

COLLABORATIONS CREATING
POSITIVE CHANGE

Business for good



SOCIAL ENTREPRENEURSHIP FORUM

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About Social Entrepreneurship Forum:

Social Entrepreneurship Forum (SE Forum) is a non-profit organisation advocating responsible business solutions to address local and global challenges. SE Forum was founded in 2004 and has since championed social entrepreneurship by helping businesses and organisations unleash the potential of entrepreneurship to maximise social impact. SE Forum has since the beginning been serving as a forum, connecting changemakers and thought leaders in Sweden and beyond, providing advice, training, tools and networks to businesses and organisations of all sizes.



About the publication:

This publication is part of the project 'Social entrepreneurship in the private sector' where SE Forum explores the possibilities of fostering collaborations and business between social entrepreneurs and the private sector. The project is funded by the Swedish Agency for Economic and Regional Growth, a governmental agency working for sustainable growth across Sweden.



Collaborations creating positive change



Collaborations between different kinds of companies and organisations isn't just an opportunity to grow your muscles and create growth, but it also gives you an opportunity to gain insights and learn new things. 'Collaboration' and 'partnership' are both often used amongst politicians and business leaders in positive terms, but individual strength is still often seen as a sign of power. Competition and stubbornness affects many who try to make it on their own, and one might lack the courage and modesty it takes to approach a collaboration.

As a society we're facing huge challenges such as climate change, integration and polarisation. The financial crisis we've ended up in due to the global pandemic has led to high unemployment and insecurity levels around the globe. However, an increasing number of people are starting to see these challenges as opportunities for change and innovation, and many are starting to see the value in building back better.

The entrepreneurs, companies and organisations using sustainable business models to create solutions to our societal challenges are increasing in number. Local initiatives for integration, national contributions to tackle food waste, and global ideas developing

renewable energy solutions. All these solutions come from a person or a group of people who saw a societal problem and decided to solve it. And they did it together. Together in a team, in a group of students, with local business partners, with a national company that dared trying something new, or in collaboration with an international institution. Because collaboration is most often a key to success.

The local and global challenges we are facing require joint efforts, cross-sector solutions and capital from a broader market. It is a challenge, but it is also an opportunity for sustainable growth, bigger profits and a socially and environmentally sustainable world. To achieve this, we need the courage to go for it and we need to find the joy in innovating and creating change. This publication explores the opportunities, but also the challenges, that appear when social entrepreneurs and the more traditional private sector try working together. Entrepreneurs, business people and advisors have shared their thoughts and insights when it comes to collaborations. They highlight the benefits of joining forces but they also describe the difficulties in getting it right, which shows there's more to do to improve the conditions for collaborations to develop and subsequently lead to the success that can build a sustainable Sweden.

The development of social entrepreneurship

When the United Nations, in September 2015, presented the 17 Sustainable Development Goals for a sustainable world by 2030, it presented the extensive effort we all have to commit to when it comes to everything from peace and financial stability to education, health and equality. The Sustainable Development Goals include clear instructions and targets as well as a set timeline towards 2030. This means we don't have that much time left and many of us have realised we can't just carry on as we have previously. Business as usual is no longer an option.

The challenges we are facing – locally, nationally, internationally – requires resources, innovation and engagement. We can see that traditional institutions such as the public sector as well as the traditional business sector don't have all the answers, but we can also see a will to change and develop new ways of working with the development of the social economy being particularly strong. The term can be traced back to France in the 1980s as 'économie sociale' was used to explain for profit activity that



It's a win-win where it shows you can be both socially responsible whilst also being professional with a business mindset. It doesn't have to be either or.

- Business person

benefitted society. Social economy was established as an official term in the EU in 1989 and as Sweden joined in 1995 it started spreading.¹

