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中文摘要：過去十餘年來，全球的社企潮流風起雲湧，面對這個正在發展中的新主張，不同的國家積極建構合乎其社會文化的社會企業理念型。在台灣，由於社會企業尚屬一新名詞，大家的定義分歧，未有共識。從樂觀的角度來看，這波熱潮代表對於資本市場發展的反省以及公民的參與力量；然而，在缺乏共同語彙但又同時多元發展的情況下，也有可能形成認同、認知、正當性以及實踐上的質疑。本文旨在提供一個目前台灣社企發展的風貌，透過本文整體社企生態的描述，以及一些關鍵甚至有爭議性的概念探討分析，加以論述，期許促成更多學術界的對話交流。研究者採取一種全面性的角度，社企活動的觀察包含廣泛的光譜範圍，不管其發展是源於NPO轉型、社區自助、或是由社會議題導向利基市場開發，並描述相關的促成角色與媒介。其次，本文針對關鍵概念上的差異，借鏡近年來公平貿易運動陣營的分歧，意圖分析兩大社企發展傾向的前提及異同，因為概念的認知以及文化上的準備，牽動著整體公益環境的未來發展。接續，則提供台灣社企在管理營運上的幾個共同挑戰。研究者認為，與其限縮社會企業為一特定運作形式，不如說社會企業是社會創業精神（Social Entrepreneurship）以及協同促成眾效（collective impact）的具體實踐，是組織內的一種精神與態度（Ethos）。最後，本文歸納台灣社企發展特色，以及未來可見的實務及研究發展趨勢。

中文關鍵詞：社會創業精神，社會企業，眾效

英文摘要：With a vibrant NPO sector and a private sector populated by SMEs, social entrepreneurship is at its embryonic stage in Taiwan. Despite there has not been a designated legal structure established specifically for social enterprise, and the term social enterprise remains broad subject to various interpretations, a wide spectrum of initiatives have nevertheless been undertaken in recent years. This paper provides a macro perspective to understand the landscape of social enterprises in Taiwan. The study surveys the existing social enterprise initiatives, analyze the driving forces and major players, and provide some notable examples. Asides from the descriptive, conceptual arguments related to the extent of social economy approach vs ethical market approach will be presented. Moreover, the study summarizes some operational issues that could be critical for the development of social enterprises, regardless of their types. The paper concludes by reflecting upon what might have been the premise for the well-being of a social enterprise sector in Taiwan, and envisage future development in the coming years.

英文關鍵詞：social entrepreneurship, social enterprise, collective impact

Social Entrepreneurship in Taiwan: Opportunities and Challenges

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I. Introduction

Social entrepreneurship has become a growing trend that has swept the world over the past several decades, with different countries taking unique approaches to match their local cultures.¹ In Taiwan, “social enterprise” remains a new term subject to separate interpretations. As a relatively new phenomenon still working on finding its place in the local culture, social entrepreneurship has received unprecedented popularity and media attention over the past few years; public and private sectors and academia have held symposiums, conferences, and workshops discussing related topics, and new legislature to promote social enterprise has been contemplated. At the same time, more and more new entities labeled social enterprises are finding solid footing in operations, leading some to call 2014 the “Year of the Taiwanese Social Enterprise.”²

The trends in Taiwan seem to indicate a growing number of individuals and groups enthusiastically taking part in social causes via a business mechanism. Today, people unwilling to stand on the sidelines and pass the buck are taking action themselves in an attempt to use the limited power of the individual to improve society as a whole. From an optimistic perspective, this is a sign of people reflecting on the meaning of modern capitalism and the power of citizen engagement; yet the fragmented approaches in the midst of hype might threaten to call into question the identities, legitimacy, and implementation of the endeavors.³

Generally speaking, the term social enterprise refers to an organization that employs commercial methods (revenue generating for products or services) to address societal and environmental problems. However, Taiwanese laws do not yet take account the concept of social goals achieved through such measures, and no legislation to date includes the term “social enterprise.” This leaves unanswered a huge number of questions as to what exactly qualifies an organization to take on this moniker, such as whether it can accept donations and pay dividends, among many other operational issues. While there are strong advocates to seek legal status for new type of organizational form⁴, in today’s Taiwanese context, “social enterprise” is not yet a specific term, nor can the concept behind it be called a new type of organization. Instead, it is helpful to think of this in terms of spirit: the manifestation of social entrepreneurship. At its center is the idea that addressing social issues and pursuing more than private gains, all set against a backdrop

¹ Kerlin, J. 2006. Social Enterprise in the United States and Europe: Understanding and Learning from the Differences. *Voluntas* Vol 17: 247–263.

² 社企流，2014。社企力，果力出版。 Social Enterspie Insights, 2014 Power of Good: How Social Enterprise is Shaking the World, Reveal Books..

³ 鄭勝分、王致雅。2010。臺灣社會企業的發展經驗。中國非營利評論，第 6 卷，頁 32-59。 Jason Sheng-Fen Cheng and Zhi-Ya Wang. 2010. The Development of Social Enterprises in Taiwan. *China Nonprofit Review*, Vol.06: 32-59.

⁴ Draft bills introduced in 2014 aim to further the cause by allowing lawmakers to “give social enterprises a legal stand.”

of balancing financial, social, and environmental objectives, regardless of operational models.

This paper thus presents an overview of the development of social enterprises in Taiwan with a comprehensive perspective of a wide spectrum of initiatives: from non-profit organization turned enterprising, co-operatives, enterprise-driven new venture, and community-based informal organization. We will take up the conceptual divergence in the fair trade movement as a window into two major directions taken in the local development of social enterprise. We then address the challenges faced in management and operations before closing with a look at some unique characteristics of Taiwanese social enterprises and future trends in theory and practice. Through these, this general overview aims to bridge different orientations and spur further dialogue of the topic.

II. A Macro Framework of Existing Social Enterprises: Multi-faced Activities

“Social enterprise” is a new term for an old concept. The prototype for this idea is the co-operative, which began taking root in Taiwan during the period of Japanese occupation. Traced further back in the history, there were also organizations providing common goods through sustainable supports rather than simply giving charity or offering one-time assistance. For example, dated back in 1865, in the mountainous Nantou area, there was once an initiative by local elites to collect funds to launch for the peasants affordable ferry service. The money collected was used to buy boats and rice fields which provided annual crops to fund for ferry operators and maintenance fees⁵. In a similar vein, Yishu (義塾), privately funded schools available for the commons, were able to support themselves primarily through agricultural harvests.

