



Bridging Social Capital

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Foreword

序言

社會企業(社企)近年在港發展快速，數目持續增長，由2007年的222間增至現在527間。社企業務種類亦繼續多元化發展，由以往餐飲及零售業主導，發展至今天醫療護理、環保回收、以至教育培訓等高增值行業，正好回應社會人口高齡化，以至固體廢物及廚餘管理等都市問題。

社會環境不斷變遷，社企一直發揮著社會創新及回應社會需要的功能，由最初主要以創造就業機會及扶貧為目標，到今天配合居家安老、支援少數族裔、推動公平貿易、建設共融社區等範疇，社會企業以商業手法協助解決社會問題，將關愛及社會效益推展至社會各個層面。

社企發展漸趨成熟，社會各界逐漸認同以商業模式解決社會問題。私人營辦以及由商企開展的社企或社會創新項目持續上升。隨著公民參與的意識提高，「社會創新」為社會發展帶來新的機遇。社聯今年獲扶貧委員會轄下「社會創新及創業發展基金」委聘為協創機構，開展Impact Incubator一站式資助及支援不同類型及發展階段的創新項目。SEBC將繼續凝聚社會資本，拓展跨界別合作，推動社會上不

同行業以及專業領域的相互合作，開創更多社會創新項目。

社會得以可持續地發展，有賴社會不同的持份者共同參與，我期盼社會各界的朋友能夠與我們攜手，繼續推動社會創新及社會企業發展。

Social enterprise (SE) has growing rapidly in recent years with increasing number from 222 in 2007 to 527 this year. Social enterprises has been continually developed and diversified from dominating catering and retailing to high value-added industries such as health care, environmental protection and up-cycling, as well as education and training, in response to aging population, solid waste and food waste management etc. social problems.

Social enterprise has been playing an important role in driving social innovation and responding to the society needs, from the beginning mainly focus on creating employment opportunities to disadvantages, to nowadays attempt to accommodate elderly care, advocate social inclusion, promote fair trade and enhance community connection etc, social enterprise tackles social problems through alternative approaches and creates positive impacts to the society.

Social enterprises in Hong Kong are growing into a more mature and advanced state, leads to increasing recognition of using entrepreneurial approach to solve social problems, we can see more and more social enterprises or innovative projects are initiated and operated by entrepreneurs or commercial enterprises, "Social Innovation" presents new opportunities arising from increasing civil engagement. HKCSS is appointed as Intermediary of the Social Innovation and Entrepreneurship Development Fund

(SIE Fund), and launches Impact Incubator – a one-stop supporting platform to support and incubate social entrepreneurship and innovative projects SEBC will continue to bring positive social impact through incubating social entrepreneurs and bridging social capital.

Building a sustainable society rely on efforts of stakeholder engagement. I sincerely hope that people from all walks of life from the community can join hands with us and continue to support the development.



蔡海偉
香港社會服務聯會行政總裁

Chua Hoi-wai
Chief Executive, HKCSS

2015

Core Business

主要業務

Inspire

ACT 社會足跡 ACT Social Awareness Network

ACT 社會足跡是一站式社會教育平台，為學校、機構及企業籌劃各類型社會認知活動，幫助參加者認識社會議題及社會責任。同時亦加強公眾對社會的承擔。自2010年至今，ACT已為8,000名人士提供超過17,500培訓時數，超過80間社企及社區組織直接受惠。

ACT is a one-stop social learning platform which organizes customized social awareness programmes for schools, organizations and corporations. It not only helps the participants to address social issues but also develop a stronger sense of social responsibility. It also strengthens their commitments to care the underprivileged groups and contribute to the society. ACT had provided over 17,500 training hours to nearly 8,000 individuals since 2010. More than 80 social enterprises and community organizations were engaged and directly benefited.

Incubate

社會企業提昇計劃 Social Enterprise Advancement Programme

提昇計劃招募及配對不同界別的专业人士為社企提供商業諮詢服務，顧問團隊累積超過1,320義務諮詢小時，逾50間參與社企改善營運效益有顯著成效。

The Programme recruits and matches business professionals to provide business consultation service to social enterprises. More than 50 SEs were benefited, the consultant team had contributed 1,320 volunteering hours with remarkable progress improvement seen.

能力建設 Capacity Building

SEBC舉辦超過80個培訓課程，研討會及海外考察，加強社企營商知識從而提昇競爭力。眾多社會企業家，社會工作者和社會企業從業人員參與。

SEBC organized 80 training programmes, seminars and overseas visits, to equip social enterprises with better business knowledge in enhancing competitiveness. Numerous participants across social entrepreneurs, social worker and social enterprise practitioners were attended.



Invest

星展社企優化基金 DBS Social Enterprise Advancement Grant

執行及管理全港首個以提昇社企競爭力為本的優化基金，提昇社企商業及社會效益。基金資助12間本地社企落實執行優化方案，其中包括發展新產品或服務，優化業務運作等。

Manage and execute the first-in-town advancement grant which aims to enhance the commercial viability and social impact of operating social enterprises. The Grant sponsored 12 social enterprise advancement proposals ranging from developing new product / services, advancing business operations etc.

香港好手信 GoodBuy HK

與香港半島酒店合作開展「香港好手信」計劃，聯合一眾社企開發富香港文化特色的手信系列，支持本地社企開發新產品和拓展新業務。

Join hands with The Peninsula Hong Kong to initiate "GoodBuy HK" campaign which not only engages social enterprises and local artisans to develop a series of souvenirs with Hong Kong unique characteristic but also supports social enterprises to develop new products and explore new business opportunities.

Innovate

「好好社企」概念店及 好好企業策略 Good Goods Social Enterprise Concept Store & Good Solutions

好好社企及好好企業策略為社企提供一站式銷售平台，鼓勵企業及個人消費者支持責任消費，同時協助社企建立商業網絡及擴大顧客群組。超過40間社企受惠。

Good Goods & Good Solutions are unique sales and marketing platform to promote responsible consumption to corporate and individual customer. This platform also assists social enterprise to establish business network and enlarge their customer database. More than 40 social enterprises are benefited through this platform.



間行社企 Travel for Good

「間行社企」嶄新嘗試將社企結合旅遊及流行文化，鼓勵公眾透過照片和文字，探索本地社企特色及其社會意義。首屆比賽獲香港旅遊發展局，44間社企及逾60個工商團體支持，比賽作品逾23,000人次瀏覽及讚好。

Travel for Good is an innovative attempt to promote social and cultural value of social enterprises to public through photography and literary expression. The 1st Travel Journal Competition was supported by Hong Kong Tourism Board, 44 SEs were featured and 60 partner organizations were engaged. Submitted work gained more than 23,000 public votes.



Influence

社企指南 SE Directory

自2007年起SEBC每年編製及發行《社企指南》，羅列全港社會企業的資料，更新增社企搜尋器及手機應用程式(App)，以便公眾查閱社企資訊。指南獲民政事務總署支持及認可。

Compose and publish Social Enterprise Directory since 2007, SEBC collect and regular update information of social enterprises in Hong Kong, also develop on-line search engine and mobile applications for public access. The Directory is endorsed and supported by Home Affairs Department.

「社企力」- 香港社企概況 Power of Good – Social Enterprise Landscape Study

「社企力」搜集、分析及綜合了社企的行業分佈、資金狀況、社會效益、經營困難和挑戰。研究資料被廣泛引用。

“Power of Good” is a comprehensive landscape study of social enterprise in Hong Kong. It illustrates the industry distribution, finance, social impact, difficulties and policy gap of SE in HK. The study figure is widely adopted.

So-Biz 無障消費計劃 So Biz Project

推展So-Biz無障消費計劃向中小企及社企推廣<優質服務，無障關懷>的理念。透過一系列的培訓工作坊及神秘顧客計劃，提昇參予商戶的無障服務質素及競爭力，從而促進社會共融。計劃獲得超過400間中小企支持，當中逾200間商戶獲得嘉許。今年計劃針對拓展銀髮市場，照顧長者需要。

So-Biz Project encourages corporations and SMEs, especially retailer and catering to more participating in cultivating a barrier-free environment to the needed groups. The project provides trainings to participating merchants to enhance the quality of services. The scheme received more than 400 merchants to support; more than 200 outstanding merchants were awarded. This year, a new scheme will focus on better serving the elderly “Silver Hair Consumer”.



青年社會創業精神 Young Social Entrepreneurship Programme

與本地大學合作，連繫和統籌一系列社會企業市場研究和商業諮詢顧問服務，促進大學生培養社會創業精神。

SEBC collaborates with local universities, to promote social entrepreneurship through a series pragmatic market research and in-depth business consultation.

