



# Internationalising Social Enterprise

A Strategy for Scotland

September 2016



Highlands and Islands Enterprise  
Iomairt na Gàidhealtachd 's nan Eilean



Scottish Enterprise





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## Ministerial Foreword



Scotland is an outward facing and enterprising nation. Our reputation for innovation is not new. From Alexander Fleming to John Logie Baird, this comparatively small nation has helped to shape the world we live in. Robert Owen's radical experiment in New Lanark went further, seeking to revolutionise the very model of business itself. This moment in history helped to pave the way for new forms of business, where social and commercial goals are blended together in the pursuit of a fairer and more equal society. I am thankful that this passion lives on: with 200 new social enterprise start-ups each

year joining more than 5,000 already operating across Scotland.

Scotland's social entrepreneurs have the ability to see the possibilities brought about by change. This is a truly valuable commodity. As the world we live in continues to change and bring new challenges, with increasing global interdependence, our social entrepreneurs and social enterprises are helping to find new avenues towards social innovation and improvement. They are helping to tackle key issues of poverty and inequality and to transform local communities. They are helping to create a more peaceful, fair and

inclusive world, contributing to international development, trade and knowledge. Crucially, they are ready and willing to share their knowledge and expertise – placing Scotland’s blueprint for social enterprise on the world stage.

Scotland has created a world-leading model of support for social enterprise, which it has been pleased to share internationally. We have also been keen to learn from others and in 2008, Scotland hosted the first ever international Social Enterprise World Forum in Edinburgh. Many highly successful events later, from San Francisco to Rio de Janeiro, Scotland is now seeking to host its homecoming in 2018, marking 10-years since the inaugural event.

I am proud of what we have achieved to date and recognise that there is still more that we might do. It is essential we continue to support and encourage our social enterprises to think globally, and be the good global citizens that

we, as Scots, aspire to be. We want to see social enterprises seek opportunities to trade and attract inward investment; to be open to new ideas and learning and to share expertise with a global audience. I feel confident that this strategy, and the actions proposed, will set the correct course to achieve those aims.

I am grateful for all the work that has been done to develop this strategy and am pleased that this has been the result of a wide collaboration. I thank all those that have contributed and look forward to seeing this vibrant and dynamic movement for change continue to make impact in Scotland and worldwide.



**Angela Constance**  
**Cabinet Secretary for Communities,**  
**Social Security and Equalities**

## Introduction

Scotland has a long history of developing models of business for social good. Today, social enterprises continue to play a role in the economy and have a huge impact on communities all over Scotland.

**Social enterprises are businesses that trade for the common good. They tackle social problems, strengthen communities, improve people's life chances, and protect the environment. They reinvest any profits to deliver on this social purpose.**

Our strong political and economic support for social enterprise in Scotland has created a world-leading ecosystem of support. It has created the conditions where Scottish social enterprises can thrive. It has also given rise to a growing number of social enterprises with an international outlook and impact.

This document sets out the Scottish Government's ambitions for international excellence, leadership, and impact in the social enterprise field. Our commitment in this field is intended to contribute to sustainable economic growth domestically and to increase the presence and impact of Scottish social enterprises across the world. In doing so we hope to enhance Scotland's reputation and attractiveness to others.

We have brought forward this strategy in partnership with Scottish Development International, Scottish Enterprise, Highlands and Islands Enterprise, the British Council and representatives from the social enterprise movement in Scotland.

The document describes our shared vision and collective commitment to **Internationalising Social Enterprise**.

## Policy Context

**Scotland's success will be increasingly realised through strengthening our links with the global economy and international community. Our ambitions to internationalise social enterprise sit within an already well-developed policy framework.**

### International Framework

Scotland's International Framework sets the direction for international activity. It outlines our ambition for Scotland, its people, businesses and institutions through four strategic international objectives: enhancing global outlook; strengthening relationships and partnerships; increasing reputation and attractiveness; and engaging with the European Union.

### Economic Strategy

Scotland's Economic Strategy outlines an over-arching framework for a more competitive and a fairer Scotland and identifies four broad priority areas where our actions will be targeted to make a difference. A key strand of the Strategy is internationalisation. It describes our ambition to promote Scotland on the international stage to boost our trade and investment, influence and networks.

