

Hong Kong Social Enterprise Challenge 2007

Inspiring University Talent for Social Enterprises

Defining a Social Entrepreneur

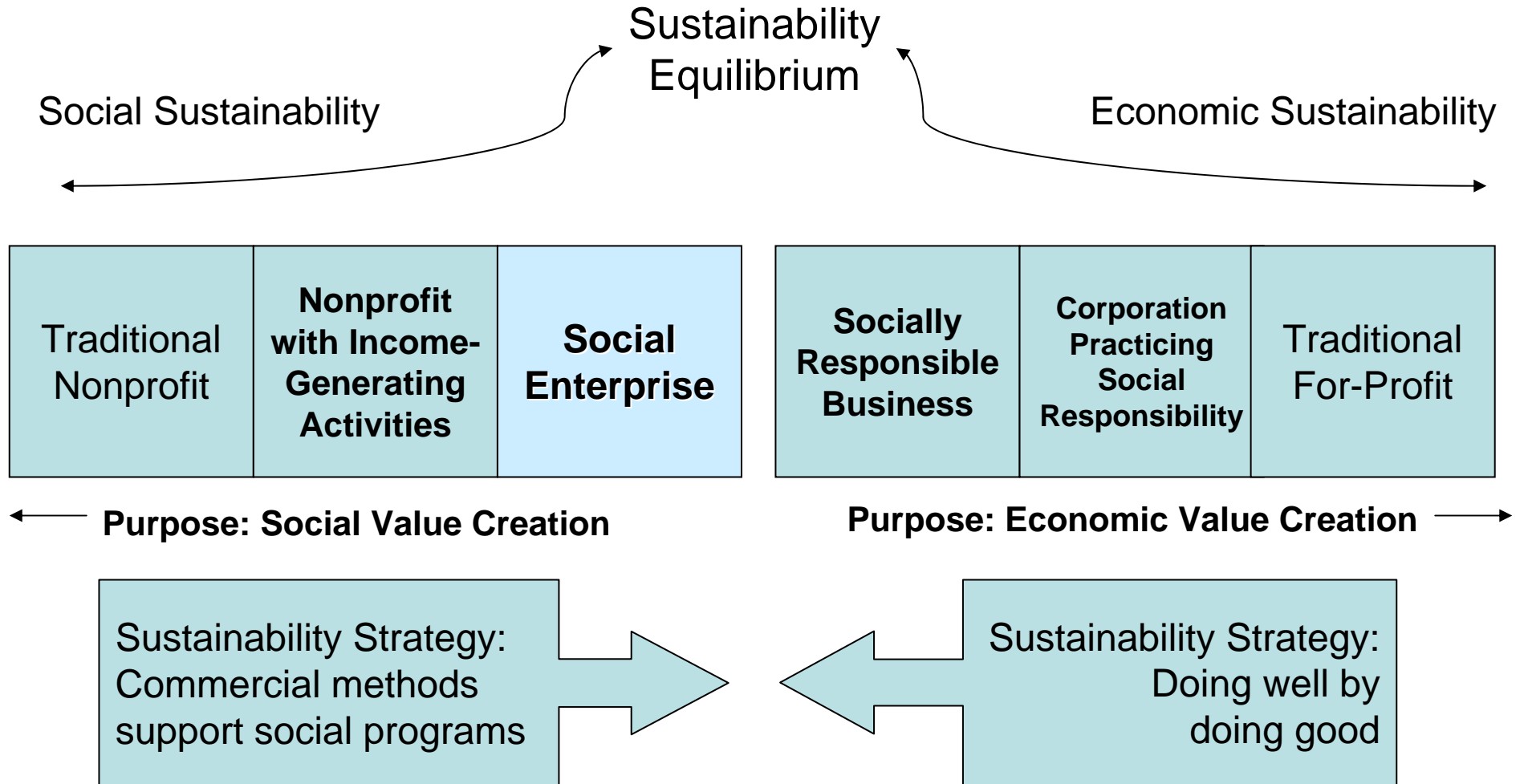
- Identifies and applies practical solutions to social problems by combining innovation, resourcefulness and opportunity
- Pursuit of opportunity to create social change regardless of the resources currently control
- Focuses on social value creation
- Innovates by finding a new product, a new service, or a new approach to a societal problem

(source from the Schwab Foundation for Social Entrepreneurship, by Dr. Klaus Schwab)

Social Enterprise Spectrum

	Purely Philanthropic	Hybrids	Purely Commercial
Motives	Social value creation	Social & economic value	Economic value creation
Beneficiaries	Pay nothing	Subsidized rates / mix of scheme	Pay full market rates
Capital	Donations & grants	Below-market capital	Market rate capital
Workforce	Volunteers	Below-market wages	Market rate compensation
Suppliers	Make in-kind donations	Special discounts	Charge market prices

Hybrid Spectrum



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Challenges faced by Social Enterprises

- decreasing supports and resources
- competition from for-profit organizations
- effectiveness to meet social needs
- outcomes-based rather than needs-based

**Search for more innovative solutions that
lead to sustainable improvements**