Milestone

里程碑

- 社聯成立「社會企業資源中心」，製作全港首本《社企指南》及參與多項社企孵化項目。

HKCSS set up the Social Enterprise Resources Centre, produced the first Social Enterprise Directory in Hong Kong and organized a series of incubation programmes.

- 向扶貧委員會提交建議書，倡議政府支持社企發展。

Submitted a proposal on advancing social enterprise to the Commission on Poverty.

- 向行政長官建議加強支援社企政策，其後社會企業成為其施政報告的綱領。

Proposed to the Chief Executive on enhancing policy support to social enterprise. The Chief Executive incorporated 'Social Enterprise' as one of the major initiatives of his Policy Agenda.

- 舉辦首個「社會企業展銷日」，向公眾展示多間社企產品。

Organized the first "Social Enterprise Marketplace" showcasing range of social enterprise products.



- 獲滙豐銀行慈善基金及社會福利署 - 攜手扶弱基金撥款，正式成立「社聯 - 滙豐社會企業商務中心」。

Jointly funded by the Hongkong Bank Foundation and the Social Welfare Department's Partnership Fund for the Disadvantaged, the HKCSS -HSBC Social Enterprise Business Centre was launched.



- 開展「社會天使計劃」、「社企孕育計劃」以及參與籌辦首屆「民間社企高峰會」。

Launched Social Angels Programme, Social Enterprise Incubation Scheme and co-organized the first Social Enterprise Summit with other SE partners.



2006

2007

2008

- 創立「好好生意」銷售平台，協助社企開拓商機。此計劃獲馮氏(1906)慈善基金有限公司<前利豐(1906)慈善基金有限公司>及社會福利署-攜手扶弱基金撥款贊助。

Received funding support from Fung (1906) Foundation Limited <Former Li & Fung (1906) Foundation Ltd.> and Social Welfare Department's Partnership Fund for the Disadvantaged to set up the Hao Hao SE trading platform which assists SEs to expand business network.



- 與麥肯錫公司(香港)共同編制「社會效益評估工具」，量度社企的商業及社會效益。

Co-developed the "Social Impact Assessment Tool" (SIAT) with McKinsey & Co. to objectively measure the financial and social return of social enterprises.

- 推動成立「社會企業總會」，並擔任總會成立初期的秘書處。

Facilitated the set up of the Hong Kong General Chamber of Social Enterprises and served as the Secretariat at the Chamber's start up stage.

- 首創「ACT社會足跡」，策劃各類型社會認知活動，提昇公眾對社企價值及社會議題的認知。

Started up ACT Social Awareness Network to organize social experiential learning activities for raising awareness of SE's value and social issues.



- 跨界別合作孕育「樂農」素食餐廳，並協助多個社企項目申請社企種籽基金。

Crossed-sectoral incubated "Happy Veggies" and helped a number of organizations in applying SE start-up grants.



- 為《社企指南》增設手機應用程式及社企搜尋器，擴闊社企與公眾的接觸面。

Developed SE Guide mobile apps and SE search engine to further enhance interaction with customers.



- 獲工業貿易署資助，開展「無障消費計劃」。

Received funding from Trade and Industry Department to launch "So-Biz" project for promoting barrier-free consumption.



2009

2010

2011

- 榮獲商界展關懷「傑出伙伴合作計劃」。

Won the "Outstanding Partnership Project Award" of Caring Company Scheme.

- 獲滙豐銀行慈善基金及社會福利署 - 攜手扶弱基金第二輪撥款，更進一步提昇社企技能及推動社會創新。

Received the 2nd round of funding support from Social Welfare Department's Partnership Fund for the Disadvantaged and Hongkong Bank Foundation, for further enhancing social enterprises' capabilities and promote social innovation.

- 開辦首間「好好社企」概念店，倡議可持續消費。此計劃由獲電能實業有限公司及社會福利署 - 攜手扶弱基金贊助。

Sponsored by Power Assets Holdings Limited and Social Welfare Department's Partnership Fund for Disadvantaged, we set up the first social enterprise concept store "Good Goods" to promote sustainable consumption.

- 與南韓首爾市政府就業政策局就兩地社會企業發展簽署合作協議書，展開多方面的合作。合作內容包括兩地社會企業發展以及就業政策的交流。

Signed Memorandum of Understanding for Mutual Cooperation with Seoul Metropolitan Government, for closer collaboration on the development of social enterprise and the provision of support to them.



2012

- 舉辦首屆「閒行社企 - 社企旅遊札記創作比賽」及出版《閒行社企》文集，鼓勵公眾透過文字及照片，探索本地社會企業的特色及其社會意義。

Organized Travel for Good - Social Enterprise Travel Journal Competition, and published "Travel for Good" travel guide, to encourage public and tourist to explore social enterprise characteristic and its social meaning.

- 成立全港首個以提昇社企競爭力的「星展社企優化基金」，增加社企營運及社會效益。此基金獲星展銀行（香港）有限公司撥款贊助。

Co-operated with DBS Bank (Hong Kong) Limited to launch the first-in-town DBS Social Enterprise Advancement Grant to enhance SE's commercial viability and maximize their social impact.

- 再獲馮氏(1906)慈善基金有限公司撥款資助，推出「好好企業策略」，協助企業、大專院校及公營機構制訂與落實企業社會責任方案。

Sponsorship from Fung (1906) Foundation Limited to launch Good Solutions, which facilitate corporations, tertiary institutions and public organizations to adopt responsible consumption.



2013

- 開展「香港好手信」計劃，聯合社企開發富香港文化特色的手信系列。此計劃獲香港半島酒店贊助。

Launched GoodBuy HK Campaign, to launch a series of unique local souvenirs by joint efforts of numerous social enterprises. The Campaign is funded by The Peninsula Hong Kong.

**GOOD
BUY**
Hong Kong

- 與南韓首爾市政府協辦「全球社會經濟論壇」，分享香港發展社企的成果。

Co-organized Global Social Economy Forum 2013 with Seoul Metropolitan Government, to share on the latest development of social enterprise in Hong Kong.

- 獲社會企業諮詢委員會委託，與香港中文大學合作就本港社會企業整體生態及發展進行研究及分析，發表「香港社會企業—透視香港社企實況」研究報告。

Appointed by Commissioned by the Social Enterprise Advisory Committee (SEAC), SEBC and Chinese University of Hong Kong conducted a research on the current landscape and development of social enterprises in Hong Kong, published (The Report of "The Research Study on the Social Enterprise Sector in Hong Kong").

2014

- 管理及營運全港首個由歷史建築物改建的社企時尚生活館GOODPOINT，為社會企業拓展營運空間。

Manage and operate the first-in-town social enterprise lifestyle hub – GOODPOINT preserved from a heritage building.

GoodPoint
FLOWER MARKET

2015

- 獲扶貧委員會轄下「社會創新及創業發展基金」委聘為協創機構，開展 Impact Incubator 一站支援平台，資助及支援不同類型及發展階段的創新項目。

As an Intermediary of the Social Innovation and Entrepreneurship Development Fund (SIE Fund), the Hong Kong Council of Social Service (HKCSS) launches the Impact Incubator, a one-stop supporting platform with a mission to bring positive social impact through incubating social entrepreneurs and bridging social capital.

**IMPACT
INCUBATOR**
DEAS FOR GOOD

Inspire

品牌個性結合CSR策略 運動精神亮遍社會角落

Brand Identity and CSR
Strategy Unite as
Sporting Spirit Spreads
Through Society

除了業務發展，現時很多國際品牌都很著重與社會的連繫，Nike 也不例外。「我們很希望透過運動精神為社會注入更多正能量。」Nike Sportswear 高級 PCC 總監劉學宜 Michele 說。2011年透過媒體，Nike 認識「ACT社會足跡」計劃，安排員工參加一些與社區聯繫，特別是與年青人有更深層接觸的活動。「我記得有一次ACT組織了我們的員工與邊青打了一場籃球，隊伍組合混集了員工和年青人，從運動競爭當中我們與年青人有交流的機會，更了解他們的想法。」



Michele

關心社會往往由認識開始。SEBC 開展「ACT社會足跡」目的是為了擴闊社會上不同階層的接觸面，為企業員工及學生團體組織及策劃各類型的社區考察和社會認知活動，讓平日忙於為工作和學業打併的都市人，有機會與不同群組交流。