Establishing the term 'social economy' more widely in Sweden has been rather difficult though, and this could potentially be explained by the fact that the translation from French doesn't quite translate into the Swedish language. As the French use 'sociale' with emphasis on society, the Swedish interpretation has ended up focusing more on social initiatives such as the support for socially disadvantaged people. We've therefore mainly seen social enterprises with this type of social focus develop in Sweden starting in the 1990s and around the beginning of the 2000s. In the beginning they were to some extent mixed up with the cooperative tradition and often with a focus on work integration of people far away from the job market but social businesses and entrepreneurship has developed at a faster pace over the last few years and today we can see a much wider spectra of enterprises.² 'Ett tak' offers a digital platform matching people wanting to lend a room in their house with a student looking for accommodation, and 'Karma Coffee' produces coffee supporting farmers and projects in Ethiopia, Indonesia and Mexico. 'Jobbentrén' is a recruiter finding talent amongst immigrants, and 'Matsmart' sells groceries that would otherwise have gone to waste due to over production, seasonal trends or short sell-by dates. Work integration is still important amongst social enterprises in Sweden with examples such as 'Iris Hantverk' selling home décor and brushes made by craftsmen with visual impairment, and 'Yallatrappan' creating work opportunities for foreign-born women with little or no work experience through catering, cleaning services and a sewing studio for clients such as IKEA.

PEPPY PALS

Peppy Pal's vision is for every child to grow up with a playful way to learn Social and Emotional Intelligence (EQ). To achieve this, the company has developed a series of apps, movies and books based on a bunch of characters with different personalities and characteristics directed towards families and a web-based value-based tool for preschool and school. Some of the tools Peppy Pals has developed have been made together with partners, either through licensing collaborations with new or existing products such as stuffed animals and books, or unique collaborations where Peppy Pals also has the opportunity to assist with knowledge of digital play and learning. Getting help from partners to raise awareness of the brand has been of great importance to Peppy Pals since the start in 2013 and the company has also been able to see how the strength of the characters can provide a great long-term value of attracting more families to the partners Peppy Pals collaborates with. Peppy Pal's latest collaboration is with supermarket chain Coop, which has launched an AR app that will inspire more parents and children to shop and cook more food together. They can choose recipes in the app that Peppy Pals has developed and through games based on Peppy Pals characters that make it more fun for children to both shop and cook.

¹ Social ekonomi - vad är det?, R. Bachmann (2007)

² Social enterprises and their ecosystems in Europe - country report Sweden, M. Gawell/European Commission (2019)

What is social entrepreneurship?

In February 2018, the then Minister of Enterprise and Innovation Mikael Damberg (S) launched a strategy for a 'sustainable society through social entrepreneurship and social innovation'. Damberg stressed that "we're facing huge challenges in our society where some of the big systems and institutions won't be able to move quickly enough and where they won't be innovative enough. Social enterprises have a unique ability, for example when it comes to integration or climate change".³

The governmental strategy also showed a broader view on social entrepreneurship as it defined it as "engaged social entrepreneurs within companies and organisations, social start-ups, innovative social enterprises and work integrating social enterprises, both within the private and the third sector, offering new solutions with a desire to contribute towards a better world".⁴

MORE PEOPLE WANTING TO CREATE POSITIVE CHANGE

Since the government launched its new strategy in the beginning of 2018, the commitment to supporting and strengthening the companies and organisations working to find solutions to our societal challenges has grown bigger and wider. The number of work integrating social enterprises⁵ has increased over the last few years and we can also see an increasing interest in social entrepreneurship as a growing number of start-ups⁶ are focusing on social or



The future will belong to the companies considering these issues whilst also making money - if you don't do it you'll fall behind those that do.

- Social entrepreneur

environmental impact, both in Sweden as well as internationally.⁷ Norrsken Foundation has recently started investing in social enterprises and Ung Företagsamhet – part of Junior Achievement Worldwide – is developing its work to inspire more young people to become social entrepreneurs. And it is amongst the younger generation we are most definitely seeing a desire to create positive change. Young people are looking for work that feels meaningful and contributes to creating positive social impact, and they're eager to find innovative and creative solutions that go in line with their values.⁸

Broadly, there's an increasing interest amongst individuals to work towards making our society better and more and more companies are focusing on the Sustainable Development Goals. But we can also see that even though there's an interest and a will to do good, there aren't always clear plans on how to do so and many companies are struggling to find the right focus and way forward. The Sustainable Development Goals are a handbook in how to reach sustainability within all important areas but not everyone has found their way yet. In this publication we're mainly focusing on goal number 17, which focuses on collaboration and partnerships, as everyone can't do everything, but many can do something, especially if they do it together with others.

WOSHAPP

Woshapp offers on-demand car washing services where the customer, through an app, can book for their car to be washed where the car is parked. The car washer comes on a bicycle and uses a product specially developed for a gentle and scratch-free wash and which saves 99% water compared to a conventional car wash. Collaborations for a company like Woshapp are usually about building networks and gaining access to a larger number of cars, for example through car rental companies or other companies with a larger car fleet or a large number of employees with company cars. Woshapp in turn offers companies to save time, money and water for a service that is truly needed for any company with a car fleet.