### Trade and Investment Strategy

Scotland's economic success will be increasingly realised through strengthening our links with the global economy. Our Trade and Investment Strategy sets out a series of initiatives to encourage more firms to export and to support existing investors to develop, grow and expand in Scotland. It recognises the importance of social enterprises globally to meeting the growing demand from citizens, consumers and Governments for a responsible approach to business; one which considers human rights and social and environmental benefit alongside economic impact.

### One Scotland programme

Achieving success depends on collaborative working. We are therefore committed to working in partnership with others to fully realise our international potential and secure international objectives. This includes establishing One Scotland Partnerships that set out clear trade and innovation goals for specific international markets and for piloting Innovation and Investment Hubs at key global locations.

### **International Development Policy**

Our International Development Policy articulates the vision of Scotland's place in the world and the commitment to play its role in addressing the challenges faced by our world. With a focus on working in partnership and achieving real and tangible outcomes on the ground, the Policy seeks to build on both the historical and contemporary relationships that exist between Scotland and the developing world.

### **Social Enterprise Strategy**

Scotland has built up a considerable track record as a world leader in the development of social enterprise and the social economy. Our ten-year strategy for Scotland (also to be published in Autumn 2016) will set out how we will create the conditions for social enterprise to flourish domestically and build on our already successful ecosystem of support. This will provide the platform on which the Scottish Government's international ambitions for the social enterprise sector can be realised.



## Social Enterprise World Forum

The Social Enterprise World Forum (SEWF) was conceived and launched in Scotland in 2008 to advance the global social enterprise movement and support international learning and exchange. It has gone on to engage with thousands of social enterprise leaders and practitioners from over 50 countries worldwide. Since inception, annual events have been hosted in Edinburgh, Melbourne, San Francisco, Johannesburg, Rio de Janeiro, Calgary, Seoul, and Milan. In doing so, SEWF has helped to focus and accelerate the development of social enterprise on every continent.

In 2013, the Scottish Government supported the Social Enterprise World Forum to establish a secretariat headquartered in Scotland that now supports the hosts for each annual event, and works with partners to develop the international social enterprise movement. SEWF CIC is building a sustainable social enterprise company governed by a global board of directors, where its secretariat and development activities are resourced by event licence fees and core costs do not therefore require grant support.

The work of the Social Enterprise World Forum, in partnership with the Scottish Government and

international partners has created a worldwide legacy. Work is now underway to bring the 2018 Social Enterprise World Forum back to Scotland, to enable the social enterprise community to convene in the country which has done more than any other to support the development of this global movement.



## Social Enterprise: The Current Position

**The social enterprise movement is growing in Scotland and around the world. Scotland is uniquely positioned to accelerate and deepen its reputation, influence, and impact in this important field.**

### **A strong domestic offering**

Scotland has a long history of pioneering alternative forms of business, including mutuals, co-operatives and social enterprises. These reflect a belief in a fairer, more equal society where business activity is used as a means to this end.

The emergence of social enterprise activity has occurred over many decades, with progress most pronounced in remote rural and island communities.

The social enterprise sector now holds a unique importance to Scotland. There are more than 5,000 social enterprises active across the country with a combined annual income of £3.63bn, supporting 112,409 jobs, and contributing £1.68bn of Gross Value Added (GVA) to the Scottish economy<sup>1</sup>. This economic contribution places the sector among Scotland's key industries, with social enterprises now an essential part of business and community life.

We as a government are proud of our track record in supporting the sector and in growing its impact.

### **Part of a global movement**

The attention we are placing on social enterprise in Scotland is now being reflected throughout the world. In the aftermath of the global recession there has been a resurgence of interest in social enterprise as a more just and inclusive way of doing business.

The social enterprise movement is growing around the world. While social enterprise looks different in every country there is now a strong common desire to work together internationally to accelerate the growth and impact of the sector.

Scotland has played an important role in building this growing global movement, and continues to actively support its development. The first Social Enterprise World Forum was hosted in Edinburgh in 2008 and the headquarters of this annual international forum is now located in Scotland. Representatives from Scotland are also active in a range of international social enterprise networks and work is ongoing with the British Council and others to shape global developments.

Scotland is uniquely placed to convene international dialogue and shape the development of this global movement, building on the vision and leadership that has given Scotland its world leading reputation in this field.