品牌精神與社區發展 一脈相承

「我們是一個國際運動品牌，特別關注年青人的發展。我們相信透過運動能夠磨練年青人的鬥心和意志，去克服生活上的困難。作為企業本身，能夠結合品牌精神去服務社會是一件十分有意義的事。」一場球賽，不但加深了企業與社區的接觸，更促成了企業回饋社會的行動，Nike 留意到球場的設施日漸陳舊，於是主動聯絡地區組織，斥資翻新球場及相關設施。此外，品牌從地區探訪後了解到基層家庭的生活狀況，主動捐出於一批運動衣物予低收入家庭。

Michele 補充，企業以往也有參加過一些義務工作和慈善活動，但一般來

說都是一次性的參與，管理層觀察到 ACT 的活動對同事影響比較深遠。

「有一次活動安排同事們探訪本地一間社企餅店的工場，與精神病康復者一齊造蛋撻，之後有其他社企定期到公司送遞有機蔬菜，同事們與精神病康復者的社企員工多了交流，我相信瞭解和接納是相輔相成的。」

Nike 著重員工有均衡而全面發展，除了鼓勵及配合員工多做運動，同時開始意識到讓員工與社會聯繫對企業可持續發展的重要性。Michele 稱品牌於企業社會責任方面於歐美地區發展比較成熟，亞太區市場正在發展中，希望讓員工從認識社會開始，將品牌精神與社區發展結合。最後 Michele 不忘感謝社聯「ACT社會足跡」計劃用心為企業設計和組織多個認知體驗活動，對企業可持續發展及員工確有實際得著。



Apart from business development, many international brands are attaching to community engagement. Nike is not an exception. “We hope to bring more positive energy to the society through introducing sportsmanship.” explained Nike Sportswear Senior PCC Director, Ms. Michele Lau. In 2011, Nike learnt from media about the ACT Social Awareness Network and arranged for staff to take part in a number of activities that enabled them to more extensively interact with teens. “Our staff played basketball with youth at-risk,” recalled Michele of one activity through the ACT scheme. “The teams comprised a mix of staff and teens. Interacting in competition, we were able to better understand what they need.”

Caring starts with understanding. SEBC developed the ACT Social Awareness Network which serves

as an interactive platform for people with different social backgrounds. It provides both corporate staff and students an outlet to organize a wide range of social awareness activities. As a result, people are better equipped to understand what society needs by connecting people from diverse socioeconomic backgrounds and exploring various social issues.

Aligning Brand Spirit to Community Development

Michele noted, “We are an international sports brand that cares specially about youth development. We believe sports training can boost morale that motivates teenagers to overcome challenges in everyday life. We are happy to contribute to the society in a way that aligns with our brand spirit.” Such efforts strengthen the bonds between businesses and communities while inspiring businesses to invest in society.

When Nike noticed the court facilities are deteriorating, they proactively approached a local community group to help rebuild and improve the facilities for the direct benefit of teens. In addition, through its community visits, Nike becomes aware of the needs of underprivileged families, and thus initiates donation of sporting goods to these low-income families.

Michele added that, although Nike previously participated in several charity events, these activities were usually one-off program. Senior management found that ACT-related activities left a deeper impression on staff. “In one of the activities, our staff visited a cake workshop of a local social enterprise and made egg tarts with the formerly mentally ill,” she said. “After that, other social enterprises regularly sent us organic vegetables, giving our staff opportunity to have more



interaction with the staff from social enterprises that hire the formerly mentally ill. I believe that such understanding breeds acceptance, and the two are mutually reinforcing.”

Nike emphasizes on all-round development of its staff. The brand encourages its staff to pursue exercise, but Nike is also mindful that community engage

ment is essentially important for the sustainable development of the business. Michele said the brand’s CSR development in Europe is rather mature whereas in Asia the effort is in developing stage. She wants to empower staff by fostering a sharper understanding of society, then uniting the brand’s spirit with community development. Finally, Michele would like to thank ACT

Social Awareness Network for diligently customizing and organizing many activities for them.

Inspire

提倡認知與實踐
培育年輕一代
關愛及創新精神

*Awareness & Practice:
Cultivating
Youth Entrepreneurship
and Spirit of Care*

知識交流促進應用實踐 獲社會認同

本地大專院校愈來愈著重學生對社會的認知和參與，以商學院為例，院校期望學生除了能夠掌握商業知識外，還要擴闊視野，了解社會需要。

認知和實踐從來不局限於教室，SEBC與本地多間大專院校合作，招募及安排大學生與社會企業進行專題研究及商業諮詢，探討社會企業



的潛在效益和挑戰，並且向社企提出優化方案。香港大學「商業顧問實習計劃」（實習計劃）負責人梁小菁博士 Winnie 表示「商學院的同學有機會認識和探討社企面對的挑戰，對了解社會及市場運作有很大幫助，我們期望同學日後在社會上不同的崗位上有所作為之餘，亦對社會亦有所承擔。SEBC與大學合作，因應學生的能力和社企業務範疇進行招募及配對，同時支援及協調學生進行項目研究並給予意見。」

學生能夠學以至用，社企亦有得著。實習計劃的研究成果不是紙上談兵，去年香港復康力量旗下社會企業「活力店」，採納了同學的業務分析和建議，成功申請「星展社企優化基金」撥款，實施中央物流管理模式，精簡業務流程，大大減低營運成本。香港復康力量總幹事吳永基先生 Stanley 表示「社企資源緊拙，商業知識較私營企業薄弱，SEBC發揮了資源中心的角色，為社企帶來新思維新動力，我們亦欣然看見年輕一代對社企認識加深。」

社會認知活動 擴闊學生社會接觸面

大專教育講求的應用和實踐能夠和社會緊密連繫，「社會認知」是一個相當重要的課題。現時中學有通識課程，提倡學生有均衡而全面的發展。學生需要透過擴闊與社會的接觸面以瞭解社會實況。SEBC「ACT社會足跡」支援學校籌劃各類型社會認知活動，與老師共同策劃互動教材，帶領學生走進社區，透過對話認識社會上不同的持份者，透過主題分享探討不同的社會議題，例如在職貧窮、傷健共融，以至廚餘回收等都市問題。拔萃女書院十分支持社會認知計劃，前任通識科主任譚詠璋老師 Bonnie 表示「同學能夠親身接觸社會實況有更深的體會，絕不是教室或書本能夠模擬的。同學有機會與基層勞工、復康人士對話，這些互動接觸啟發了同學對社會的承擔，她們會主動思考各種社會問題甚至與社區有更多互動，例如怎樣關心或以行動幫助低收入家庭的小朋友等等，這種自發性的關愛值得推崇。」



Inspiring Consultancy and Knowledge Exchange

Local universities have been putting more emphasis on their students' social awareness and engagement. In business schools, students are expected not only to equip themselves with business skills but also to deepen their understanding of the society's needs.

Learning should never be confined to the classroom, SEBC has been coordinating with various local universities to recruit university students for research projects and arrange them for business consultations with social enterprises (SEs). Students will be guided to investigate into the potential impacts and challenges faced by SEs, and propose the optimal solutions. Dr. Winnie Leung, overseeing the 'Business Consulting Practicum' organised by the University of Hong Kong,

explained, "Business School students have the opportunity to understand and explore SE challenges, and this awareness will prove very helpful in understanding society and market operations. We anticipate our students to excel in different positions when they enter the workforce in the future and make meaningful commitments to the community." She added, "SEBC works with universities to recruit and match students with diverse SE based on students' abilities and SE's business needs, all while supporting and coordinating students in conducting project research and giving advice."

Social enterprises help student apply what they learn into practice through practicum programme. As a matter of fact, the consultation findings are substantial, Hong Kong Rehabilitation Power's Power Retail Centre adopted the students' business analyses and

recommendations, which helped the Centre successfully apply the DBS Social Enterprise Advancement Grant to implement a central logistics management system and streamline business processes. As a result the operational costs are reduced significantly. Hong Kong Rehabilitation Power Executive Director Mr. Stanley Ng said, "Resources constraint is an issue for most SE, our business knowledge and experience are relatively weaker compared to the business sector, SEBC has played a vital role as a resources centre, bringing new ideas and energy to SE. We are also pleased to see that the younger generation have deepened their understanding of SE."