Today, influenced and inspired by global trends, such as the dual emphasis on profit-making and resolving social problems, as well as the spirit of communal ownership, Taiwan’s social enterprise landscape has grown into a diverse environment that cannot be portrayed neatly into any particular framework. As Ramirez (2012) advocated, a transparent and inclusive mindset is beneficial for the field, and as long as the accountability could be uphold, “let priorities guide the trade-offs”⁶. Looking at the general evolving process of social enterprises, we could draw up an overview as Figure 1⁷:

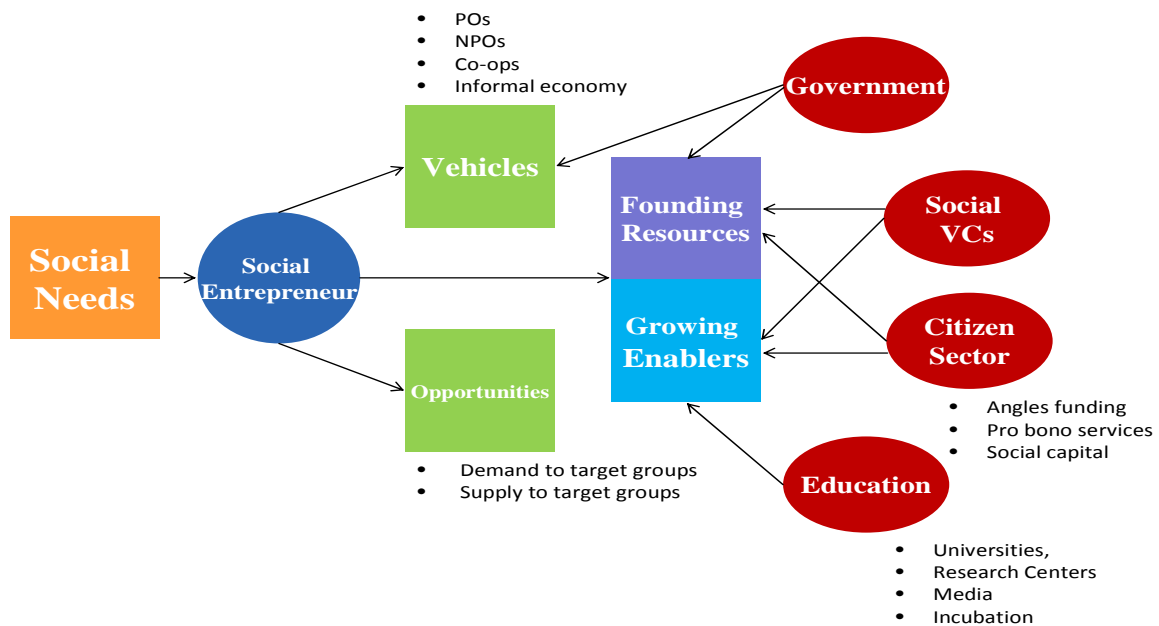
⁵ 永濟義渡

⁶ Ramirez, 2012. Verifying social enterprise: applying lessons from Fairtrade and other certifications. In Kickul & Bacq (eds) Patterns in Social Entrepreneurship Research, Edward Elgar: UK.

⁷ Revised from Research Initiative on Social Entrepreneurship (RISE) of Fu-Jen Catholic U. (2007)

Social Needs are what inspire/propel **Social Entrepreneurs** to identify **Opportunities** and select suitable **Vehicles** to realize those opportunities. In the process, the entrepreneurs/vehicles would need **Funding Resources** and **Growing Enablers**, which can come from Government, Venture Capitalists, Citizen Sector, and Education.

Fig 1 Social Enterprise Landscape



Social Needs

Social entrepreneurship in Taiwan began with a focus on employment for the disadvantaged, such as the early bakeries of a foundation dedicated to the Down syndrome children; the scope has diversified in recent years to cover a wide range of issues, including agricultural product marketing, fair trade, health care, underprivileged groups, learning and education, environmental conservation, food safety, care for the homeless, rights for the disabled, and community development, among others. Social needs inspire motivation to make change, and these needs are tightly relate to the developmental trajectory of a society. In Taiwan, social enterprises have a strong local embeddedness.

Entrepreneurs

Once social needs propel change-makers to take initiative, some undertake “intrapreneurship” by starting a new unit of an existing organization with a new approach to issues of concern, while others manifest social entrepreneurship by launching entirely new ventures. What might differentiate a social enterprise’s weight on public values is often the breadth of entrepreneurs’ prior participation and experience with charitable causes.⁸ In general, those with a background in non-profit or charity work tend to focus on issues related to disadvantage (employment, poverty, social inclusion, etc.) and public goods.

Opportunities

From an entrepreneurial standpoint, social needs and problems can be seen as market or social opportunities. Market development and business opportunity are generally defined by an organization offering paid-for goods or services to meet the demands of society (whether they are as-yet unsatisfied needs or new demands created by social change). The key question is how to draw a distinction between the opportunities of social enterprises and those of traditional business.

In his definition of social entrepreneurship, Dees suggests that social entrepreneurs play the role of change agents as “those who target an unfortunate but stable equilibrium that causes the neglect, marginalization, or suffering of a segment of humanity...” Subsequent discussions also stress the unique opportunities for social enterprise including the “inherently unjust equilibrium” of “the exclusion, marginalization, or suffering of a segment of humanity”, an endeavor which “releases trapped potential or alleviates the suffering of the targeted groups”, and anything that ensures “a better future for the targeted group and even society at large.”⁹

With the rise of the notion of the “Triple Bottom Line”, advocate feel the third line – environment – is another vulnerable category, or target group of concern. Environmental sustainability is regarded as directly link to social sustainability.

The four broad types of social entrepreneurial opportunities in Taiwan are suggested as Table 1:

⁸ 陳秋政 2014 社會企業立法與公益價值實踐之初。非營利組織管理學刊第 16 期，頁 28-36。

Chiu-Cheng Chen. 2014. Preliminary Study of Social Enterprise Legislation and the Fulfillment of SE’s Public Value. *Journal of NPO Management*, Vol 16: 28-36.

⁹ Martin and Osberg. 2007. *Social Entrepreneurship: The Case for Definition*. *Stanford Social Innovation Review*, Spring: 29-39.

Table 1: Four Broad Types of Social Entrepreneurial Opportunities

Opportunity Types	Characteristics	Relation with Target Group
Creating Employment for the Disadvantaged	Designing innovative employment systems or job type to make a supportive and stable work environment for groups of people with difficulty finding employment; offering chances both for work and for building professional skills. Example: Dialogue in the Dark 與黑暗對話	Demand of Target Group's Service
Purchase from Local or Smallholder Providers	Establishing fair trade partnerships, empowering producers or service providers with limited access to resources, including smallholders, minorities, marginalized communities, and the disabled. Example: Homemakers Union Consumers Co-op 主婦聯盟合作社	Demand of Target Group's Product
Serve Underserved Market / Customer	Fulfilling disadvantaged people their unsatisfied needs, usually caused by a lack of willingness on the part of corporations to provide products or services to them because the market is too small or the cost too high, limiting profits. Example: Duofu Care and Services Co. 多扶	Supply Service or Product to Target Group
Reinvent Value Chain for Sustainability	Redefining or revitalizing the Value Chain to make more effective or efficient way of using resources, particularly integrating idle and discarded resources (including power, water, and environments). Example: Rejoice Community Supported Agriculture Group 喜願共和國	Advocating sustainable environment

Vehicles

Entrepreneurs must choose one vehicle, or type of organization, to realized opportunities identified, and different choices mean they will face different legal or external structural environments. Taiwanese social enterprises can largely be divided into four vehicles:

1. Not-for-profit Organization

Jobs creation has been a key aim of social enterprises. From Europe's Third System and Employment Project to Taiwan's Multi-Employment Promotion Project, these approaches try to alleviate unemployment problems by creating new jobs or encouraging the unemployed to begin new initiatives.

Taiwan's Council of Labor Affairs promulgated in 2002 two measures¹⁰ related to sheltered workshops to aid the mentally and physically challenged who otherwise could not find work. As NPOs play the vital role of employers, commercialization was expedited and shelter workshops became pilots of social enterprise. Typically, work integration or affirmative business is the most visible social enterprise model in Taiwan.¹¹ Statistics show that the majority of the registered sheltered workshops operate in the small-scale services sector – mostly catering and cleaning businesses but also gas stations, retail outlets, and manufacturers.¹² These organizations are regulated by local governments, which issue their business licenses. There remains a clear disparity in the resources available to workshops in urban areas and those in rural areas.

