorsement (SEE) System

### Objectives:

1. promote and endorse good practices in the design, operations and service delivery of social enterprises;
2. enhance public recognition of SE values;
3. to strengthen public trust in and use of social enterprises as preferred producers and suppliers of valued goods and services.





# of Social Enterprise Endorsement Mark



Enhance  
**INDIVIDUAL  
SE  
CAPACITIES**

Identify, Endorse,  
Promote **BEST  
PRACTICES**

Strengthen  
**WHOLE  
SECTOR**

Provide a  
**PLATFORM**  
for **SE** & cross-  
sector collaboration

Enhance  
**PUBLIC  
RECOGNITI  
ON** through SEE  
Mark Branding

Build-up  
**PUBLIC  
TRUST**

Use of SEs as  
**PREFERRED  
PRODUCERS/  
SUPPLIERS** of  
valued goods/ services

Impact **SOCIAL,  
ECONOMIC &  
ENVIRONMENT  
AL** change



**SEE** 認真·認可  
社企認證  
Social Enterprise  
Endorsement Mark



## SEE Mark --- 4 Categories



	Driven by Social Mission	Years of Operation / Full-time Equivalents (FTEs)
Incubating Member (創啟級)	✓	<b>EITHER Planning to operate in next 12 months with business plan/forecast completed OR operated for &lt;2 years</b>
Start-up / Small Scale (創建級)	✓	<b>EITHER &lt;3 years OR &lt;5 FTEs</b>
Intermediate (創進級)	✓	<b>EITHER 3 or more years OR &gt;10FTEs</b>
Advanced (創越級)	✓	<b>5 or more years</b>



**SEE** 認真·認可  
社企認證  
Social Enterprise  
Endorsement Mark

# AREAS OF SEE ASSESSMENT





# Award of SEE Mark = The Best Choice



SEE Mark will be awarded to any SE that successfully gone through the Social Enterprise Endorsement Scheme.



SEE Mark valid period

Incubating Member 2 years

Start-up, Intermediate, Advanced 3 years

# 1st SEE Mark Presentation Ceremony cum Capacity Building Workshop

Date: 27<sup>th</sup> Nov 2014

Nov  
2014





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# The 2016 Hong Kong Social Enterprise Week



## Ms. Irene Chan

- Head of Charities (Communication & Engagement), HK Jockey Club

Previous capacities:

- UNICEF HK, CEO
- Beijing Olympics
- HK Disneyland Resort, VP-Public Affairs
- Shell Hong Kong Ltd



香港賽馬會慈善信託基金  
The Hong Kong Jockey Club Charities Trust





# Why we do it

## Commitment to serve

- A 130 years of history of contributing to the betterment of Hong Kong
- A tradition of understanding and addressing some of the most pressing challenges of the City

## Capabilities

- Trusted collaborator to a strong network of partners in creating multi-sector solutions
- Resourceful and reliable enabler to develop intellectual leadership for metropolitan challenges
- Scale yet flexible funder to deliver social impact in a timely manner

## Mission

- To raise the quality of life for the people of Hong Kong and offer relief to the needy
- To enable development of world class solutions for metropolitan social issues
- To build knowledge and strengthen organisations and networks that we work with



## The International Philanthropy

### Worldwide delegates

- 1,000 overseas and local philanthropists, policymakers, corporate CSR practitioners, service providers, and social innovators
- World renowned speakers to share global trends and best practice

### City-focused

- Philanthropy with strategy and result
- Philanthropy with technology and innovation
- Metropolitan solutions: youth for innovation, elderly for care, sport for hope

### Inspire, Innovate, Network

- Stimulate cross-boundary discussions
- Source new ideas and develop innovative solutions
- Build capacity of field players and enhance infrastructure
- Promote cross-sectoral network and platforms, and link up opportunities





# Social Enterprise Week in Hong Kong (September, 2016)

- To develop innovative solutions to metropolitan social issues from different angles as effective funders, social investors and social enterprises...
- To promote cross -sector exchange, network and platform for future collaboration and sustainable development

3,000 local & overseas delegates from 20 countries!



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Philanthropy  
Forum

Social  
Enterprise  
World Forum

Social  
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Summit



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# SEWFF2016 @ Hong Kong

## Social Enterprise World Forum

September 2016



*Thank You!*