Social Awareness Activities Broaden Students' Interaction with Society

Tertiary education emphasises on putting what you have learnt into



Stanley



Bonnie

practice for a better society. In secondary schools, Liberal Studies has been incorporated into the curriculum for all-round development. Students need to broaden their interactions with the society in order to understand its realities. SEBC's 'ACT Social Awareness Network' supports schools in organising a wide range of social awareness activities: designing interactive teaching materials with teachers, leading students to venture into the community; understanding various stakeholders through dialogue; and exploring different

social issues such as the situation of the working poor, social inclusion, also the urban issues such as food waste recycling. Diocesan Girls' School strongly support this social awareness programme, and Ms. Bonnie Tam, the former head of the school's Liberal Studies division, noted, "By personally confronting social realities, the students learn profoundly about things that cannot be simulated in classes or taken from the text books. The students enjoy the opportunity to have real conversations with grassroots workers and people

seeking rehabilitation." She added, "These interactions inspire students to be even more committed to the society. They will proactively analyze on social issues and have more interaction with the community, such as caring about the children from low income family or even take actions to help these children. This kind of proactively caring is what we want to see as a results of taking part in the program."



Incubate

匯聚資源 集思廣益 能力建設助社企增值

Gathering Resources and
Collective Wisdom
Boost Competitiveness
through Capacity Building

我們相信透過社會企業為社會創造的價值和效益遠高於扶助就業的目標。SEBC多年來培育不少社會企業，匯聚社會資源以協助機構及團體開辦社企，定期舉辦各類型能力建設培訓課程，鞏固社企穩健發展，提昇業界競爭力。

凝聚力量，拓跨界別合作

「樂農」，取名諧音「樂聾」，是全港首間以社企模式營運的素食餐廳。餐廳主要聘用聽障人士，提倡低碳飲食文化之餘同時推動傷健共融。「『樂農』是第一個跨界別合作開辦社企的試金石，由政府提供



種籽基金，SEBC聯同兩間非牟利機構，香港影視明星體育協會慈善基金及龍耳，共同策劃社企營運模式及市場定位，於發展方針給予專業意見，使社會企業能夠同時兼顧社會及商業效益。」SEBC高級顧問凌浩雲先生補充「餐廳開業第二個月已達收支平衡，證明市場策略正確，資金用得其所，三間社福機構的協同效應十分重要。」

由商界投身社會企業的樂農餐廳經理陳家文先生Jacky有很深的體會。「管理社企有很多挑戰，SEBC給了很多實務的商業意見，例如市場分析、定價以至招募及管理聽障人士等都提供了幫助。加入『樂農』之後發現原來講心同時可以講金，餐廳的成功證明了傷健共融不只是空想，我們計劃開設分店，我很希望社會各界人士能夠一同推動社企發展。」

能力建設助社企增值

「樂農」推動聽障人士就業獲得社會認同，另一間由香港聖公會麥理浩夫人中心創辦的社會企業「愛服飾·南亞創藝」(LMC)亦透過能力建設持續

提昇營運效益，從而可持續協助居港少數族裔，特別為南亞裔婦女提供職業培訓，融入社會。中心部門主任王馥雅小姐Nora表示「因為文化差異、教育程度等因素的影響，她們(南亞裔婦女)在接觸社會及工作上遇到許多困難。開辦LMC的目的，是讓她們能夠善用自己的技能自力更生，社企透過生意營運，為她們創建工作的平台及機會。SEBC從中幫了很多，撮合了工商界訂單之餘，在產品發展方面，例如包裝外觀和質量管理等方面給予我們建議，讓我們更了解商界的要求。」

「開業初期可說是摸著石頭過河，我們對零售業的管理和營運經驗淺，於是經常參加SEBC舉辦的商務培訓課程，邊學邊做。」店舖營運經理于咬燕小姐 Omi 說「上堂也不足夠，最好有專人指點，於是我們也參加了『社會企業提昇計劃』，SEBC為我們找來有營商經驗的專業人士，義務為我們提供了許多商業上的策略和點子，社企比以前更有系統、有方向地發展。」



Jacky & Howard



We believe that the social values and impacts created by social enterprises (SEs) are much more significant than just job creation. Over the years, SEBC has incubated numerous SEs and collected resources to help organizations in starting up their social business, organized various capacity building programmes, to enhance social enterprise competitiveness.

Consolidating Strengths to Expand Cross-sector Collaboration

Happy Veggies is the first vegetarian social enterprise restaurant in Hong Kong. The restaurant mainly employs hearing-impaired staff and promotes green diet. SEBC Senior Advisor Mr. Howard Ling explained, "Happy Veggies is the first restaurant to collaborate with other industries. With government funding, SEBC partnered with two

non-profit organizations, Hong Kong Movie Star Sports Association Charities Ltd. and Silence Association, to plan for the business model and market positioning." He added, "Our advices enable SE to achieve social and financial sustainability. The restaurant broke even two months after opening, confirming that our market strategy and capital investments were a success." Howard concluded, "The role SEBC played in coordinating and balancing social objectives with business benefits is very important."

Restaurant Manager Mr. Jacky Chan was deeply inspired. "Managing a social enterprise is challenging. SEBC gave us a lot of practical business advice such as tips on market analysis, pricing strategies, even helped on the recruitment and staff training. After joining Happy Veggies, I discovered that economic and

social benefit can co-exist. The success of our restaurant proves that an inclusive society is not merely a distant dream. We plan to expand and hope more people will join us."

Capacity Building Enhance SEs Competitiveness

Happy Veggies achieved remarkable success, another social enterprise, Love Multi Cultural (LMC), operated by HKSKH Lady MacLehose Centre, is committed to improving operational efficiency through capacity building and thereby provides sustainable job opportunities for ethnic minority groups in Hong Kong. The Centre specifically offers vocational training to women of South Asian descent to help them better integrate in society. Ms. Nora Wong, Department Head of HKSKH Lady MacLehose Centre,



Nora & Omi



noted, "Due to religious or educational background, they (South Asian women) have few opportunities to interact with society. The primary objective of LMC is to achieve financial sustainable, in this way we are able to secure their job opportunities. SEBC has helped tremendously, boosting the number of business orders as well as offering suggestions for product development such as packaging appearance and quality management. This guidance allows us to better understand

standard business requirements." "You could say we took one small step at a time in the early stages. Since we lacked experience in retail management and operations, we frequently attended business training courses organized by SEBC." Store Operations Manager, Omi recalled, "Simply taking courses was not enough. We need professional advice so we also took part in the Social Enterprise Advancement Programme. SEBC match us with different business professionals who provided us with extensive

commercial strategies and ideas, I believe we are on the right track now.

Invest

全方位支援社企發展
為社會進步帶來機遇

Bringing Opportunities
for Social Advancement



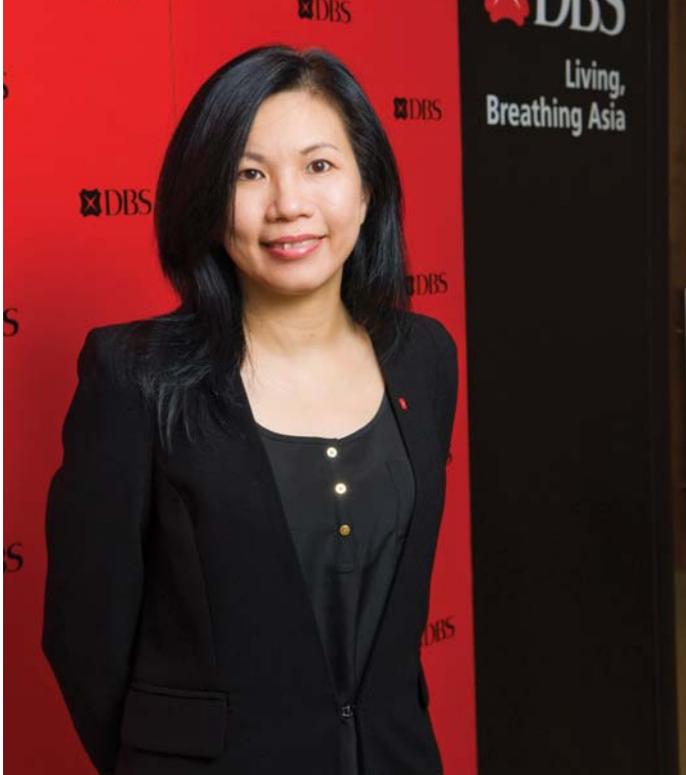
「香港特區政府於2008年提出扶持社會企業，我們相信社企能夠為社會進步帶來機遇，於是很快便作出回應，成立『星展社企計劃』培育年輕一代社會創業精神，與社聯SEBC的合作夥伴亦由此展開。」星展銀行高級副總裁暨集團推廣策略與傳訊部總監朱伊蓮女士 Glendy 表示，銀行樂意提供資金和商業知識，但社企得以可持續性地發展，需要瞭解社企需要，此外，資源能夠有效而且有系統地投放到社企，SEBC與社企緊密聯繫的網絡扮演著相當重要的角色。

