

# WHAT DOES SOCIAL ENTERPRISE NEED TO DO TO MANAGE THROUGH THE RECESSION...

## Marketing (6 votes)

Improve recognition 

Blow trumpet

Promote added value

Communication  
Effective marketing

## Work Smarter & Harder (4 votes)

Employee engagement

Best customer service

Better planning ?

Work socks off ?

## New Markets (3 votes)

Identify new markets 

Diversify while maintaining  
focus

Explore new opportunities  
eg procurement

Less dependency on public  
£ 

 Different planning

# WHAT DOES SOCIAL ENTERPRISE NEED TO DO TO MANAGE THROUGH THE RECESSION...

## Innovate (2 votes)

Innovate -  
while maintaining core  
focus

Innovation, adaptability,  
change

Think differently - think  
80s



## Collaboration (2 votes)

Collaborate –  
form alliances of strategic  
partners

Collaboration

## Sector Profile (1 vote)

Consolidate as a sector

Improve recognition

Clarity of purpose  
(+ definition) ?

Communicate  
lower competitive  
advantage

Also  
Review business projections

# WHAT DOES THE CURRENT GOVERNMENT NEED TO DO TO SUPPORT SOCIAL ENTERPRISE THROUGH THE RECESSION?

## Investment (9 votes)



Expand investment  
– New deal-esque

£ 1 bn!

Invest to generate  
jobs

## Changing Mindset (4 votes)

Wider understanding of SE  
across government – and  
cross departmental working  
including contracts

Recognise added  
value of SE

Recognise Social  
Return on  
Investment

Includes climate  
change as well as  
recession

## Businesses Transforming to SE (3 votes)

Increase funding to  
take up SE, e.g.  
converting private  
to SE

Nationalise Utilities  
as new social  
enterprises

## Other Ideas

Business Support (1 vote)  
Replace Business Link with  
Dedicated SE mentoring service

Reducing Business  
costs

Banks to maintain  
current overdraft levels  
for 24 months

Exempt SEs from  
Community  
Infrastructure levy

Reduce Tax

# WHAT DOES THE NEXT GOVERNMENT NEED TO DO TO SUPPORT SOCIAL ENTERPRISE...

## Support

Package of systems to sustain infrastructure

Replace BSSP with BS   
Complication Plan

Address benefit system to encourage SE including gradual re-entry




Support practitioners not intermediaries



But need both

Sort out Business Link – i.e. abandon!  

## Clarity of uniqueness

Ensure that local government and local public bodies have strong understanding of SE

Communication plan – publicise benefits of social enterprise (positive approach)   

Stop confusing third sector with voluntary and community sector  

Take social enterprise out of third sector and into business

## Finance

Tax breaks to support SE

Use government funding to leverage other funding/finance

Underwrite more 'risky' SE investments

Not ambitious enough?


# WHAT DOES THE NEXT GOVERNMENT NEED TO DO TO SUPPORT SOCIAL ENTERPRISE ...

## Understanding Diversity

Accept and promote dual income stream model of SE business

SE social but outside the public service arena

## Commissioning / Procurement

Remove pressure on commissioners to contract with lowest cost providers – shift emphasis to quality 

Not see social enterprise as the cheap option 

Fast payment on invoices / contracts

## Market Intervention

Intervene on demand side

HOW?

# THE VALUE OF SOCIAL ENTERPRISE IN A RECESSION

## Social Outcomes

(5 votes)

Focus on what people need

Sustainable and holistic

Help those hit hardest

Reinvesting profits for social outcomes

Profits more likely to be spent in UK

## Organisational Values

(5 votes)

Passionate motivated staff

More resilient

More than profit

## Innovation

(2 votes)

Necessary for products/communication

Provides new ways of social business

Ability to spot solutions/opportunities where others see only problems

# VALUE OF SOCIAL ENTERPRISES

## Purpose of Profit (1<sup>st</sup> and Bonus Ball)

Not subject to achieving profit for shareholders/private gain

Creating & retaining wealth in poor communities

More than profit approach (anti-fat cat feelings)