The financial independence of sheltered workshops is inhibited by a lack of professional management, the absence of specialized operations, and the conflicting roles in which administrators find themselves. Even so, a number of employment promotion organizations have shown impressive results. Among them is the Children Are Us Foundation, which opened its first bakery in Kaohsiung, southern Taiwan, in 1997 and now runs 29 sheltered workshops around the country that manage to bring in over 60 percent of revenues from earned income. Another prominent example is the Victory Potential Development Centre for the Disabled, founded in 2000 to develop new job types and to establish and manage sheltered workshops. Victory has found success in providing jobs to the disabled while also turning a profit, and it has branched out from the traditional industry of baked goods into running convenience stores, and even to the making of specialized *liuli* glassware, giving more opportunities to the disadvantaged while increasing their chances to interact with a larger group of people.

2. Social Co-ops

The first social enterprises in Taiwan were social co-operatives, which organize internal stakeholders to pursue collective interests. Co-ops help members overcome economic difficulties, leading the Taiwanese government to define them as charitable corporate entities. They also

¹⁰ These are: Regulations for Establishing and Guiding Sheltered Workshops for the Mentally and Physically Disabled and the Standards for Facilities and Staffing of Sheltered Workshops for the Mentally and Physically Disabled.

¹¹ Yu-Yuan Kuan and Shu-Twu Wang. 2010/06. The Impact of Public Authorities on the Development of Social Enterprises in Taiwan. *Journal of Public Affairs Review*, Vol.11, No.1: 1-21.

¹² 勞動力發展署。Web 2014 statistics from Workforce Development Agency.

improve the lives of the disadvantaged and, as dedicated welfare organizations, ease the government's burden in providing welfare services.¹³

Since their origins during the Japanese rule of Taiwan (1895-1945), local social co-ops have developed into 11 different categories, mostly industries in the primary sector. Ministry of the Interior data shows that there are more than 4000 co-ops in total, with agricultural and consumer co-ops having a significant share. While those numbers are high, the long history of co-ops without up-to-date policy support has led to a common lack of real operations, resulting few nowadays make an actual difference in terms of resolving social problems.

The Homemakers Union Consumers Co-op is one exception. Founded in 1995, it promotes benefiting both producers and consumers through the power of collective buying. Different from the group buying websites popular today, the idea behind the Homemakers Union is to build mutual trust between producers and consumers through long-term partnership. It solves logistics problems through a wide array of techniques to promote sharing and educational outreach, including tours to farm sites and meeting directly with the producers behind what is being sold.

3. For Profit Organization

Taiwan's social enterprises gave rise to a diverse landscape since 2006. Inspired by Nobel Prize laureate Muhammad Yunus, many local social enterprises shifted from a non-profit model to a company form, making them legally identical to commercial corporations.

This model is different from the prior two in various ways: a stronger focus on commerce, a diversity of interests, and a high ratio of young participants. The importance of commercial management is based on the ineligibility of corporations to enjoy the tax-free status, subsidies and grants, and fund raising pursuits allowed for non-profits. In other words, all cash flow comes from the market, so the fate of a corporate social enterprise is based on the judgment of consumers; it cannot survive without healthy profits.

In contrast to the traditional focus on the underprivileged and employment opportunities, corporate social enterprises benefit from the freedom to pursue a wider range of goals, which allows them to use the market mechanism to improve fields that the first and third sectors cannot. Many of the prominent, highly visible social enterprises are in this category, such as, Aurora, Okogreen, Buy

¹³ 邱祈豪。2009。更生人進入就業市場之研究－以勞動合作社為中心。大葉大學通識教育學報第三期，頁 109-124。 Chi-Hao Chiu. 2009. Research on Job Markets for Rehabilitators: Labor cooperative Suggested. Da-Yeh Journal of General Education, No.3: 109-124.

Nearby, Townway. Additionally, at present, the broader environment and legal factors have left the majority of corporate social enterprises in Taiwan agriculture-related.

In the absence of social enterprise as a new corporate class, there has been a new trend to advocate the movement of Benefit Corporations, with the hope that through a certified label of B-Corp, there could be a systematic and collective approach to pursue stakeholder management, particularly via consumer engagement and brand awareness to bring about long-term values for multiple stakeholders.¹⁴

4. Informal economy

The informal economy generally refers to community cultural and creative endeavors and community-supported agriculture or economic activities which cannot easily be categorized, as well as informally established unofficial units.

The development of local culture and industry is one of the major strategies for creating jobs and invigorating local economies around Taiwan. A culture of self-reliance and independence took root in particular after the destructive 1999 earthquake in central Taiwan, when local industries became a conduit for addressing social problems; a similar response came from local industries after the onslaught of Typhoon Morakot through southern Taiwan in 2009.¹⁵ Amid reconstruction efforts, many embraced the idea of community regeneration as they developed unique tourism industries built on culture, ecology, and history. Along with development of local specialties, this provided locals with a new source of income outside of traditional industries, producing more jobs and working to reduce the trend of young people heading to big cities to find work.

The possibility of wide-spanning development of the informal economy is generally limited, by the lack of professional knowledge, financial instability, and local politics. However, over the past few years, more and more communities have seen their efforts bear fruit, such as the prominent example of the Nantou Taomi Eco-Village, which was once a depressed aged community struck by a severe earthquake, but after a decade of empowerment processes and relentless entrepreneurial efforts, the community has built its resilience and developed vibrant economic activities, sprouting several formal social enterprises.¹⁶

¹⁴ B Corp Taiwan Conference 2015/9/7, Taipei. <http://www.credit.com.tw/RDM/2015/150907/Default.html>

¹⁵ 周錦宏。2008。社會企業觀點下的地方文化產業發展：以台中縣兩個生產合作社為例。2008 台灣公共行政與公共事務系所聯合會國際學術研討會。 Jin-Hong Zhou. 2008. The Development of Local Cultural Industry from the Perspective of Social Enterprises: Two Cases of Producers' Cooperative. 2008 International Academic Conference of Taiwan Association for Schools of Public Administration and Affairs.

¹⁶ 廖嘉展。2014。非營利組織轉型社會企業的發展模式。非營利組織管理學刊 16 期，頁 1-27。 Chia-Chan Liao. 2014. The Transformational Process of Turning A Community-based Initiative into A Social Enterprise. Journal of NPO Management Vol 16: 1-27.

Founding Resources and Growing Enablers

Government –

In terms of the law, the sheltered workshops and the multi-employment promotion program are two public sector policies providing both funding and training facilities aimed at broadening employment opportunities and transforming sheltered workshops into social enterprises, which in turn could become a new employer for the disadvantaged. Draft bills introduced in 2014 aim to further the cause by allowing lawmakers to “give social enterprises a legal stand.” The government is also mulling a cabinet-level Social Enterprise Development Committee, a Social Enterprise Fund, with deductions on operational expenses (such as rent) to create a preferential environment for development.

Asides from promulgating rules and regulation, various governmental agencies, such as Ministry of Labor, Ministry of Economic Affairs, Ministry of Education, and Ministry of Culture, have endorsed the trend of social enterprise development, and provided funding to programs and initiatives to promote the set up of new social venture or the transformation into becoming social enterprises. While there is a divergence in directions, most of the programs and initiatives are short-term in nature, and are oriented toward market solutions, trading income, operational models, celebration of the visionary entrepreneurs, and entrepreneurial competitions.