洞悉社企需要 匯聚各界資源

現時全港超過400間社會企業大部份屬中小企規模，面對市場競爭及急速轉變的社會環境，社企有需要持續開發切合社會需求的產品和服務。據社聯調查統計顯示，大部份社企面對最大的挑戰是資金及人手問題，特別需要資金拓展及優化服務。顯示不少社企發展去到一個「樽頸」位，正在尋求突破以持續發展，SEBC與星展銀行商討籌劃成立「星展社企優化基金」，去年撥款港幣200萬元，資

助了12間本地社企落實執行優化方案，當中包括支援社企優化廚餘回收系統、汽車零件升級再造高級家品、提昇居港少數族裔工作技能等等。SEBC負責基金管理及項目執行。Glendy表示：「我們希望能夠「幫社企一把」，透過優化其產品及服務水平，提昇其營商及社會效益。」這個以提昇社企競爭力為本的基金大受業界歡迎，超額申請五倍，反映以商業模式解決社會問題漸獲認同。

除了投放資金支援社企發展，星展銀行與SEBC更成為合作夥伴，將社企精神融入企業文化之中，包括優先採購社企產品或服務、組織員工探訪及參加社企活動，現更積極研究模仿效星加坡總部為社企提供綜合商業戶口，支援社企日常業務運作。



Glendy

“In 2008, the Hong Kong SAR Government proposed to support development of social enterprises (SEs),” DBS Bank (Hong Kong) Senior Vice President and Head of Group Strategic Marketing and Communications, Ms. Glendy Chu explained, “We believe that social enterprises offer innovative solutions to social challenges, and quickly responded by setting up the DBS Social Enterprise Experience to nurture social entrepreneurship among local youngsters. This is how the partnership with the Hong Kong Council of Social Service’s Social Enterprise Business Centre (SEBC) began.” Glendy stated, the Bank is willing to furnish SE with capital and business knowledge, but need a better understanding of their needs, to ensure the resources efforts are placed in the right places in a sustainable way, of which SEBC

plays a vital role.

Dedicated to the Needs of Social Enterprises

There are currently more than 400 SEs in Hong Kong, most of which are SME-scale. To cope with the severely competitive market and rapidly changing social environment, SE must continually develop products and services to meet the needs of the community. According to a survey conducted by the Hong Kong Council of Social Service (HKCSS), however, the biggest challenges faced by SE are capital and manpower, which they need extra resources for enhancing competitiveness for breakthrough. SEBC and DBS Bank joined hands to launch the DBS Social Enterprise Advancement Grant, which the Bank has allocated HK\$ 2 million to the Grant, which sponsored 12

business advancement proposals of local social enterprises. These include support for the optimisation of a food-waste recycling system, conversion of unwanted automotive components to premium household products, providing vocational trainings to ethnic minorities in Hong Kong and for forth. SEBC serves as the Project Manager of the Grant.

Glendy added, “We offer a helping hand to social enterprises to maximise their commercial viability and social impact by advancing their products and services.”

The Grant has been welcomed by the sector with five times over-subscribed, revealed that there is growing recognition towards social enterprises. In addition to investing capital towards the development of SEs,



DBS Bank and SEBC also partnered up in their efforts to integrate of social entrepreneurship in the DBS culture. This includes preferential purchasing for SE products or services, as well as staff visits and participation in SE activities. DBS Bank is currently looking into following its Singapore headquarter in offering comprehensive commercial accounts for SEs to facilitate their daily operations.



Invest

對品質的追求與堅持 推動社企可持續發展

*Advancing SE Development
through a Diligent
Pursuit of Quality*

「酒店是旅客到訪香港的第一個接觸面，我們不止為旅客提供一流的住宿，還希望他們在短促的旅程上能夠感受本土文化和看見社會的輪廓。」香港上海大酒店企業責任及可持續發展高級經理陳琦小姐 Natalie 表示酒店很重視“Community & livelihood”社區與生活，作為一個 City Investor（城市投資者），推動社會企業發展除了有助提升顧客體驗，還能夠為社會創造更多正面價值。



Natalie

與業務結合 共同創造社會價值

對社企精神的肯定奠定了集團在可持續發展的方針。「我們希望深化企業與社會的接觸面，社聯SEBC提供了一個很好的平台，使我們有機會去了解及接觸社企產品和服務。」香港社會企業發展漸趨多元化，在企業履行企業社會責任的大趨勢底下，B2B需求日漸增加，社企為商業機構製作各類型商務禮品、辦公室用品、以至提供清潔以及搬運服務等。Natalie表示酒店很樂意優先考慮採購社企產品或服務，但對一個國際知名的品牌而言，產品質素絕對是關鍵的考慮因素。

「SEBC與社企的網絡提供了一站式的平台去支援同事在短時間內搜羅和挑選合適的社企產品和服務。去年我們透過SEBC採用了一間本地社企以人手製作的一系列精美的針織禮物包送給我們的顧客。」Natalie相信推動社企發展有助促進社會上不同的群組受惠。半島酒店撥款100萬港元與SEBC開展「香港好手信」項目，資助和撮合社企開發富香港文化特色的

手信，項目鼓勵社企透過跨界別的合作和交流，製作高質素的产品以及開發全港性的銷售渠道，藉此不但希望旅客能夠買到具本土特色「香港製造」，還能夠為社企提升競爭力塑造一個成功的典範。

為了加強員工對社企發展的認知，集團今年於總部的辦公室設置了Good Point，成為第一批裝置社企自助購物專櫃的企業，便利員工選購社企產品。集團更為員工舉辦活動探訪社企，加深他們認識社企的運作。而香港半島酒店更與SEBC合作開辦一系列主題導賞團，讓旅客有機會了解社區獨特觀貌和倫理。

除此之外，酒店更透過社聯，參與培訓及聘用居港少數族裔，讓有意投身旅遊及酒店業的年青人打好基礎。這些計劃有助集團滿足業務需求之餘，同時能夠為支持社區發展出一分力。



“A hotel is often a traveller’s first touch-point with Hong Kong,” observed Ms. Natalie Chan, Director of Corporate Responsibility and Sustainability at The Hongkong and Shanghai Hotels, a group which owns and manages The Peninsula Hotels. “We not only provide a home for our guests, but also strive to enrich our guests’ experience and memories of Hong Kong by connecting them to Hong Kong’s local culture and lifestyle.” Accordingly, the Group attaches great importance to engaging with the community and supporting its development in a lasting way. A strategic focus for the Group is the engagement with social enterprises (SE) which could support the development of the community while enhancing guest experience.

Businesses Join Forces to Create Social Value

The spirit of social entrepreneurship is affirmed by the Group's

sustainability policy. Natalie explained, “SEBC provides an excellent platform, an important crossroads to connect business and social interactions, helping businesses better understand the products and services of social enterprise.” Over time, SE development in Hong Kong has intensified and diversified. As more businesses are keen to fulfil their corporate responsibility, B2B demand is steadily increasing. The SE model furnishes commercial organisations with various types of business gifts and office supplies as well as office cleaning and relocation services. Natalie expressed that the Group is willing to give the procurement of SE products or services a priority. Yet, for a world-renowned luxury brand, quality remains an absolutely critical consideration.

Natalie stated, “The SEBC and SE network provides a one-stop platform to support our colleagues in identifying and

selecting the most suitable SE products and services. For example, in 2012, through the support of SEBC, we were able to source some beautiful hand-knitted bags by a local SE as gift wrapping for our hotel guests.” She added, “The Peninsula Hong Kong continues to build on its partnership with SEBC and has devoted HK\$1 million to the development of GoodBuy HK Campaign ‘香港好手信’, which is a collaboration of multiple social enterprises in an effort to create a unique souvenirs featuring Hong Kong’s local culture.” SE groups are encouraged to produce high-quality merchandise and develop territory-wide sales channels through cross-sector cooperation and exchange. The project not only enables travellers to buy “Made in Hong Kong” souvenirs but also enhances SE competitiveness through establishing a successful model.



To promote greater awareness on SE development in Hong Kong, the Group hosted a 'Good Point' on the premises of its headquarters and became the first business to install SE's self-service shopping counters to make purchases of SE products convenient for its employees. The Group also organised visits for its employees to learn about the inner workings of social enterprise

while The Peninsula Hong Kong worked with SEBC in developing a range of themed guided tours to give visitors a unique opportunity to gain more insight into the Hong Kong community.

In partnership with HKCSS and a local school, the Group offers a learning and development programme for ethnic minority students in Hong Kong, with a

view to inspiring these students to pursue a future career in hospitality. All these initiatives help the Group address its business needs whilst supporting the development of the community.