Recycling of funds rather than removal for shareholder/owner value

Profit investment (what it goes on)

Zeitgeist: demands change, we can deliver

## Jobs & Training (= 2<sup>nd</sup>)

Living values thru work  
(potential for collaboration – shared purpose)

Employment creation

Creating jobs for unemployed

Jobs & training (not just cream of crop)

Transferring & developing skills

## Quality (=2<sup>nd</sup>)

Resilience in achieving social aims

Tackle social problems in innovative ways

Services – quality of provision in long profit areas

Improved stakeholder satisfaction

# THE VALUE OF SOCIAL ENTERPRISE IN A RECESSION

## People Power

Helping to sustain communities

Various stakeholder engagement

Harness the human energy/creativity which is underused in a recession

An ear will be given to needs of the severely disadvantaged in labour market

## Business Opportunities

Offers a model for converting failing businesses

Exploit new opportunities that appear in a recession

Can intervene where market has pulled out

## Value Shifts

Changing of mindless value of work – not just a means to an end

Social considerations seen as key – not just money

Opportunity to put SE values into businesses

Exemplifies how business should be done

## Added Value

'Added value' that SE provides

Ensuring that environmental concerns/issues are not forgotten

Reinvestment of profits to address social/ environmental issues

# BARRIERS & ENABLERS

## Public Mood

Must harness it

Negative marketing of capitalist values

Positive marketing of social enterprise values

We must exploit the zeitgeist

Raise profile of social enterprises

Massive media potential in current climate

Low profile of social enterprise

## Demand

Decreasing demand/consumption

Decrease cashflow

Lack of commitment to understand role of FCR/R&D for social enterprises

## Business Support

Helping social enterprises work together

Scale

Flexibility

Better Business Support

# BARRIERS AND ENABLERS

## Understanding

The narrowness of the view of business by government and its deliverers

Confusion about model

## Marketing

Clarity of SE business offer in SW (SE mark for potential customers)

## Resources

Time to do research / business plan – understand transition of business to SE

Inadequate and patchy support

Lack of finance to enable SEs to exploit market opportunities

Other priorities: third sector 'scramble' for money and attention

## Collaboration

A clear and loud voice for social enterprise (SEC?!)

Strong social enterprises all working together

Opportunity to put SE values into businesses

Exemplifies how business should be done

## Change

People are looking for new ideas and ways of working

Desperate times call for innovation

The old moulds are cracking – opportunity arrives

Consider effect of recession and changing values

People Power: infrastructure exists – people willing to accept new ways. Business opps

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# BARRIERS & ENABLERS

## New Socialism – Enabler (4 ½ votes)

Mood of the nation  
pro-non-profit

Recession proves need  
for change

Use redundant talent

Discontent with  
capitalism

## Ethical Premium – Barrier (3 votes)

Ethical costs can be  
higher

Can be forced to put  
survival ahead of  
outcomes

Payment by results can  
harm

## Walking the talk – Both (2 ½ votes)

Fluff and poorly  
performing SEs  
damage reputation

Good SEs build  
reputation

## Recognition (2 votes)

(Lack of)  
understanding of  
model and its  
potential

Lack of  
awareness/knowledge

# IMMEDIATE ACTIONS

SE financing prioritised by institutions

Promote and understand support

Promote / adopt social enterprise mark

National PR / marketing campaign about why we are in a recession – inc mark

Provision of services to support the sector e.g. effective marketing services and training – Blue Rocket's packages

Low cost finance solutions

Communicate message / product

# IMMEDIATE ACTIONS

Promote the full range at SE as the way to business through my work

Market SE/SF Model NOW

Roll out the Social Mark

Get involved in the movement

Collect evidence and lobby on Business Link / BSSP

Exploit new opportunities that appear in a recession

Can intervene where market has pulled out

# IMMEDIATE ACTIONS

Verification: prove what you are doing

Start new businesses

Support existing SEs