Social Venture Capital –

Currently, there are a handful of venture capital firms that dedicate either solely or partially for social impact investing. Flow Inc., established in 2007, is the first Taiwanese company designated as a social venture capital firm. Though originally intended to provide venture capital to and incubate social enterprises, Flow has retrieved from operating social-based venture capital, and instead launching the Charity Innovator Project, which concentrates on employment issues for the disabled. Another company, B Current Impact Investing, opened its doors in 2014 to bridge the gap between social entrepreneurs and potential impact investors as well as mainstream business. B Current offers industry knowledge and networking along with management training and advising to help spur social enterprise development to reach critical mass.

The Gre Tai Securities Market meanwhile launched the Go Incubation Board for Startup and Acceleration Firms in 2013 to support low-capital companies issuing stocks to raise funds. The board, which now lists 17 companies, eliminates the expense of public offerings and provides managerial consultation. One firm, Duofu, is registered as a social enterprise and has seen success in fund raising; a fair trade firm Okogreen Co., though registered under the farming and

forestry category, is also by essence a social enterprise. Both cases mark an important milestone in public awareness of the social enterprise sector.

Education --

Since 2010, Taiwan has sprouted a few research institutes for social enterprises and several university research centers covering related topics¹⁷. The number of student groups focused on social innovation and enterprise has meanwhile steadily grown into a major platform for promoting the idea among young people, and there are a number of civic groups¹⁸ focused on providing resources and assistance for social entrepreneurs. Some groups hold lectures and events to offer guidance on benchmarks and how to replicate success; others emphasize international experience and giving local social enterprises a chance to interact with their counterparts abroad to expand horizons, lessen the distance between different generations of entrepreneurs, and even provide access to real resources.

Social Enterprise Insights,¹⁹ the first Chinese-language information platform in the field in Taiwan, has become one of the most important forces nudging forward local development of social enterprise. Established in 2012, it is an Internet media site focused on networking by introducing the idea of social enterprise through interviews and case studies centered on local efforts as well as features columns written by experts in various fields. As a result, it plays an important role in bringing the latest global developments in social enterprise into Chinese, which to date has relatively little literature on the topic. By overcoming linguistic barriers, Social Enterprise Insights lays an indispensable foundation for future local development in the sector.

Citizen Sector--

The nature of social enterprises gives them unique access to “social capital”: volunteers, donations, and free use or below-market prices for certain venues, to name a few, that helps them overcome the constraints of limited resources. Social capital is comprised of the trust and connection built between individuals. Among the ethnic Chinese societies, Taiwan has very high percentage of population getting involved in the voluntary actions, whether on a regular or ad hoc basis.²⁰ This, along with the social fiber of trust and connection, there are potentially abundant resources if there is a good cause calling for the need. Volunteers offer not only their time, effort, and money, but also their experience, knowledge, services, and business connections, making them a vital component and real asset.²¹

¹⁷ 輔仁大學管理學院社會企業研究中心、國立中山大學社會企業發展研究中心、台灣社會企業創新創業學會。 Social Enterprise Research Center of College of Management Fu Jen Catholic University, Social Enterprise Development & Research Center of National Sun Yat-Sen University, Taiwan Social Enterprise Innovation and Entrepreneurship Society.

¹⁸ 中華民國社會事業發展協會、AAMA 台北搖籃計畫、公益 CEO 社團法人台灣公益 CEO 協會。 Social Enterprise Development Association, Asia America MultiTechnology Association (AAMA) Taipei, Taiwan Executive Officer Club for Social Benefit.

¹⁹ 社企流 Social Enterprise Insight. <http://www.seinsights.asia/>

²⁰ Taiwan Social Change Survey, 2013 <https://srda.sinica.edu.tw/group/sciitem/1/1697>

²¹ 謝邦俊、蔣筱鈺。2014。社會企業經營實務三年初體驗：與黑暗對號 1000 日。財團法人愛盲基金會。 Bang- Jun Hsieh and Xiao-Yu Jiang.

III. Conceptual Challenges: Emphasis on “Social” vs “Enterprise”

As with many emerging concepts, the hybrid language and focus of social enterprise have changed over time and across space. With its tradition of social economics and co-operative enterprise, Europe saw work integration as the major developmental node of the 1990s, followed by increasing emphasis on governance structure and stakeholder participation as the core for the “social” aspect of social enterprise.²² The United States, on the other hand, saw a fusion of different values, such as Blended Value,²³ Shared Value,²⁴ and ethics and social responsibility,²⁵ with the underlying idea of putting markets to work for both profit and the common good.

Taiwan has adopted a mesh of both the European and the American streams of thoughts, which has inevitably given rise to some conceptual challenges, namely the balance for the weight of the social aspect versus the enterprise aspect. Alter suggested consolidating various types of social enterprise on a spectrum, distinguished by major elements such as motivation, objectives and accountability. While that typology can help in understanding social enterprises²⁶, it is also important to look further at the divergent ethos behind the differences.

By examining the fair-trade movement,²⁷ some insights into the multi-faceted nature of social enterprising activities can be obtained. In 2011, the two major fair-trade advocates Fair Trade USA and Fairtrade International announced their break up. Fair Trade USA uses a plantation model because of its primary focus on growth in sales and with the belief of scalability yields impact. On the other hand, Fairtrade International, which built itself around small producers’ organizations and first came up with the ethical certification mark, espouses a producer-focused approach and empowerment policies as its core values.

We could infer from the split between the two major fair-trade players the different ways of building around the concept of social enterprise, and each reflects a specific cultural orientation. Conceptually, social enterprises can flourish by achieving both social and business objectives; in practice, however, tensions can emerge between those in the movement who emphasize the “social” part of social enterprise (for them, the social missions are paramount) and those who emphasize the “enterprise” part (for them, the competitiveness of the enterprise and the scalability of the business is essential to carry out concerns for social issues).

2014. *The First Three Years of Practicing Social Enterprise: Dialogue in the Dark for 1000 Days*. Taiwan Foundation for the Blind.

²² 鄭勝分。2007。社會企業的概念分析。政策研究學報第七期，頁 65-108。 Jason Sheng-Fen Cheng. 2007. The Conception of Social Enterprises. *Policy Research*, Vol 7: 65 – 108.

²³ Emerson. 2003. The Blended Value Proposition: Integrating Social and Financial Returns. *California Management Review*. Summer 2003, Vol. 45, No. 4, Pages 35-51.

²⁴ Porter and Kramer. 2011. Creating Shared Value. *Harvard Business Review*, Jan/Feb2011, Vol. 89 Issue 1/2, p62-77.

²⁵ Johnson. 2008. “Doing well by doing good” garners broad appeal for Academy of Management Conference. *Equal Opportunities International*, Vol. 27 Iss: 7, pp.646 – 653.

²⁶ Alter. *Social Enterprise Typology*. <http://www.4lenses.org/setypology/print>(access 2014/8/10).

²⁷ It started in the 1980s by Father Vanderhoff Boersma of Netherlands.

The ethos behind these two divergent orientations can be understood by looking at why social enterprise is necessary at onset. One side would say that the current economic system is socially unjust, and the distribution of resources ineffective; thus, some people participate in the economic system at a disadvantage. From this perspective, the goal is to confront the market system with a more humane model. Proponents of this view accept the system and work within its rules, but they seek to alter it with the potentially revolutionary idea of putting people before profits.

The other side would argue that the power of market manifests of free will because the market system could respond to every type of demand, including the “demand” of consumers who have a desire for social goods. This position comes from inside the system—inside the market, so the goal is to participate fully in the market. They hold that despite the number of systematic imperfections in need of improvement, the market is nevertheless the most efficient way to allocate resources. From the perspective of this cultural orientation, scaling up (by growing and expanding market) is the equivalent of establishing impact. Table 2 put in a nutshell to compare and contrast these two different approaches.