³ www.dn.se/ekonomi/global-utveckling/damberg-satsar-150-miljoner-pa-socialt-entreprenorskap/

⁴ Regeringens strategi för sociala företag - ett hållbart samhälle genom socialt företagande och social innovation, Regeringskansliet Näringsdepartementet (2018) www.svt.se/nyheter/lokalt/halland/sociala-foretagen-blir-allt-fler-sysselsatter-nastan-10-000-manniskor

⁶ www.digital.di.se/artikel/allt-fler-techentreprenorer-vill-radda-varlden-vara-700-miljoner-racker-inte

⁷ www.ft.com/content/d8b6d9fa-4eb8-ac41-759eee1efb74

⁸ Social enterprises and their ecosystems in Europe - Comparative synthesis report, European Commission (2019)

Collaborations

With the UN's Sustainable Development Goals as a target, an increasing number of individuals, organisations and companies are seeing the opportunities in activities that create social and environmental sustainability. New requirements in terms of sustainability reporting for Swedish companies have also forced bigger companies to focus on new areas such as environment as well as human rights. As an answer to this, many are reaching out to new collaboration partners to, together, achieve social sustainability.

As new, major societal challenges emerge, it becomes increasingly clear that these cannot be solved by an individual actor or sector, and a European report by the Social Business Initiative⁹ from 2018 shows that cross-border cooperation is also encouraged from a political point of view. This report also shows that collaborations between social entrepreneurs and traditional companies will increase and have an increasing positive effect as our societies continue to change and develop. More and more actors see opportunities in collaborating to solve societal challenges, to share resources and to generate value that not only benefits the collaborating parties but also society as a whole.

UNICUS

Unicus offers consulting services in IT with a focus on system development and programming, test automation and QA for customers such as SEB, Scania and SVT. What makes Unicus special in particular is that their consultants have Aspergers, which is seen as an advantage. System development requires qualities such as being structured, persistent and stubborn, being able to think logically and analytically and see details and causal relationships - qualities that are common in people with Aspergers. Unicus' main sales argument is therefore that the customer gets really sharp consultants in system development, but that inclusion is an extra bonus giving the customer an opportunity to create job opportunities for people who usually have difficulty entering the job market.

“ Most of all I think we need to begin having the conversations on different kinds of working and different business models, as well as demanding more from us as consumers and human beings.

- Social entrepreneur

The United Kingdom has a well-developed ecosystem for collaborations between social entrepreneurs and the traditional business community. This is exemplified, among other things, by The Buy Social Corporate Challenge. This challenge was developed in April 2016 by Social Enterprise UK and the UK Government to challenge the business community to spend £1 billion on social enterprises and the challenge was initially adopted by seven companies. Today, that number has increased to 20 companies representing different industries that purchase services and products from social enterprises. The social enterprises create new jobs while these collaborations strengthen their brand and chance to win new contracts with other companies, and the traditional companies see it as a chance for innovation while these collaborations spread joy and pride among employees and other partners.¹⁰

Around the world, we see traditional companies using their size, knowledge and financial resources to benefit the communities in which they operate. This is done by hiring based on integration and diversity, but also by reviewing their supply chains and the companies they themselves choose to invest their money in by paying for services and products. Companies that buy fair trade coffee for the office, that decorate their offices with used furniture bought through recycling schemes, and that hire catering companies that make food from food waste for their events.

⁹ Social Business Initiative (SBI) follow up: Co-operation between social economy enterprises and traditional enterprises (2018)

¹⁰ www.socialenterprise.org.uk/corporate-challenge/

A new type of Corporate Social Responsibility

We are in the middle of a journey of change when it comes to collaborations and the more traditional work on Corporate Social Responsibility (CSR). This change is partly due to a change in the view of entrepreneurship. Edelman's latest Trust Barometer¹¹ showed that more than half of those surveyed, in the global survey, think that capitalism as it looks today does more harm than good. The same survey also showed that 74% of respondents think that it is the responsibility of business leaders to be proactive and drive positive change instead of waiting for politicians and policies to force them to do so.