### Looking outwards

The Scottish Government recognises that international markets offer important opportunities for social enterprises, potentially exposing them to new ideas and trading relationships, and stimulating innovation and growth.

We see a small but growing number of Scottish social enterprises that are already capitalising on these international opportunities. Research tells us that 7% of Scottish social enterprises are already collaborating with international partners, contributing to the development of international projects, or selling overseas. The data also shows that approximately 5% exported/licensed goods or services to overseas markets last year<sup>2</sup>.

This brings various benefits and challenges. The main reported benefits include extending social enterprise profile, impact, revenues, and opportunities for staff development. Perceived challenges relate to the currently limited capabilities, connections,

and capacity available to social enterprises interested in international expansion, and concerns about the associated implications of moving into international markets (e.g. logistics, tax, intellectual property)<sup>3</sup>.

We have demonstrated our early commitment to internationalising social enterprise activity. This is evident in Scottish Government support for social enterprise development overseas, a pilot International Social Enterprise programme, and a variety of direct and indirect forms of support to social enterprises developing an international outlook and reach.

### International aspirations

In partnership with the sector, we have consulted widely during the development of this strategy and found a strong interest in internationalising social enterprise activity. Stakeholders have roundly welcomed the opportunity for Scotland to enjoy a growing international role, visibility and reputation for its work on social enterprise.

Scotland is a country increasingly comfortable with its distinctive contribution in the world. Leaders within our social enterprise movement have already demonstrated considerable vision and ambition. There is already a

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2. Ibid

3. CEIS, Social Enterprise and International Trade Research, 2016

coherent, connected and effective ecosystem of support for social enterprises on which to build.

We also understand that there is more to be done and there are opportunities for Scotland to play a lead role as social enterprises develop across the world. To realise these opportunities we must encourage a social enterprise world view, an understanding of our place within the global movement, and openness to the international opportunities that arise. We must move from a piecemeal to co-ordinated response in order to capitalise on these international opportunities. We must also adequately resource our ambitions to internationalise social enterprise and ensure capacity is in place to deliver.

## Challenges Worldwide

Challenges Worldwide is an award-winning international social enterprise, headquartered in Scotland. It delivers tailored programmes that support entrepreneurs and enterprises in emerging economies, in doing so strengthening skills and abilities locally.

Over the last 16 years Challenges Worldwide has provided in-country support to around 2,000 businesses and social enterprises in 40 countries. Its senior mentors have acted as business experts to development agencies, philanthropic trusts and international NGOs, and supported national business development programmes. In partnership with Scottish universities, placements have provided students with first-hand experience of international development while bringing fresh ideas and expertise to local enterprises. Collectively the enterprises assisted by Challenges Worldwide have gone on to raise over £20 million investment, more than £30m in trade linkages, and created many hundreds of jobs for local families.

Challenges Worldwide seeks to embed in-country expertise and capacity. Its local social enterprise consultant capacity building programme has supported over

400 participants in Ghana, Uganda, Malawi, Zambia, Sri Lanka, Myanmar and elsewhere. Between 2012-2015 the Scottish Government funded Challenges Worldwide to build up the in-country expertise of the Malawian social enterprise Umodzi Consulting, which now provides management consultancy services to a range of organisations in Malawi.

In order to strengthen its international activity, Challenges Worldwide has launched two innovative projects. One is the Challenges College, a social learning and project delivery platform that provides supported access to learning resources, a qualification, and support from a worldwide community of learners, tutors and mentors. The other is the Challenges Marketplace, which enables the operational, financial and impact performance of social enterprises to be tracked and analysed over time.



## Strategic Priorities

The Scottish Government aspires to international excellence, leadership and impact for Scotland in the social enterprise field. This is intended to contribute to sustainable economic growth domestically and increase the presence and impact of Scottish social enterprises across the world. In doing so we hope to enhance Scotland's reputation and attractiveness to others.

The following pages set out our ambitions to internationalise social enterprise through action in four interrelated areas:

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A. Global Citizenship

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B. Trade

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C. Investment

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D. Education

In pursuing our priorities, we will build on existing international connections and experience, prioritise actions that will add most value, and seek to maintain a balanced profile of domestic and overseas benefits.