Table 2 Two communities of approach

	Mission-focused with income-generating activities	Business-focused with social issues in mind
Contextual Assumption	Social injustice	Free will
Emphasis	SOCIAL Enterprise Social purpose as the ends	Social ENTERPRISE Social purpose as the means, the byproducts, or the bi-focus
Target Group	Specific, tightly-coupled	Non-specific, loosely-coupled
Identity ²⁸	Collectivism (cooperative)	Individualism (competitive)
Mode of Thinking	Synthetic (aiming to integrate multiple factors)	Analytic (focusing on concrete solutions)
Locus of Sustainability	Community; Environment	Enterprise
Major Concerns	Lack of business acumen	Legitimacy
Example	C-are-Us Workshop Aurora Social Enterprise	Greenvines iHealth

²⁸ Modelo, 2014. The Paradox of Fair Trade. Stanford Social Innovation Review. Vol 12(1): 40-45.

While vibrant growth in social entrepreneurship is something to be celebrated, it is important to keep in mind what Dees once cautioned: “the indiscriminate use of the term (social entrepreneurship) may undermine its significance and potential importance to those seeking to understand how societies change and progress.”²⁹ While Taiwanese society should certainly be open to all variety of social enterprises, we need meaningful variations not overly generous definitions.

In the philosophy of Laozi, *Dao* and *Shu* are two important notions. *Dao* (道literally “the way”) is the central idea and principle, and in terms of social enterprise, the mission and value system. If we deviate from *Dao*, we have only *Shu* (術literally “the tactic”), which focuses on handling technical matters like planning or acquiring resources, and as soon as you just have that, all it’s over. The way we organize a social enterprise is rooted in our underlying belief about the purpose of enterprise and about making social change.

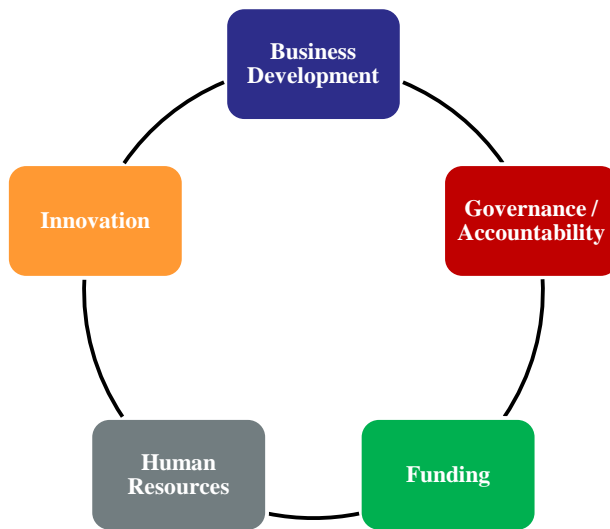
As the debates would persist regarding “what’s the boundary of the social enterprise sector?” and “what’s the nature of social entrepreneurship?”³⁰, we believe, without understanding what is rooted in our underlying beliefs about people, the purpose and nature of social organization, and bringing social change, any technical discussion such as the retention or the distribution of surpluses is only trivial. Table 2 offers a way to understand the diversity found within the sector, because our philosophical belief leads to our approaches to enterprise.

IV. Operational Challenges: Critical Building Blocks

While different types of SEs have different goals and features, they face common challenges which, if not overcome, will hamper the future of their development.

²⁹ Dees, 1998. The Meaning of “Social Entrepreneurship”. Draft. https://www.fuqua.duke.edu/centers/case/documents/Dees_SEdef.pdf (accessed: 2014/07/31)

³⁰ Harding, 2004. Social Enterprise: The new economic engine? Business Strategy Review, Winter, pp. 49-55.



1. Innovation

Social enterprises exist to tackle problems while maximizing market potential to create impact. To keep single bottom is already challenging enough in today's competitive market, and to maintain double or even triple bottom lines would be an even daunting task. Therefore, it is imperative for social enterprise to be innovative, to find niche given the apparent lack of commercial opportunities. Especially often times, they cannot rely on regular commercial mechanisms because the targets of most social issues are disadvantaged groups, who have an inherently weaker ability to produce and consume. That is the main reason why the OECD has since 1999 defined the basic difference between social enterprises and traditional NPOs as an entrepreneurial outlook, a degree of autonomy from the state, and the provision of innovation services.³¹

However, the basis and development of innovation remain overlooked by many social enterprise advocates and practitioners in Taiwan. For example, when NPOs targeting physically disadvantaged begins enterprising, they tend to set up car washes and gas station programs, while those aimed at serving people with mental disabilities almost universally turn to food services, cleaning, or craft work, and the blind are stereotypically employed as masseuses. Scholars have noted that the lack of unique organizational characteristics presents the biggest obstacle for NPOs seeking to transform into social enterprises (Lu, 2008). Concentrating commercial pursuits on a limited set of products or services leads to an over-saturation and a highly competitive market with little distinction between different organizations, raising concerns about each one's sustainability.

³¹ OECD, 1999, Social Enterprise. Paris: OECD Publishing

Substantive innovation would have to start from a new way of looking. Jester Lee, founder of Aurora Social Enterprise, used Albert Einstein's quote: "*The significant problems we face cannot be solved at the same level of thinking we were at when we created them*", and advocated "creative redefining"³², through the lenses of innovative approach to provide new identity of existing state, or a new connection of the existing resources to the external environment. For instance, many businesses traditionally overlook people of disability for employment on the misguided belief that their productivity cannot match "regular" employees and would thus cause operational costs to rise. By contrast, an innovative social enterprise would tend to focus on the capabilities, not the limitations, of the disadvantaged and offer a new employment model that is not only a potential market advantage because of its uniqueness but also works to positively change public opinions. One highly successful example is Dialogue in Dark, which breaks the boundary of what blind people could do, turning disability as a basis for developing distinctive experiential goods. Its model not only alters the roles for those to be helped and those to help, but also proves to be financially viable.

Innovation is not a one-time endeavor, but rather a continuous and dynamic process. The objective of fulfilling multiple bottom lines mean that if a social enterprise is only able to draw sympathetic customers earlier on but overlooks product and service improvement, it will have trouble maintaining customer loyalty. As a result, innovation is the key to keeping any social enterprise afloat and thereby increasing its impact.

2. Professional Resources

Pelchat³³ found that when NPOs start enterprising, they tend not to have professional management skills mainly for two reasons: a lack of funds to hire people with the professional skills and the clash of existing organization culture with commercial operation.

In addition to intangible appeals, attractive salaries and benefits are ways to drawing talented professionals to keep things running smoothly. Since there are often of short supply at social enterprise, there is a constant dilemma when personnel needs are not met. Many are left asking themselves: is it a lack of employees that is hurting business, or a lack of resources preventing the organization from hiring more people? This is where social enterprises need to take a page from their NPO cousins and recognize the potential volunteers and social capital outside an organization's scope that are available.³⁴

³² 李志強, 2013 促進改變的發生, 社企流 <http://www.seinsights.asia/story/507/794/1190> Lee, J. 2013. Facilitating Social Changes, Social Enterprise Insights.

³³ Pelchat. 2004. Enterprising Asian NPOs: Social Entrepreneurship in Taiwan. Taipei: Himalaya Foundation.

³⁴ Putnam, Robert D. 2000 Bowling Alone: The Collapse and Revival of American Community .