Innovate

跨界別合作夥伴 開創可持續消費文化

Cross-sector Partnerships
Create Culture of
Sustainable Consumption

2002年社聯開創「商界展關懷」，多年來累積商界與社會服務界創新精神和努力的成果，企業社會責任(CSR)已經植根香港。面對社會變遷，我們積極推動伙伴合作與創新，為社會創造更多正面價值。而企業的參與和實踐亦與時並進，由傳統的慈善募捐、參與義務工作，關愛弱勢社群之外，不少企業逐漸以更可持續的模式回饋社會，並能夠將CSR融入日常業務，從而全面及有效地實踐企業社會責任。

緊貼時代變遷 推動可持續消費文化

隨著社會對社會企業的認知提高，

IFC FUNG GROUP



KM Wong

愈來愈多企業和市民認同社會企業以商業模式解決各種社會問題。馮氏(1906)慈善基金有限公司(馮氏基金)多年來致力推動香港社會企業發展，自2009年起與攜手扶弱基金撥款資助創辦「好好生意社企銷售平台」，透過社聯SEBC的網絡向企業及公眾推廣社企產品或服務，協助超過40間社企開拓商機。時至今日，社企業務日趨多元化，企業和公眾對社企產品和服務需求持續上升，包括企業採購各類商務禮品、餐飲服務，以至辦公室清潔及搬運等需求。馮氏基金與SEBC於2012年推出「好好企業策略」為企業、大專院校及公營機構制訂及落實企業社會責任方案，協助企業制訂責任採購政策，進一步擴大社企於B2B市場銷售網絡，對社企營運效益有莫大幫助。

知識傳遞與 開放銷售網絡

基金董事黃啟民先生表示「社企要持續發展，單靠金錢資助是不足夠的，『知識』和『網絡』同樣重要。我們希望善用企業資源和龐大的實體銷售網絡，協助社企拓展零售市場。馮氏集團於旗下OK便利店引入節日性社

企產品，如母親節和情人節禮品都獲得顧客歡迎。推而廣之，集團今年推出的生活百貨網購平台『指點』FingerShopping，特別邀請SEBC合作開設特色商店，一站式銷售具社會意義的產品，顧客可於全港超過330間OK便利店提貨及付款，對社企而言，這是打入龐大而且競爭激烈的零售消費市場一個很好的試練機會，對企業增加產品種類，以至顧客購物體驗來說，都是三贏的效果。」現時SEBC一站或提供超過100款社企產品於網購平台銷售，另外免費為商業及公營機構裝設Good Point自助購物專櫃，讓更多消費者認識及選購社企產品。

黃先生補充「公眾對社企的認知還未很深，透過SEBC這個協作平台，我們希望推動員工能夠與社企作相互交流，員工可以為社企提供義務商業顧問服務，同時每年參與社企培訓，安排社企與集團業務作交流，拓展合作空間。」



Since the Hong Kong Council of Social Service (HKCSS) launched Caring Company Scheme in 2002, the Scheme has steadily inspired an innovative spirit and extensive efforts from the business and social service sectors, and corporate social responsibility (CSR) is firmly rooted in Hong Kong. Mindful of social transformation, we actively mobilize cross-sector partnership and social innovation, to create more positive values to the society. Businesses are also adapting their practices to the times, apart from traditional charity funding support, volunteering and caring for vulnerable groups, more and more corporations tend to reciprocate society in a more sustainable way by integrating CSR into their daily operations. As a result, they are better able to comprehensively and effectively fulfil their corporate social responsibility.

Promoting Sustainable Consumption

There is an increasing awareness of social enterprises (SEs), more and more corporations and individuals welcome the use of SE business models to solve various social problems. Fung (1906) Foundation Limited (Fung Foundation) has been committed over the years to promoting the development of SEs in Hong Kong. Since 2009, Fung Foundation and Social Welfare Department's Partnership Fund for the Disadvantaged have sponsored the 'Hao Hao SEs Sales Platform'. Through SEBC's network, the platform promotes SE's products or services to businesses and the public at large, helped more than 40 SEs explore business opportunities. SEs have become more diversified with increasing demand from business sector

and individual consumer, including corporate gifts, catering services, office cleaning and relocation services. Fung Foundation and SEBC launched 'Good Solutions' to facilitate corporations, universities and public organizations to develop and implement corporate social responsibility solutions. The solutions also help businesses develop responsible procurement policies and further expand SE's sales networks in the B2B market, thereby tremendously boosting SE's operating efficiency.

Knowledge Transfer and Open Sales Network

Fung Foundation Director Mr. Wong Kai Man stated, "Financial support is not enough, knowledge and networks are equally important for its sustainability. We are willing to make good use of corporate resources and extensive sales



networks to facilitate SEs expanding in the retail market.” He added, “The Fung Group introduced festive SE products for example Mother’s Day and Valentine’s Day gifts at CircleK Convenience Stores. The Group’s online shopping platform ‘FingerShopping’ launched this year, specially invite SEBC to establish featured shop, one-stop selling range of products with social meanings. Customers can pick up and pay for the products at more than 330 CircleK stores

around Hong Kong.” Mr. Wong continued, “This is a great opportunity for SEs to step into the competitive retail market. And for businesses, enhancing customer shopping experience by incorporate social responsible products would be a win-win proposition.” At present, SEBC provides more than 100 kinds of SE products in its online shopping platform, and ‘Good Point’ self-shopping counters have been installed at many locations for free, enabling more consumers to

be aware of and purchase SE products.

“There is still lack of public awareness towards social enterprise,” Mr. Wong concluded. “But through this collaborative platform, we encourage mutual exchange of idea between employees and SEs, experienced staff is able to contribute in providing voluntary business consultation services and training to the sector. We welcome for collaboration possibilities.”

Innovate

從旅遊到札記 社會企業不是概念 而是生活

*From Travel to Journal
Social Enterprise is
More Than a Concept,
It's a way of Life*



SEBC 的 Jessica (高級經理)與 Iris (項目經理)年前相相結伴同遊越南河內，深入當地村落體驗當地生活。與村民共同生活數天，發現原來生活可以如此簡單，酒是自家釀製、菜是田地即時收割、肉是與鄰居以穀交換，日間閒逛墟市，夜晚傾聽田野，她們札記了當時的生活點滴，「名勝古蹟都是歷史，人在人情在，了解和體驗別人的生活，旅遊便多了一份情。」Iris 說。

回到香港不時與親友分享，大家仍然興奮不已，Jessica：「香港有『購物天堂』」的美譽，但亦只是城市的其中一面，然而本地社企洋溢的人情味也不遜色，再加上社區倫理、生活故事的點綴，真的值得發掘和欣賞。」於是她們把社企、旅遊、文學三個風馬牛不相及的元素放在一起，發起「閒行社企」社企旅遊札記創作比賽，透過旅遊、攝影及文字創作等流行文化，搜集有關社會企業的旅遊素材，鼓勵公眾窺探城市觀貌和社區倫理。比賽提倡深度旅遊，鼓勵公眾及旅客從多角度認識香港。

比賽舉辦一系列「主題導賞團」，引領公眾探討社會議題，包括探訪居港少數族裔社企、品嚐地區小食、認識

紡織工藝與復康治療的關係、體驗地區資源回收的簡約潮流等，讓參加者輕鬆遊走社區的同時，能夠了解社會實況。另一方面，比賽亦舉辦多個培訓工作坊，邀請多個專業團體及商界領袖與社企分享待客之道，探討社企獨特的消費文化如何吸引社區人士及旅客。

全港逾400個社企項目中，逾半從事零售及餐飲，社會企業與民生息息相關，SEBC 首次以破格形式將社企結合流行文化，讓大眾以輕鬆的方法發掘社企故事和人情味。更首次與文學雜誌<字花>聯合出版全港首本以社會企業為題材的旅遊指南，輯錄十篇主題遊記成為富香港特色的旅遊路線。書本於「香港書展2012」發佈，並於全港主要書局作公開發售，對提昇公眾對社企認知有莫大幫助。

SEBC 2012年起推展「閒行社企」，獲滙豐銀行慈善基金及社會福利署－攜手扶弱基金贊助，而且得到香港旅遊發展局，以及來自不同界別60多個民間團體、工商機構、大專院校和社會企業的支持。首屆舉辦吸引逾百份投稿作品，社交平台分享及讚賞高達20,000次，可見社會各界對社企旅遊有正面回響。



Jessica (Senior Manager) and Iris (Project Manager) from SEBC have travelled to Hanoi, the capital of Vietnam years ago. They visited the local village and experienced the life there. After living with the villagers for some days, they realized that life could be so simple and fulfilling. Wine is brewed locally, vegetables are reaped on the day, meat is bartered with the neighbour's grains. During daytime, they roamed the market and listened to the nature's music during night time. They have recorded these bits and pieces at their travel journal. 'Historical sites and scenic spots are history, only men prevail. To learn and experience others' lives will add interest to your travel experience.'