## A. Global Citizenship

### Intended Outcome

**Through promoting social enterprise Scotland will contribute to its role as a good global citizen, and extend its international impact. This will help to frame, lead, and accelerate global developments in the social enterprise movement.**

### Action Areas

#### A1. A good global citizen

Scotland continues to make distinctive contributions in addressing global challenges such as climate change, tackling inequality and promoting human rights, sharing our knowledge, skills and technical expertise for global good. We are proud that Scotland has played a leading role in the development of the global social enterprise movement for more than a decade. We will now progressively build social enterprise into Scotland's programme of policy, culture and trade-orientated overseas Ministerial visits and inter-governmental engagement. We will share our experience in social enterprise, and work with others towards shared goals.

#### A2. Supporting international development

The Scottish Government continues to work in partnership to alleviate poverty and achieve the Millennium Development Goals and the Post 2015 Sustainable Development

Goals. We regard social enterprise to be a more inclusive, empowering and sustainable way of delivering on our international development goals. As such, we will actively promote a social enterprise approach in contributing to the global fight against poverty, through Scotland's collaboration with Malawi and other priority countries. We will encourage ways to mobilise social enterprise partners where Scotland contributes emergency humanitarian funding in response to the crises. Domestically, we will encourage greater social enterprise involvement in Fair Trade initiatives as another way of supporting our partnership with developing nations.

#### A3. Extending international engagement

We will continue to value and build our bilateral relationships, working with others to pursue shared objectives. In this, social enterprise has an important role in supporting Scotland's trade and innovation objectives, particularly in those international markets where we have a long-term economic interest.

As such, we will identify ways in which support for social enterprise development can be included in our engagement strategies with our priority countries and working with local partners to explore how Scottish expertise can help meet social, environmental and economic challenges.

### **A4. Scotland in Europe**

Scotland's social enterprise community has traditionally played a strong and engaged part in EU policy, learning and exchange networks. The 2016 EU Referendum has now created uncertainty in markets and trading relationships in Europe and beyond. We are committed to maintaining our relationship with Europe and we will ensure that Scotland remains a strong partner and ally to European colleagues, continuing to share learning, foster trading relationships, and work in a spirit of solidarity and collaboration.



## Community Energy Scotland

Community Energy Scotland (CES) is a social enterprise that provides practical help for communities on green energy development and energy conservation. Its trading activities include providing project development and consultancy services and the development of larger scale wind and hydro developments.

CES has contributed to Scotland's climate justice and international agendas through delivering a ground-breaking programme in Malawi. A key element of the Scottish Government's flagship three-year Malawi Renewable Energy Acceleration Programme, the Community Energy Development Programme (CEDP), delivered by CES, worked in close partnership with 12 rural off-grid communities across the country. With local partners, it developed and delivered a series of solar photo-voltaic (PV) projects providing water and electricity to community

organisations, schools and clinics. In a number of communities it has helped set up local small businesses to manufacture, market and sell portable fuel-efficient stoves, and to sell portable solar products – self-sustaining solutions to local needs. On completion of the programme, a new locally-owned body – Community Energy Malawi – was established to continue and build on work throughout the country.

By working in partnership with rural communities, CES directly impacted the lives of over 20,439 rural Malawians.



## B. Trade

### Intended Outcome

**Scotland's social enterprises will become more aware of international opportunities and more global in their outlook. More social enterprises will go on to grow their international sales and impact.**

### Action Areas

#### **B1. Gathering intelligence**

If ambitions are to be realised then social enterprises and those that support them must be adequately informed. Further early research will be carried out to help understand the scope, potential and offering of social enterprises to international markets. Ongoing real time intelligence about business and partnership opportunities will be provided by overseas staff from Scottish Development International (SDI), the British Council, and specialist partners.

#### **B2. Fostering an international outlook**

If social enterprises are to operate beyond Scotland then a better understanding of international opportunities is necessary together with a greater appetite and ability to seize them. Awareness of international opportunities will be encouraged as part of social entrepreneurship awards and specialist social enterprise start-up programmes in Scotland. Existing sources of support will be

promoted to potential and early stage social enterprise exporters to take their first steps into international markets, including free one-to-one advice, networking events, accredited training, and support for Starter Market Visits and participation in Trade Shows. Further bespoke events, guidance and case studies will be brought forward through the Just Enterprise programme, Business Gateway, Scottish Enterprise, and Highlands and Islands Enterprise, in partnership with SDI.