The UN's Sustainable Development Goals and their targets ahead of 2030, have also made us realise that major changes are needed, and with the help of the Greta Thunberg effect, more and more people are beginning to demand more and more from local, national and international companies. A Swedish survey conducted this year by Novus on behalf of Reach for Change also shows strong skepticism about CSR work as only 26% of Swedes surveyed believe that Swedish companies work with CSR issues to contribute to a better world. Instead, almost every second Swede believes that companies do this to improve their reputation.¹² This shows the importance

of genuine work that is considered credible and that really makes a difference.

A view of CSR as something a company could do at times to show goodwill, for example through a monetary donation or a temporary volunteer job, is an outdated view. A responsible company 2020 exercises goodwill by having a business model that integrates the CSR thinking with a focus on the company's social responsibility in all strategies and thus takes social and environmental sustainability into account. We also see a shift from CSR work being seen as charity to something more like a win-win solution where both parties benefit from the collaboration, which has largely meant an increase in collaborations between business actors and social entrepreneurs.

Based on this, we can mainly see four different types of collaborations develop (see below):

¹¹ www.edelman.com/trustbarometer

¹² <https://www.di.se/hallbart-naringsliv/svenskar-misstror-foretags-csr-arbete/>

AN INTEGRATED MODEL:

Two parties with similar or shared business models or visions with shared goals of social or environmental change

PARTNERSHIPS:

Between corporates and social enterprises within similar sectors or industries with the goal of reaching a wider audience and creating bigger social and/or environmental change

BUYING PRODUCTS OR SERVICES:

Collaboration or support where corporates buy products or services from social enterprises that means both can achieve positive results and create positive change

SUPPLY CHAIN:

Collaboration where a social enterprise is part of a corporate's supply chain to support its work or produce its own products to sell via the corporate

Why collaborate across sectors?

The benefits of collaborations are many and the report that Social Business Initiative wrote in 2018 showed great benefits for both social entrepreneurs and traditional companies. For social entrepreneurs, it is often a matter of gaining access to networks and resources to be able to scale up their business and to be able to take part in new ways of working in order to increase productivity and become more professional. It is also of great importance to be able to reach more people and have the opportunity to be seen in new contexts, and this usually applies to traditional companies as well. A collaboration with a social entrepreneur, who is often smaller but flexible and creative, gives traditional companies a chance to develop a more entrepreneurial mindset with a greater focus on impact.

The report 'Samarbete mellan sociala företag och övrigt näringsliv – hur och varför!'¹³ from 2012 highlighted motives such as environmental considerations and commitment among employees, but also referred to companies that saw collaborations as a chance to do good, to support entrepreneurship and local interests as collaboration with local social entrepreneurs may mean that a company can avoid placing production abroad.

RAG2RUG

Rag2Rug has a focus on crafts, recycling, interior design and work integration. The company makes use of used sheets and curtains that are discarded at local second hand shops and then cut into rags that Rag2Rug weaves into new products such as rugs, pillows and bags. Since the start in 2017, the company has also offered internships and work training for women who are far from the job market.

Collaborations for a company like Rag2Rug can be developed in different ways, both in terms of work integration as well as access to materials and resources. The company collaborates with textile suppliers and is also able to sell its products to companies. An example where recycling and reuse can be combined is the collaboration with a hotel that spares used hotel textiles from which Rag2Rug weaves new products, which the hotel in turn then buys to sell in its hotel shop.

“ Many corporates choose the more well-known brands to make more money but if none of them dare to join forces with us then we'll struggle to get to where we want.

- Social entrepreneur

HOW CAN COLLABORATIONS BENEFIT THE PRIVATE SECTOR?

During the project, we talked to different types of entrepreneurs, companies, business actors and advisers to get an idea of why cross-sectoral collaborations are sought. When it comes to traditional companies, they see great value in strengthening their sustainability profile and collaborations are increasingly seen as potentially value-adding, not just a good deed. In some cases, companies also save money as, for example, clothing companies can sell leftover clothes to a social enterprise instead of having to get rid of the clothes in other more expensive ways.

Internally, they mention the benefits of pride and commitment among existing employees, but also the importance of reaching new target groups and attracting talent. There is also a marketing value in investing resources in something with a positive social effect which in turn can generate positive attention and press. Learning from each other and benefiting from the power of innovation and entrepreneurship are also mentioned as clear benefits as social entrepreneurs often help traditional companies to become more sustainable, to set goals for social sustainability and to contribute to societal challenges such as integration.

13 Samarbete mellan sociala företag och övrigt näringsliv - hur och varför! - En rapport från temagruppen Entreprenörskap och företagande (2012)



HOW CAN COLLABORATIONS BENEFIT SOCIAL ENTREPRENEURS?