They are still excited and would share this special experience after returning to Hong Kong. Jessica noted, 'Hong Kong has enjoyed the reputation as "The Shoppers' Paradise", but it's only one of the

big cities. Local social enterprises (SEs) and the community's ethos and stories are also worth exploring and enjoying." So they came up with an idea that combine these seems unrelated elements, social enterprises, travel and literature, into a program. The program is called Travel for Good – Social Travel Journal Competition which is an innovative attempt to promote social and culture value of social enterprises in Hong Kong to both local residents and overseas tourists through photography and literary expression. The competition encouraged in-depth travel to explore Hong Kong with different perspectives.

Themed Guided Tours Lead to Exploration of Social Issues

SEBC organized a series of themed tours for the public's participation during the competition, including visits to

ethnic-minority SEs, tasting of local snacks, learning about the relationship between yarn-spinning crafts and rehabilitation therapy, and witnessing how recycling and resource conservation have become a trend. All these experiences enabled participants to easily glimpse how the local community operates and understand its everyday life. The competition also comprised several training workshops featuring a number of professionals and groups, business leaders and SEs that shared their experiences of hospitality. Together they examined how SE's unique consumption culture can appeal to community members and visitors.

Capturing Social Stories through Revealing Creative and Artistic Works

Among the 400 SE projects, over half of them are engaging in retail and catering services. SEs are



closely related to people's livelihood, and SEBC first used an unconventional way to combine SE and pop culture to help the public casually explore SE stories featuring a human touch. The initiatives included the first time that SEBC and the literary magazine 'fleurs des lettres' jointly published a travel guide – Hong Kong's first magazine focused on SEs. The travel guide features ten special themed travel journals that provide Hong

Kong-specific tourist routes. The book series was launched at the 2012 Hong Kong Book Fair and sold in major Hong Kong bookstores, greatly helping to enhance public awareness of SE.

SEBC launched this Travel for Good competition with support from the Hongkong Bank Foundation and the Social Welfare Department's Partnership Fund for the Disadvantaged. With support from the Hong Kong

Tourism Board as well as more than 60 local organisations, business enterprises, universities and SEs from various sectors. In the first year of the competition, the number of 'shares' and 'likes' in the social networking platform Facebook reached approximately 20,000, proving that SE tourism can generate positive feedback from the community.

Influence

知識型義工亦師亦友 推動社會進步 相得益彰

*Knowledge-based
Volunteers Give & Take
Join Hands to Promote
Social Advancement*

社會企業講求社會及商業效益並重，社企可從多方面向商界學習。隨著以商業手段解決社會問題這種模式的認受性不斷提高，許多社會賢達和商界精英關心社會企業事務，樂意與社企分享營商心得和策略。SEBC自2009年開展「社會企業提昇計劃」（前稱「社會天使計劃」）招募及組織逾150名義務商業顧問，為超過40個社會企業單位提供商業諮詢服務，顧問團隊定期與社企管理層會面，評估社企營運狀況，共同商討業務策略，以循序漸進方式改善營運效益。



Give and Take

黎子武先生Lawrence，謝瑞麟珠寶（國際）首席財務總監，經朋友介紹下參與成為義務商業顧問將近四年。

「自己很認同社會企業精神，除了覺得能夠將知識和經驗與社企分享十分有意義之外，能夠有機會接觸不同行業和群組是一件有趣的事。記得曾經有一間社企主要聘用聽障人士，起初很奇怪其員工流失率很高，原來員工在社企累積工作經驗後成功投身公開就業市場就是社會目標，這與一般私營企業截然不同，我對管理和商業營運有另一番體會。」Lawrence對社會需要和社企運作了解日深，他很樂意將社企產品和服務介紹給身邊的朋友和家人。

「我們（顧問團隊）與社企的關係是雙向而且互動的，大家從彼此身上都學到一些東西，額外收穫是滿足感和友誼。」黃詩蘊小姐Barbara，香港理工大學設計學院博士研究生，參與計劃四年，主要於產品設計、品牌建立和電子商務等範疇提供專業建議。「這個計劃與其他義務工作不同之處，便是可親眼看著社企成長進步，我最難忘曾經協助『愛服飾·南亞創

藝』有關產品設計、店舖陳列以及建立網站的項目，看到社企以及少數族裔婦女能夠自力更生，實在十分感動。」

另一位義務商業顧問盧翰豪Johnson，有多年市務推廣和特許經營經驗。過去四年他稱十分享受參與義務商業顧問工作。「感受最深的是成為iBakery顧問團隊，我看到智障學員為自身工作而奮鬥而感到鼓舞，這發了我個人事業的發展，營商也可以造福社會，助人自助。」

連續三年參與計劃的香港基督教女青年會轄下社會企業「園景軒」表示計劃切實幫助社企解決營商疑難，與顧問團隊的友好關係成為進步的原動力。公益業務拓展經理周麗芳小姐Alice說「多個人多個腦，我們有甚麼點子都會請教顧問團隊，大家集思廣益的確完善了很多原本粗疏的計劃。」Alice補充「SEBC發揮了橋樑的角色，撮合了不同界別的資源和才能。去年有幸獲『星展社企優化基金』撥款申請改善餐飲管理系統，亦感謝義工們多方面的提點和建議。」



Social enterprises (SEs) pursue both social and financial sustainability, but they can always learn from the business sector in many ways. There is growing acceptance on adopting social enterprise model to solve social problems, many social elites and business professionals are getting involved in SE affairs and willing to share their experiences and talent. In 2009, SEBC launched the 'Social Enterprise Advancement Programme' (formerly known as the 'Social Angels Programme') to recruit and allocate more than 150 voluntary business consultants to offer consulting services to more than 40 SEs. Regular meetings are held among consultation crew and social enterprise practitioners, not only to review on business progress, but also putting heads together work on business strategies to increase effectiveness in progressive sequence.

Giving Expertise and Gaining Satisfaction

Mr. Lawrence Lai, Chief Financial Officer of TSL Jewellery (International), was introduced to the programme by a friend and became a voluntary consultant for almost four years. Lawrence remarked, "I strongly agree with the idea of social entrepreneurship. It was very meaningful to share knowledge and experience with SE, and it is also very interesting to have the opportunity to meet with people from different industries and groups. I remember a social enterprise that employs hearing-impaired staff. At first, I felt uneasy because of the SE's high staff turnover rate. But the fact is that the staff can successfully enter into the open employment market after accumulating sufficient work experience in SE. The social objective of SE is totally different

from privatesector. This was a new experience for me in management and business operations." Mr. Lai said his understanding of social needs and SE operations continues to grow. He is now enthusiastic about introducing SE products and services to his friends and family.

Ms. Barbara Wong, a PhD candidate at the Hong Kong Polytechnic University's School of Design, said, "The relationship between SE and us (consultant team) goes both ways and is interactive. Both of us have learned from each other, and we also gain satisfaction and friendships." Barbara has participated in the programme for four years, mainly providing professional advice in product design, brand building, e-commerce and the like. She explained, "The difference between



Johnson



Lawrence



Barbara

this programme and other volunteer work is that I can personally watch the SE grow and make progress.” She added, “My most memorable experience was helping Love Multi Culture with their project which covering consultancy on product design, store display and website creation. It was so gratifying to see a social enterprise of ethnic-minority women becomes self-sustained.”

Another consultant, Mr. Johnson Lo, possesses many years of marketing and franchising experience. He said it’s rewarding for the past four years as voluntary consultant. “Becoming an iBakery consultant team member has made a deep impression on me,” Johnson said. “I was encouraged when I saw students with intellectual

disabilities striving to hold their own jobs. It inspired me to further develop my own career. I can see now that engaging in business not only can help myself but also can benefit the society.”

‘The Garden View’, a social enterprise organized by the Hong Kong Young Women’s Christian Association, has participated in the programme for three years. Community Business Development Manager Ms. Alice Chow stated that the programme effectively helped SE respond to their business challenges, and the friendly relationships that formed among the consultant team members became an impetus for progress. Alice recalled, “It’s easier to brainstorm ideas when more people get involved, and that’s why we seek advice from our consultant team when

we want to explore a new idea. Combining ideas indeed perfects many otherwise hasty plans.” She added, “SEBC played a key role in matching resources and talent from different sectors. Last year, we were rather fortunate to receive a DBS Social Enterprise Advancement Grant to improve our catering management system, and we were so thankful to the volunteers who gave us an array of suggestions and reminders.”