#### **B3. Realising trading ambitions**

Where potential exists, it will be necessary to work intensively with a growing number of social enterprises to help expand activity in overseas markets. To this end, Just Enterprise, Business Gateway, Scottish Enterprise, and Highlands and Islands Enterprise will continue to offer supported referral to specialist forms of export assistance. As the primary source of business support engagement for social enterprise, Just Enterprise will identify social enterprises that have potential to internationalise

and signpost these to SDI. Social enterprises will be encouraged to avail themselves of the range of supports from SDI export advisors and, where appropriate, access to financial assistance.

### **B4. Making the connections**

For social enterprises to flourish in international markets we must build on established international trade networks and connections. Links between Scotland's social enterprise community and SDI will be strengthened. Opportunities will be taken to showcase social enterprise innovations, products and services and to capitalise on nearshore opportunities via Scotland's Innovation and Investment Hubs in London, Brussels and Dublin. Deeper connections will be formed with British Council Social Enterprise country programmes and partners. Corporate partnerships will be cultivated where social enterprises can benefit from global networks and supply chains.

## Grassmarket Tartans

Grassmarket Community Project is a social enterprise arising from a century old partnership between Greyfriars Kirk and the Grassmarket Mission in Edinburgh. It provides shelter and structure for those who need it and sustains activities through a series of commercial activities.

Taking inspiration from the famous local story of Greyfriars Bobby, a weaving group formed by the organisation designed the Greyfriars Tartan in 2011. From modest origins, an in-house tailor has gone on to equip group members to design and create prototypes for a growing range of tartans and associated handmade products. While making the products, members undergo a comprehensive textiles training programme and gain a variety of transferable skills as they develop their employability.

With early stage investment from the Scottish Government's Enterprise Ready Fund, Grassmarket Community Project was able to carry out the product development, design protection, branding, and marketing required to take its premium products to market. With support from an SDI export advisor, Grassmarket Tartans are now being sold online – both retail and wholesale – and shipped in small

quantities to US and Asia markets. Licencing opportunities are also being explored. Most recently, as part of the British Council's Social Investment is Great campaign, Grassmarket Tartans have been introduced to the Korean Market where cultural and commercial partnerships are being explored.



## C. Investment

### Intended Outcome

**An environment will exist where Scottish social enterprises have access to the investment they need to expand international reach and impact, and to ensure Scotland is a destination of choice.**

### Action Areas

#### C1. Anchoring international activity

A number of international social enterprises are already headquartered in Scotland which, through their federal structures or an intermediary role, support the global connectedness and reach of other social enterprises. Recognising both their importance and vulnerability, focused support will be put in place to retain and build on the contribution. This will include the introduction of a redesigned International Social Enterprise Programme from the Scottish Government combined with specialist business support.

#### C2. Securing finance for international expansion

Current sources of social finance in Scotland are not well aligned to the development of social enterprises where activities and beneficiaries are located overseas. The potential for innovation in the design of social investment mechanisms will therefore be explored. Work will also be undertaken to identify and encourage global foundations, philanthropists and funds to support social enterprise initiatives that operate on a transnational basis, bringing benefits at home and abroad.

#### C3. Investing in Scotland as a destination

We must also recognise and invest in those social enterprises that enhance Scotland's reputation and which help make the country an attractive destination for foreign visitors. Building on the success of Highlands and Islands Enterprise and Scottish Enterprise, we will identify and target support towards account-managed social enterprises with a strong cultural, heritage and tourism offering.

#### C4. Inward social enterprise visits

The strong overseas demand to experience social enterprise in Scotland has led to many and frequent inward visits from groups around the world. Guests have included students, social enterprise practitioners, representatives from social enterprise intermediary bodies, and policy-makers – all keen to understand our policy environment and benefit from shared experiences and learning. Scotland will continue to support inward visits both to enhance the reputation of Scotland and ensure that our social enterprises benefit from expanded connections, networks and markets.

## Strathspey Railway Company

Established in 1971, Strathspey Railway Company is a social enterprise that operates a 16 km preserved railway between Aviemore, Boat of Garten and Broomhill Stations. It is one of only a handful of main lines to be preserved in Britain today. Its historic engines (dating back to the late 1800s) offer visitors a scenic trip through the UK's largest National Park.