Employment-centric social enterprises face a unique human resources challenge in that their employees play a dual role. An organization focused on training and employment, for example, finds that disadvantaged people are both employees and an “internal customer,” i.e. the targets of the organization’s mission.³⁵ A tug-of-war between costs and investments is inevitable when more people are needed, which means management must do everything in its power to integrate and synergize different bottom lines.

3. Business Development

Next to professional resources, the execution or business development is the major building block for social enterprises. Many may rely on compassion in the beginning, but sympathy and moving stories only work to win customers over once. While supporters are drawn to social enterprises because of their mission, it takes a quality product or service to bring them back time and time again. All NPOs and for-profits have the common need to focus on administration, finances, sales, production, and customer service along with making smart choices to keep things on track. This is a test of how sensitive social entrepreneurs are to the market and how well they utilize the limited resources on hand because they face the same challenges and risks of any commercial endeavor.

Inevitably, some social enterprises are by nature less agile in the face of changing markets when compared to their NPO counterparts. Sometimes they cannot take advantage of plummet cost at markets when making purchases because ensuring smallholders guaranteed or fair prices is to some part of their social mission. In the same vein as the fair trade, once the commitment could be consistently uphold, stable support from the consumers might just follow. A good example is the Homemakers Union Consumers Co-op which shows that winning public trust can provide the advantage needed to build a stable and robust support system.

4. Governance / Accountability

Because of their social causes, social enterprises often are crowned with halos that subject them to close public scrutiny. Put under the microscope, transparent operations and an internal and external accountability system are musts in order to win trust and credibility³⁶. Governance is far more important for social enterprises than for traditional businesses because they must constantly consider the interests of relevant parties, which are needed for their supporting and participating roles. For these organizations, the role of governance is not just monitoring, but

³⁵ 張英樹，2014，什麼可以做？什麼不可以做？找出身心障礙就業的新價值 第十二屆非營利事業管理研討會。 Ying-Shu Chang. 2014. What Can We Do? What Can't We Do? To Figure Out the Brand New Value of Disability Employment. The 12th NPO Management Conference.

³⁶ 陳一強。2014。組織治理是組織靈魂的外顯。社企力，果力文化，頁 267-269。 Ray Chen. 2014. Governing is the Explicit Part of Organization's Soul. Power of Good: How Social Enterprise is Shaking the World, pp.267-269, Reveal Books.

energizing, protecting, and supporting. Different types of social organizations need different board structures based on their ages, missions, personnel make-ups, and professional needs. It is important for them to find appropriate directors with complementary skills and resources to ensure a diversity of voices and needs are included in strategic decisions.

The majority of social enterprises rely upon cause-related marketing (CRM), which is based on cross-organizational cooperation (PO and NPO). However, there are no such typical checks and balances when social enterprises are promoting their products or services in the ethical market, which makes disclosure and financial transparency all the more important to avoid loophole. The critical question then becomes which stakeholder has the right to demand and the ability to ensure this transparency.

At present in Taiwan, this major concern is left up to self-discipline and good governance. Current practices include self-reporting of profit distribution policies and practices, as seen with Luku Tea; promulgating measures to achieving common goods, as seen with News & Market; or designing schemes to encourage public oversight, like membership and sponsorship, as seen with Taiwan Rice Farmer.³⁷ In general, when self-disciplinary management is not enough to hold the public's trust, government compliance measures or independent third-party assessment are alternatives to keeping legitimacy viable.

5. Funding

No social enterprise can possibly achieve its vision without the necessary financial capital, the fuel for starting its engines and keeping them running. Basic financing options in Taiwan include funding from family and friends, equity, credit, and bonds, but more and more options are showing up on the scene; in addition, Taiwan has seen a rise in crowdfunding through online platforms such as flying V and Red Turtle, together with three newly established national social enterprise awards. Angel investors and traditional funding from charity groups and the government³⁸ could also be seen in this light. While venture capitalists at the present seem a rarity, the rise in the visibility of credible social enterprises coupled with a clear legal status for them in the future will prove an important resource when seeking founding resources and growth enablers. In the early stage of establishing a venture, entrepreneurs' personal networks, credibility and business models are the basic resources available, but when the venture is aiming for the next milestone in expansion or diversity, social entrepreneurs are likely to find they need more capital. For the next stage of fund raising, a sound governance structure and accountability become the keys to convincing investors.

³⁷ 呂朝賢。2013。社會企業：運作模式以及倫理市場。社區發展季刊第 143 期，頁 78-88。Chao-Hsien Leu. 2013. Social Enterprise: Operational Models & Ethical Market. Community Development Journal, No.143: 78-88.

³⁸ 林以涵。2014。募集資金：為社企注入源頭活水。社企力 291-294。Yi-Han Lin. 2014. Raising Funds: To activate the Social Enterprises. Power of Good: How Social Enterprise is Shaking the World: 291-294, Reveal Books.

V. Conclusion

Looking at Taiwan's social enterprise development over the past several years, it is clear that agriculture dominates the category of newly founded companies, with the value chain activities ranging from production to brand building and particularly promotion for smallholders. Such phenomenon gives a glimpse into society trends and a developmental trajectory.

Local agricultural has seen a major decline over the past decade under unfavorable public policies that have seen grain self-sufficiency levels plummet³⁹ and the controversies over farm land appropriation from smallholders intensify. Facing these problems, the young generation has chosen, instead of conventional political advocacy, to take commercial means in a bid to draw society's attention to the agriculture sector by promoting eco-friendly practices, organic production methods, and systems like fair trade, and guaranteed purchasing. In the mean time, a spate of food safety problems over recent years has driven consumers to view agriculture products more than just commodity, propelling consumers to reflect and become more conscious about the cultural and health implications. Together, the supply and demand factors pushed the impetus for change and revitalization.

If the essence of social entrepreneurship is to address social issues that are overlooked or even created by the market, government policy, and the welfare system, it is fair to say that wherever problems arise, there is an opportunity for social enterprises to develop and flourish. This perspective indicates that health care, elderly care and higher educational challenges faced by Taiwan society might be fertile grounds for future organizations to make a strong impact. To tap the potential of market size and scalability, CK Cheng, founder of the social venture capital firm B Current, reminds entrepreneurs to seek the underlying root causes of each social issues of concerned rather than just tackle directly the problems appeared on the surface.⁴⁰ By looking into the initiating or fundamental cause of a causal chain which leads to the apparent undesirable social outcome, social entrepreneurs would be less likely to be constrained by the specific target groups or locality of concerned, but be more likely to come up with innovative solution to invoke substantive changes that could further be diffused.

Although there is plenty of interest in Taiwanese society toward social enterprise, it is not a panacea. Not every issue is well suited to social entrepreneurship, nor can these organizations fully replace the conventional role of non-profits. The social entrepreneurship model brings risks and challenges, and asking the vulnerable to jump onto the bandwagon and start a business

³⁹ The level of self-sufficiency (糧食自給率) was 32.7% (Council of Agriculture, 2013), which was lower than the average of industrialized countries.

⁴⁰ CK Cheng, 2014. Social Enterprise Symposium, 2014/8/28, SIMD, Taichung, Taiwan

requires careful consideration.⁴¹ Instead, social enterprises should be seen as one answer to changes in society, and not the only answer. However, the spirit of social entrepreneurship—creating social value and espousing social innovation— is suitable for any organization to promote.