The social entrepreneurs we spoke to mention the importance of being able to demonstrate collaboration with major business actors in order to strengthen the brand and the business. The collaboration has a great marketing and association value and often provides opportunities to reach more people and grow, but it is also about being able to access knowledge and expertise that is not available within one's own business. Collaborations are often important for social entrepreneurs to be able to do the work they want to do, but learning from each other is also seen as a strong driving force. For social entrepreneurs and

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There are many challenges. Our society is run by financial powers that put profit and efficiency first. We follow the PPP principle – people, planet and profit – where the social and environmental aspects are as important as the economic ones. Unfortunately there isn't a good enough tool to measure and showcase these values.

- Social entrepreneur

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Previously, sustainability was about companies, for a share of their profit, doing something good for less advantaged people in other parts of the world. Now it's more about finding sustainability as part of the deal within a partnership. A lot of people might need help in seeing the opportunities with collaborations with social entrepreneurs and that profit could be made. A change in mindset is often difficult and needs time and knowledge.

- Social entrepreneur

smaller companies, collaborations are often also about gaining access to purely practical benefits such as access to office space, support with finances, the opportunity to use premises and take part in training and skills-enhancing activities. Collaborations can also mean that social entrepreneurs and smaller companies have access to greater production opportunities, raw or other materials that a partner can give away or share. These examples also show the possibilities the circular economy has to offer where sharing of assets is an opportunity to use recycling techniques and thereby avoiding new production.

WHAT DOES THE PRIVATE SECTOR NEED?

Something that previously was more about charitable efforts or a chance to give part of the profit to good causes has today developed into a desire to find sustainability as part of the deal or partnership. More traditional companies are looking for collaborations where their business model and competence match for them to contribute in the best way. There is also a growing interest in finding entrepreneurs and similar actors who work with the same Sustainable Development Goals and more have understood that credibility increases if you do something that is clearly linked to your own business.

The interest and desire to do good is there, but how to do good is not as clear to many. The more traditional companies need to be able to link it to their business to see how it can create value. Another driving force is the desire to be able to stand out from the crowd and thus do something new and unique. Collaborating with an organisation or company that already has many partners means that you only become one in the crowd. A consensus and a common, long-term vision are therefore sought by many.

- Collaborations matching the business model
- Doing good whilst financial profits are being made
- A bigger social responsibility
- Something that strengthens the brand
- Something that stands out from the crowd
- Something that engages employees and attracts new talent

WHAT DO THE SOCIAL ENTERPRISES NEED?

Many smaller companies that are in the start-up phase or have come further on the journey but need to scale up are in need of time, money and practical support. There is also a desire to find partners who can help raise awareness and expand networks. But the most important thing we hear among social entrepreneurs is finding partners who actually want to make a difference, who dare and who are willing to think outside the box.

The social entrepreneurs are looking for companies and partners with the right values and a genuine interest in sustainability. They are looking for people who are also passionate about food waste, social justice, renewable energy, circular economy, integration or sustainable development. For real. They are usually not interested in collaborations where a partner sees it as something that needs to be done to be included in the annual sustainability report. Instead, they seek passion and interest in creating change, from actors with expertise who can help development forward but where there is also a desire to learn more and develop together.

- Partners with a genuine interest for change, the right values and vision
- Expertise, resources, office space, accountancy support
- Increasing professionalism and credibility towards potential partners in the future
- More than just goodwill, something financially sustainable
- Long-term thinking
- Something that strengthens the brand, raises awareness and can be used in communications

What are the challenges?

We see good examples of collaborations and a number of benefits for those who get it right, both from a sustainability perspective but also from an economic point of view. But we also see many who want to do good and create change, but don't really get there. There is great interest, but our society is still driven by economic forces and we have more to do to develop and understand solutions that benefit us on all levels, including the financial ones. Our interviews show difficulties in getting it right and daring to take the step of doing something new that may involve more risk but which could mean a win-win-win.

Many do not know where to start. For traditional companies, the lack of examples and inspiration is a problem. What do you need to know to start a collaboration with a start-up? What could a collaboration look like? Which social entrepreneurs could our company work with? What would it mean for us as a company to collaborate with another type of company? Is it possible to show profit instead of just donating money to charity?