With support from Highlands and Islands Enterprise, Strathspey Railway Company has been able to purchase a top class catering carriage. This has enabled the social enterprise to establish and professionally market its unique fine dining experience to international visitors. Its focus on international markets has been further developed through participation in an International Strategy Workshop and Digital Health Check. Digital marketing and an online booking system are now critical to success,

with more than 80% of bookings made and paid for online.

As a result, Strathspey Railway continues to go from strength to strength. During 2015, a record-breaking 70,000 visitors from all over the world travelled on board its historic steam and diesel services. Turnover continues to rise and now exceeds £800,000 annually, with a growing proportion of traded income from international visitors. A major investment is now being made in extending the railway line by 6km to Grantown-on-Spey, including the building of a greenfield station.



## D. Education

### Intended Outcome

**Scotland will become recognised as a world catalyst for knowledge about social enterprise and the leading destination for learning about it. This will build on Scotland's world-class educational offering and reputation for research excellence.**

### Action Areas

#### D1. Sharing learning

Scotland is becoming known and respected throughout the world for its pioneering business models, effective ecosystem of support for social enterprise, and particular success in fostering rural resilience through social enterprise. We will share this learning with the world, in partnership with a variety of international agencies. We will also offer a more co-ordinated response and high value offering to those incoming delegations that want to learn about the Scottish approach to social enterprise.

#### D2. Strengthening international outlook

Scotland is fortunate to have many social enterprises that are led by inspiring and talented people – including young leaders whose personal and professional development will benefit from further international exposure. Domestically, we will ensure that existing leadership development programmes have an appropriate

international orientation. Additional opportunities will also be created for Scottish social entrepreneurs and social enterprise leaders to participate in the annual Social Enterprise World Forum and other global events that will help foster international outlook, learning, and connections.

#### D3. Extending education

Scotland has an exceptional educational offering. This is important in fostering social entrepreneurship and developing leadership practice in formal and non-formal educational settings. Where tried-and-tested programmes exist – such as the programmes of the Social Enterprise Academy and Challenges Worldwide – we will actively support their extension or replication in international markets. Where opportunities exist to attract foreign students to study social entrepreneurship in Scotland (e.g. the MSc Social Business and Microfinance at Glasgow Caledonian University), we will encourage the university sector to capitalise on these opportunities.

### **D4. Collaboration through research**

Scotland has abundant knowledge and intellectual capability to share. This is evident in its internationally recognised research institutions (e.g. Yunus Centre for Social Business and Health) and ground-breaking research (e.g. Social Enterprise in Scotland Census). Recognising that the impact of research is best achieved through collaboration, Scotland will continue to play a leading role in international research networks and actively explore development and participation in new transnational research projects. In partnership with the Social Enterprise World Forum, we will support examination of the potential to establish an international social enterprise research 'observatory', which would harvest learning from across the world, spot trends, strengthen the Scottish evidence base and shape developments in the field.



## Social Enterprise Academy

The Social Enterprise Academy delivers learning and development programmes focused on leadership, enterprise, personal development and social impact. Its programmes support individuals, organisations and networks to grow strong social enterprises, teams and communities.

Responding to international demand, since 2012 the Social Enterprise Academy has developed a social franchise model of replication as well as exporting consultancy services and programmes directly to international markets. Its business model is adapted and contextualised for each culture in a co-design

process. The financial model aims to make each local hub independently sustainable, while contributing to the costs of products, systems, quality, qualifications and communication support services in a centre of excellence in Scotland. Initial investment in its international expansion from the Scottish Government, Highlands and Islands Enterprise, Social Investment Scotland, and Big Issue Invest has, after a three-year pilot, been almost equalled by earned income from export and trade outside of Scotland.

Based on its twelve-year track record in Scotland, in 2016 the Academy has reached learners in over 30 countries, and now has hubs developing in 10 locations around the world.



## Action Plan

The Scottish Government aspires to international excellence, leadership, and impact for Scotland in the social enterprise field.

We will now work together in a broad partnership to deliver a holistic, co-ordinated and appropriately resourced package of initiatives and actions. The following pages summarise early actions relating to each of our strategic priorities together with the results we expect. These actions will be developed into a detailed Delivery Plan, overseen by a reference group, convened by the Scottish Government and including relevant agencies, and representatives from the social enterprise sector.

Our progress in delivering this Action Plan will be subject to regular review and refinement and these arrangements will be set out in the Delivery Plan.