It takes a wealth of concerned citizens with the spirit of social entrepreneurship to create new approaches in changing the world. From the central government to local city and township administrations, the public sector in Taiwan is putting great efforts into encouraging development with the expectation that it could be a cure for many social ailments. But scholars and social entrepreneurs themselves largely oppose any rush to set the idea of social enterprise into a rigid legal framework. Some are open to legislation to define what constitutes a social enterprise, but many are disinclined to set up a certification system and grading criteria as a basis for preferential or tax-exempt status, as is the case in Korea. The prevailing concerns are that social enterprises are still in an embryonic state and are subject to constant evolution even as they seek to establish legitimacy, making it difficult to come up with one broad standard to certify all of them.⁴² Any rigid system at this stage will only stem the growth of the very organizations that the government wants to encourage. On the contrary, it is suggested that citizen engagement gives these organizations the base to boom;⁴³ all that is needed from the government is the creation of a friendly, encouraging atmosphere that forgoes the preventive presumptions in favor of the positive approach of embracing civic awareness and grassroots support.

Given their social mission, size and scale are not the end goal for social enterprises. By nature, they focus on solving the problems of a specific communities or specific groups of people (often marginalized) and thus a small sector of society, meaning that scaling up may never be a realistic option. But since social change in theory outweighs market dominance, this does not mean success is unattainable.

As for whether any single organization can achieve its goals, none can expect to tackle the complicated variety of outstanding social problems singlehandedly. Recent discussions on the notion of *collective impact*⁴⁴ could perhaps shed light on future social enterprise development, in terms of more effectively mobilizing and leveraging resources. What makes social enterprise different is the tendency of socially aware organizations to work together on common issues of

⁴¹ 胡哲生、張子揚、黃浩然，2012，社會創業模式與社會企業資源整合的關連性，創業管理研究 7:1 2012.03[民 101.03] 頁 1-25。Jer-San Hu & Tzu-Yang Chang & Haw-Ran Wong, 2012, The Relations of Social Entrepreneurship Models and Resources Integration in Social Enterprise, Journal of Entrepreneurship Research 7:1 2012.03 pp.1-25。

⁴² 謝邦俊。2014。促進社會企業發展 切勿揠苗助長。聯合報。 <http://udn.com/NEWS/FINANCE/FIN9/8831611.shtml#104>(accessed: 2014/08/13) Bang-Jun Hsieh. 2014. Government shall not Be Over-Enthusiastic about Encouraging the Development of Social Enterprises. United Daily News.

⁴³ Jennifer Chen. 2012. "Social Entrepreneurship in East Asia" SEES Colloquium on Global Perspectives of Social Entrepreneurship: The State of the Field. The Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA) 41st Annual Conference, USA.

⁴⁴ Kania & Kramer (2011). Collective Impact. Stanford Social Innovation Review, 2011 Winter, 36-41

concern, the opposite of how traditional businesses see others in the same sector as rivals. For social enterprises, “competitors” are a chance to establish and improve an organic, multi-level union of common interests. In the process of doing so, they will undoubtedly see their cooperative networks expand to cover all walks of society, from non-profits to governments and communities and all types of organizations⁴⁵. Given the relative abundant social capital in Taiwan, platform strategy along with cross-sector communication and coordination⁴⁶ are promising concepts to develop in to practical mechanisms in aiding social enterprises. Additionally, the concept of collaborative governance well rooted in the Public Administration field, or the more recent advocacy of “pluralist forms of governance” might shed further light in providing proactive response to social issues. For the latter, it’s been suggested that organizations that tackle social exclusion on both fronts – embracing a trading purpose that addresses the perceived needs of socially marginalized groups, and allowing participation by them in decision-making and wealth creation processes – are mostly likely to make enduring impacts.⁴⁷ In Taiwan, we have seen operations of such similar spirit, such as the re-generated Taomi eco-village supported by the Newhomeland Foundation, and the empowered tribal communities in developing organic farming within the alliance network of Aurora Social Enterprise. These conceptual issues and on-going cases are well worth further study and exploration for both academic and managerial interests.

⁴⁵ 陳慧如 2014 集眾之效 非營利組織管理學刊 第 16 期 頁 120-131。Chen, J.H.. 2014. The Power of the Collective, *Journal of NPO Management*, Vol 16: 120-131.

⁴⁶ Selsky & Parker (2005). Cross-sector Partnerships to Address Social Issues: Challenges to Theory and Practice. *Journal of Management*, 31,849-873

⁴⁷ Ridley-Duff, 2007. Communitarian Perspectives on Social Enterprise, *Corporate Governance: An International review*, 15 (2): 382–392.

協同共創成效：探究合作連結之建構與管理 MOST 103-2410-H-343 -016 -

2014 出國報告

ARNOVA (Association for Research on Nonprofit Organizations and Voluntary Action) 43rd Annual Conference

Conference theme: Evolving Sectoral Relationships: Global & Local Views

Conference date: November 20-22, 2014

Conference venue: Denver, Colorado

This is a three-day conference, starting Thursday Nov 20 right at 7am and closing at 1400 Sat Nov 22.

I stayed at the conference site during the entire period, and attended the opening plenary session, poster session, awards luncheon, dinner reception, and numerous concurrent sessions. I enjoyed the many presentations, and made particular notes of 14 papers.

ARNOVA is the leading organization supporting research and education in the fields of voluntary action, philanthropy, nonprofit management, and civil society. The annual conference is both a showcase for the best and most current research, as well as a seed bed from which new research is born, and is the largest gathering held regularly anywhere devoted to these matters. In 2014, the three-day event includes two plenary sessions, 140+ panel and/or paper presentation sessions, a poster session and numerous opportunities for networking/idea sharing.

Regarding my own presentation, I was scheduled to present in the Conference Track under the session title “Sustainability in the Nonprofit Sector (#029). The paper I presented titled: Collaborative Dynamics in Transforming a Distressed Area into a Sustainable Eco-Village. The study was a preliminary product of this MOST Project, MOST 103-2410-H-343 -016.

I got interesting feedback from the session. Another presenter Alisa suggested me to look into Elinor Ostrom’s work on how to manage common assets. Chair Erzsebet asked how the villager thought about the concept of sustainability. Presenter Junesoo was amazed by the deep involvement and strong influence of NPO (as oppose to government’s level of involvement).

Aside from my own presentation and poster session, I attended the following sessions:

061 Social entrepreneurship from multiple levels and perspective.

One paper caught my attention: “Acommunity development approach to social enterprise” by

James Mandiberg, who studied stigmatized identity community, and suggested to use the market to leverage the assets of the community vs rely on government's subsidies. In other words, anything that people from the broader community could be a potential business opportunity to be supplied within the "identity community". The way to do it is to survey "asset out" and then convert issues into opportunities. For this type of social enterprise, "scale up" doesn't make sense because the stakeholders are weak to be able to further diffuse; survival is the more proper achievement measure.

060 Teaching with Film in Nonprofit and Philanthropic Studies

This is a very interesting and involved discussions both from the four panelist and the audience. One of the panelist Salvatore Alaimo recently released a documentary film on "What's Philanthropy?" I asked for his slide presentation and the film will be available online next Feb. Other interesting comments from the audience include: assign students not just to view but to actively interview and film, such as what's the most pressing public policy issues. By showing the self-made clips, the students will later become much more engaged in discussions. Also, one member of the audience mentioned a site by USC, buzz academia, a tool worth exploring to raise interests on serious academic issues.

068 Examining the Determinants of Collaboration Outcomes

Presenter Andrea Popa from Germany raised an interesting topic on innovation in the non-profit sector by asking does competition and collaboration hamper or harness innovativeness. While the research questions are intriguing and relevant, I found the measure for innovation is obtained via self-reporting questions which I found not convincing (lacks of validity). She did raise an interesting point that when (welfare) staff were so over-worked (due to limited resources), they cannot think outside the boxes and changes.