For social entrepreneurs, we see a different type of difficulty as they often know what they want, what they could achieve and what they are looking for in a partner to be able to do more good. But the problem here is often about time and resources and being able

“ Collaborations often happens if a company working with sustainability can convince another company that what they're doing is a good thing. The pressure on producing the numbers are often on the social entrepreneur who needs to be good enough at selling the idea and persuading the partner. This means that the social entrepreneur needs help with this, because as a small player it's hard to put time, money and resources on the big efforts needed. And we all keep reinventing the wheel.

- Social entrepreneur

“ It's always a balancing act between the good you're doing and the money and time you're spending. The goal is to take our responsibility, whilst also strengthening our brand and standing out from the crowd. Collaborating with someone who already has a lot of partners means we're just one of many.

- Business person

to demonstrate to the person or company they want to collaborate with what it would give them in concrete terms. As a small player, it is difficult to be everywhere and keep track of what everyone else is doing, which results in the challenge of finding the right person and knowing who to contact. They also do not have time to contact all companies, they do not have time to go to networking events and they often see it as almost impossible to actually manage to find the right person at the right networking event at the right time.

Marketing is often a big cost for small businesses and it is difficult for someone new on the market to cut through the noise. However, the burden of finding the right partner, selling in the idea and showcasing the numbers and figures that demonstrate the future success is often placed on the social entrepreneur. A resource-intensive job for a small player and something that not everyone is completely comfortable with either. We also see that many often feel that they're facing unfair disadvantages and that there are preconceptions about a sector that is not seen as sufficiently professional.

“ We are often seen in various fora but these are often fora where we're preaching to the choir.

- Social entrepreneur

What's needed?

To find ways forward, we need to identify what is missing, but we also need to clarify what is needed from different parties and bodies. Based on our research and the interviews we have conducted; we see that the knowledge gaps that exist often hinder faster development. It is to some extent about presumptions about what a social entrepreneur is, as more people need to understand that it does not only have to be a non-profit, but that there are social entrepreneurs with a distinct business mindset and profit motive. But it is also largely about a lack of good examples that can inspire and motivate. A broader discussion is requested by various actors, where the value of environmental but also social sustainability is included. A discussion where we raise questions about different ways of working, based on different types of business models and where we also demand more from us as entrepreneurs, consumers and fellow human beings.

The more traditional companies demand further knowledge about different types of collaborations and entrepreneurs their company could collaborate with. Many people want to listen to other entrepreneurs and people in senior management when sharing their experiences and why and how they get involved in causes they care about. More specifically, support is also requested in terms of how to actually collaborate with start-ups and how to get from A to B.

The social entrepreneurs are also in need of concrete support, but for them it is usually a matter of help to be seen in contexts where the business community is, to broaden networks and open doors. As they are often open and honest about their weaknesses, they also see a need to become better at marketing, sales techniques and at packaging their offers. Another important aspect that comes up with actors from both social enterprises, traditional companies and advisors, is the importance of becoming better at showing the

“ More people within the traditional business sector need to be brave and open their eyes to the opportunities, and more people within the business sector need to be open to contacting and starting conversations with entrepreneurs outside their own sphere.

- Advisor

effects, the Theory of Change and what difference one's business makes. Measuring, evaluating and communicating the positive effect is important in order to be able to make the greatest possible benefit to society, but also to be able to sell the idea to potential partners in the best possible way. And this goes hand in hand with the value, for the whole sector, of increasing professionalism by showing its true value. To show how a collaboration can provide short- and long-term benefits for everyone involved and how the potential partner can benefit from it in terms of awareness and reputation. Some companies may see it as a risk to support a start-up instead of donating money to a charity and they therefore need to see that they can get more out of a partnership with a social entrepreneur, that they can have the opportunity to share knowledge, reach new target groups and have the opportunity to work more hands-on with the issue or the cause.

Time, knowledge and resources are required, and more long-term project support is required from public and private funders. More is also required from both sides in a partnership to be able to meet, talk and understand each other. More people in the business world need to be brave and open their eyes to the opportunities a collaboration could bring, and more people also need to open up for increased contact with entrepreneurs outside their own sphere.

- More information and knowledge on social entrepreneurship and social sustainability
- Good examples of collaborations and how to collaborate
- Social impact measurement and communication on the value for companies and society
- Clarity - connecting social entrepreneurship with the Sustainable Development Goals
- Courage to join forces, to collaborate to be able to scale
- More opportunities and support to meet, grow networks, find the right partners

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