Influence

另類消費群組展商機 「無障消費計劃」 培育業界典範

Opportunities from
Alternative Consumer
Groups 'So-Biz Project'
Nurtures
Exemplary Merchants



社聯去年發表無障礙消費調查報告，指出香港消費障礙普遍，很多消費群組如殘疾人士、聽障或視障人士外出消費時都遇上不同程度的困難和障礙，期望零售商多加關注弱勢消費群組的需要。SEBC由2011年獲工業貿易署「中小企業發展支援基金」資助開展「無障消費計劃」，鼓勵本港中小企，特別零售及飲食業商戶提昇無障礙消費服務水平，促進消費的同時推動社會共融。

計劃起動至今已獲400間商戶參與支持，當中近200間商戶獲得嘉許獎項，顯示商界洞悉市場需要並且對社會有承擔。

迎合社會需要 獲顧客讚賞

鴻星集團旗下11家分店均獲嘉許為「無障消費三星獎項商戶」，鴻星集團營運及發展總監何麗詩小姐 Jacqueline 表示「弱勢社群面對的消費障礙大大阻礙了他們的消費意欲，我們希望不同需要的顧客享用美食之餘同時能夠獲得同等待遇。」集團分店設置便攜式輪椅鋁斜板方便輪椅

人士進出，遇上視障有困難人士，服務員主動引路，或口述餐牌內等措施都獲得顧客正面評價。Jacqueline 補充「人情味也是商譽，關顧不同消費群組的需要可以提升品牌形象。」

另一間獲嘉許的食肆「太極樓」董事阮丹蕾小姐 Dennie 表示「中小企一樣可以回饋社會，各行各業都能夠為市民提供無障共融消費環境，最重要的是管理層的參與，服務有需要人士之餘，還能尋找商機。」太極樓樓面除了設有輪椅通道，餐廳更為視障人士提供點字餐牌。

計劃不但表揚實施無障消費的商戶，更為參與商戶員工提供優質服務培訓，以掌握協助不同消費群組的特別需要，計劃安排神秘顧客體驗無障消費的措施，能夠滿足服務使用者的需要，而參與商戶亦需要志願機構提名，獲得嘉許得獎商戶會被列載於無障消費計劃網站供消費者搜尋，以方便長者、殘疾人士及少數族裔顧客搜尋提供無障關懷的零售點。



The Hong Kong Council of Social Service (HKCSS) conducted a survey last year, indicated that barriers to consumption are prevalent in Hong Kong, especially for consumer with disabilities – such as the hearing and visually impaired – encounter various kinds of difficulties during shopping. The report called for attention to cater for the needs of diversity in human condition. Since 2011, the Trade and Industry Department SME Development Fund has subsidised SEBC to carry out a ‘So-Biz Project’ to encourage local SMEs, especially in retail and catering sectors, to provide a barrier-free environment, which promotes consumption as well as social inclusion.

The project has been appealing to 400 participating companies, of which nearly 200 have won awards. The remarkable achievement reveals that the business

sector understands the social needs and is committed to serve a better society.

Customers Appreciate Catering to Special Needs

Super Star Group's 11 branches won awards as ‘three-star So-Biz’ merchants. Business Developments & Operations Director of Super Star Group, Ms. Jacqueline Ho commented, “The obstacles faced by vulnerable consumer groups can greatly hinder their attitude towards spending. We hope that customers with different needs can enjoy our delicious food as well as fair treatment.” The Group’s initiatives included the introduction of portable aluminum plates in their branches for wheelchair users to access and a protocol for their waiters to guide the visually impaired or read aloud their menus. All these initiatives have received positive

feedback from customers. Jacqueline observed, “The milk of human kindness is an expression of goodwill, caring for consumer groups with different needs can enhance brand image.”

Ms. Dennie Yuen, Director of Taiji Restaurant, another commended restaurant, asserted, “SMEs can also contribute to the community, and all business sectors can provide barrier-free initiatives for customers.” She noted, “The engagement of the management is most important. We can serve the needy and simultaneously help companies seize business opportunities.” In addition to setting up wheelchair access on site, Taiji Restaurant now provides a menu in braille for the visually impaired.

The project recognises merchants who implement So-Biz and provides quality service training for participating merchants’



Dennie



employees. This training instructs employees in how to assist different consumer groups with special needs. The project enlists mystery shoppers to rate the experience to more fully address consumers' needs. To participate in the project, merchants must secure a nomination from a voluntary organisation, and the

awarded merchant will be listed in the So-Biz project's website, readily viewable for consumers searching for businesses to patronise. The website helps the elderly, disabled, and ethnic minority customers in their search for retailers that render So-Biz services.

Afterword

後記

同事請我撰寫後記一篇，一直未敢動筆。人們常說「近鄉情更怯」，SEBC予我來說，已是生活中不可分割的一部份，要客觀、抽離地評價，談何容易？

七年前我有幸開始參與推動社企的工作，與同事們開創了大大小小的計畫；社企由一個模糊的概念，於數年間發展成一個為大眾認受的品牌，箇中顛簸又充滿挑戰性的過程，實不足為外人道。

有幸的是，我們擁有一個充滿熱誠及幹勁的團隊，以及一眾支持中心工作的持分者，讓我們將不可能化為可能。數年來，有些人離開社企圈，有些人登上舞台。無論如何，我衷心感激每一位曾與我們同行的伙伴，與我的走過時而平坦、時而崎嶇的路。執筆之時，想起爸爸說過的一番話：社會上大部分人過著營營役役的生活，沒空間亦沒時間反思社會的不公，只有一小群「不安分的小眾」，擔當着改革社會的角色。

SEBC所造的，就是為這一群「不安份的小眾」打造平台，推動社會變革。這番話，是支持我們繼續努力的力量。

I was quite hesitated when being asked to write the afterword. It's like returning home with mixed feelings as one of the old Chinese poem said. SEBC to me, has become an integral part of my life, it's kind of difficult to be objective and detached when talking about it.

Seven years ago I was fortunate to start in taking part of the promotion for social enterprises. Together with my colleagues, we started many projects of different scales. And we witnessed the process of which social enterprises has evolved from a vague concept to something solid that the public has accepted. We have travelled a long, bumpy and challenge journey that was unknown to many people.

Fortunately, we have an enthusiastic and motivated team, and stakeholders who support the Centre's work all along. Together with these people we have made impossible into possible. Over the years, some people left the SEs' circle, some enter onto the stage. Anyway, I sincerely thank every partner who has accompanied us during the journey.

When I am writing this, I recalled what my father has said, 'Most people in the society are living a busy

life, there is no space or time to reflect on the injustice of the society. Only a small group of "restless minority" will play the role of social reformers.'

What SEBC has done is to provide a platform for this 'restless minority' to mobilize social changes. And this is what has support and gives us strength us during this journey.



譚穎茜 Jessica Tam

社聯 - 滙豐社會企業商務中心高級經理
Senior Manager

HKCSS - HSBC Social Enterprise Business Centre

Our Team

我們的團隊



五年以來
SEBC累積了豐厚的社會
資本，我們繼續要將這些
資本轉化成社會價值，
讓更多人認識和實踐
社會企業精神。

Eureka

看得見社會上的
改變，祝願SEBC
未來更加好。

Donald

All SEBC colleagues
are marathoners.
Keep going for
our community and
enjoy the game.

Howard

All colleagues have
a dream – to make
dreams into reality. No
matter what looms
ahead, SEBC will never
give up this dream!

Jack

只有愛能改變世界！
希望SEBC繼續
抱著愛的精神
改變世界！

Humphrey

希望SEBC
越請越多人，
社企界越做越大。

Tom

希望SEBC
越做越大，以生命
影響生命，令更多
的人支持社企。

Patrick

我在「社企員工
表揚計劃」獲獎，
我好開心，好想多謝
Humphrey，Jessica
同社聯給我這個機會。

惠嫻

改變世界
有如愚公移山工程，
需要更多有心人出錢出力，
願更多工程師加入，
以行動為SEBC
掘出新路向。

Iris

追求美好生活，
實現心中夢想，
祝願SEBC未來
展翅高飛。

Bryant

不停的追求，
因為心裏有夢想，
而因為不同人的夢想，
成就了今日的SEBC，
希望明天的SEBC能夠
更加茁壯地成長。

Edith

Our Team



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Mobilizing Social Change



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