Jc note: slack as another necessary condition for innovation.

084 SEES Section Membership Meeting

Meet fellow SEES (Social Entrepreneurship / Enterprise Section) members, and discussed future events.

094-10 Poster session -- Conference Track. My poster session is categorized under this track. My presentation is titled "The Evolving Landscape of Social Enterprise Development in Taiwan: Critical Review and Cases. I got people from Japan, India and China to ask about the paper copy. The judge (selecting for the best poster), encouraged that I could develop this poster topic into two separate papers in the future.

125 Nonprofit and Entrepreneurial Leadership. Term of interest: Direct social service nonprofits.

Luncheon: characteristics of NPO/Philanthropy sector (as oppose to Public Admin sector): oppose to authority, could be more secular than religion, strong feeling, entrepreneurial (not oppose to commerce), self-righteous. Public policy sector tends to be performance driven, emphasis on accountable (in appearance), bureaucracy.

139 Governance Beyond the Board: A deeper Dive into Power Issues within Nonprofits and Networks Scholar of interest: Elinor Ostrom on the governance of commons

157 SEES Colloquium: Frontiers of Social Entrepreneurship Research

Cao: if does not address market / competition, then it's the discussion of social innovation.

Gordon: top-down, bottom-up and policy / social entrepreneurs.

Dennis: SE is more supply side idea than a demand side; because the market is being created.

Wolfgang: case studies and collective impact framework.

168 Global issues and transnational actors organized by Paloma Raggio and Cristina Balboa

This is a newly proposed interest group aiming to extend research boundary to cover a wider geopolitical area. We broke into two round table discussions for about an hour, and since there seemed a good rapport among the group participants, Paloma and Christina suggested to go to dinner together. We had a very nice meal in the nearby Thai restaurant.

184 Evaluation Perspectives of the Arts: Missions, Capacity and Performance

199 Evolving Sectoral relationship: possibilities for examining longitudinal relationships

I found overall this conference trip a worth while experience, even though it's physically very demanding, with serious jet lag, tight schedule from 8am to 9pm...etc. I met researchers from Japan, Korea, Hong Kong, India, and quite a few from China, but didn't encounter any from Taiwan. Hope it's just my overlook, because we need to voice out more and build intellectual network in the international arena. My two presentations are specifically related to Taiwan cases; with all the fatigue, it's comforting that I was building at least some diplomatic relationship via research.

科技部補助計畫衍生研發成果推廣資料表

日期:2015/07/31

科技部補助計畫	計畫名稱: 協同共創成效: 探究合作連結之建構與管理
	計畫主持人: 陳慧如
	計畫編號: 103-2410-H-343-016- 學門領域: 策略管理
無研發成果推廣資料	

103年度專題研究計畫研究成果彙整表

計畫主持人：陳慧如		計畫編號：103-2410-H-343-016-				計畫名稱：協同共創成效：探究合作連結之建構與管理	
成果項目		量化			單位	備註（質化說明： 如數個計畫共同成果、成果列為該期刊之封面故事...等）	
		實際已達成數（被接受或已發表）	預期總達成數（含實際已達成數）	本計畫實際貢獻百分比			
國內	論文著作	期刊論文	0	0	100%	篇	
		研究報告/技術報告	0	0	100%		
		研討會論文	1	1	100%		
		專書	0	0	100%	章/本	
	專利	申請中件數	0	0	100%	件	
		已獲得件數	0	0	100%		
	技術移轉	件數	0	0	100%	件	
		權利金	0	0	100%	千元	
	參與計畫人力（本國籍）	碩士生	2	2	100%	人次	
		博士生	0	0	100%		
		博士後研究員	0	0	100%		
		專任助理	0	0	100%		
國外	論文著作	期刊論文	0	0	100%	篇	
		研究報告/技術報告	2	2	100%		
		研討會論文	0	0	100%		
		專書	1	0	100%	章/本	
	專利	申請中件數	0	0	100%	件	
		已獲得件數	0	0	100%		
	技術移轉	件數	0	0	100%	件	
		權利金	0	0	100%	千元	
	參與計畫人力（外國籍）	碩士生	0	0	100%	人次	
		博士生	0	0	100%		
		博士後研究員	0	0	100%		
		專任助理	0	0	100%		
其他成果 （無法以量化表達之成果如辦理學術活動、獲得獎項、重要國際合作、研究成果國際影響力及其他協助產業技術發展之具體效益事項等，請以文字敘述填列。）		<p>2014 年底在ARNOVA 國際研討會中發表的一篇研究報告 “Collaborative Dynamics in Transforming a Distressed Area into a Sustainable Eco-Village”，過程中結識了日本學者Aya Okada，其研究領域與本論文所討論台灣921震後非營利組織所扮演的角色，有共同興趣。因此她於2015年5月邀請本人至京都參訪她的研究機構 Doshisha University（日本歷史最悠久的私立大學）。相談甚歡，並建立未來合作基礎的共識。本人也規劃今年9月邀請她至台灣講座，進一步交流。</p> <p>此外，研究案進行過程中，獲得香港Cetner for Asian Philanthropy &</p>					

Society 的邀請，預計合作進行一個跨 10 個亞洲國家的產學合作計畫，期許將本研究案台灣新故鄉基金會豐富的案例研究，以非學術的撰寫方式與其他亞洲國家的非營利組織進行經驗交流分享。

	成果項目	量化	名稱或內容性質簡述
科教處計畫加填項目	測驗工具(含質性與量性)	0	
	課程/模組	0	
	電腦及網路系統或工具	0	
	教材	0	
	舉辦之活動/競賽	0	
	研討會/工作坊	0	
	電子報、網站	0	
	計畫成果推廣之參與(閱聽)人數	0	

科技部補助專題研究計畫成果報告自評表

請就研究內容與原計畫相符程度、達成預期目標情況、研究成果之學術或應用價值（簡要敘述成果所代表之意義、價值、影響或進一步發展之可能性）、是否適合在學術期刊發表或申請專利、主要發現或其他有關價值等，作一綜合評估。

1. 請就研究內容與原計畫相符程度、達成預期目標情況作一綜合評估

達成目標

未達成目標（請說明，以100字為限）

實驗失敗

因故實驗中斷

其他原因

說明：

2. 研究成果在學術期刊發表或申請專利等情形：

論文： 已發表 未發表之文稿 撰寫中 無

專利： 已獲得 申請中 無

技轉： 已技轉 洽談中 無

其他：（以100字為限）

研究初期成果已經發表在國際上具學術影響力的非營利組織國際研討會 Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA) (2014/11)，以及「兩岸地方公共治理與發展」研討會 (2015/5)。

英文文稿已完成撰寫，即將刊載在於專書 Social Entrepreneurship in the Greater China: Policy。將由英國著名的出版社Routledge, UK. 出版。而中文稿仍在修正補充，將增加更多理論架構提議，並期許2015年底能夠投稿一TSSCI等級的學術期刊。

3. 請依學術成就、技術創新、社會影響等方面，評估研究成果之學術或應用價值（簡要敘述成果所代表之意義、價值、影響或進一步發展之可能性）（以500字為限）

透過目前仍在進行與香港CAPS研究中心 (Center for Asian Philanthropy & Society) 的合作規劃，本研究有機會擴展其應用價值，不只限於台灣的非營利組織，還能擴散此案例發現，與其他亞洲區域／國家進行交流。