Global Citizenship		
Priority	Proposed Actions	Expected Results
A1	<p><b>Communicating the Story</b></p> <p>Develop a communications strategy and associated evidence, case studies and resources.</p>	Through co-ordinated efforts and supporting materials we will ensure consistent international promotion of the Scottish approach to social enterprise.
A1	<p><b>Policy Development</b></p> <p>Future government policy to be developed with reference to international social enterprise potential.</p>	Future strategies relating to economic development, trade and investment, and international development will reinforce support for the internationalisation of social enterprise.
A1	<p><b>Ministerial Visits</b></p> <p>Where appropriate, Ministerial visits will promote Scotland's policies to promote social enterprise.</p>	Ministerial overseas visits will enhance the strategic relevance and recognition of social enterprise in Scotland.
A1	<p><b>Ambassadors</b></p> <p>Prominent overseas social enterprise leaders to be introduced as ambassadors within the GlobalScot Network while Scottish social enterprise leaders will be identified to represent Scotland's interests abroad.</p>	Social enterprise ambassadors at home and abroad will deepen the global connectivity of Scotland, in particular, harnessing the potential of a supportive diaspora in Australia, Canada and elsewhere.

A2	<p><b>International Development</b></p> <p>Work with International Division, Official Development Assistance, Social Enterprises and others.</p>	<p>Scottish social enterprises will be encouraged to bid for current international development funding delivering overseas development activity, which in turn will lead to a demonstrable impact on inward investment, social outcomes and legacy.</p>
A3	<p><b>Country Engagement</b></p> <p>Identify social enterprises well-placed to Support One Scotland partnership Country Plans and complement trade and innovation objectives.</p>	<p>Identified social enterprises will add value to Country Plans and support their engagement and delivery.</p>

Trade		
Priority	Proposed Actions	Expected Results
B1	<p><b>Research</b></p> <p>Social Enterprise in Scotland Census data to support targeted engagement with social enterprises.</p>	<p>An analytical report based on 2015 data will help to understand characteristics of international social enterprises, while future Census data collection will determine progress and identify future support needs.</p>
B2	<p><b>International Outlook</b></p> <p>Promotional campaign to focus on export awareness among social enterprise.</p>	<p>Early promotional activities will help to identify social enterprises ready to internationalise.</p>

<p>B2</p>	<p><b>Instilling Ambition</b></p> <p>Specialist business support services to encourage consideration of international potential among new start and fledgling social enterprises.</p>	<p>Early and positive engagement will help instil a global outlook and ambition among social entrepreneurs.</p>
<p>B3</p>	<p><b>Realising Ambitions</b></p> <p>Just Enterprise, Business Gateway, Scottish Enterprise, and Highlands and Islands Enterprise to refer social enterprises to sources of specialist export advice.</p>	<p>Social enterprises, where fulfilling the criteria for support, will benefit from export advice and financial assistance from SDI and others, leading to a measured increase in international trading activity by social enterprises.</p>
<p>B4</p>	<p><b>Agency Connections</b></p> <p>Broker connections between social enterprises operating internationally and agencies wishing to support them.</p>	<p>Increased connection will lead to a deeper understanding and enhanced support by Scottish Government Ministers, Scottish Government Overseas Offices, Scotland's Innovation and Investment Hubs, SDI Overseas Offices, Department for International Trade Overseas Offices and other agencies.</p>

Investment		
Priority	Proposed Actions	Expected Results
C1	<p><b>Anchoring International Activity</b></p> <p>Map the contribution of Challenges Worldwide and other international organisations to the objectives of this strategy.</p>	Through active engagement and support, international organisations will be supported to headquarter and deliver from Scotland.
C1	<p><b>Scotland on the World Stage</b></p> <p>Prepare a Scottish proposal to host SEWF in Scotland in September 2018, including financial model, stakeholders, location, infrastructure, and legacy plan.</p>	SEWF 2018 will increase recognition of Scotland's progress as a global leader in social enterprise development.
C2	<p><b>Securing Finance</b></p> <p>Develop intelligence about potential philanthropic donors and investors, including geographic and thematic priorities.</p>	Early engagement with foundations and investors will help expand opportunities for Scottish organisations whose beneficiaries are overseas.
C3	<p><b>Investing in Scotland</b></p> <p>Approach international agencies and foundations to examine research, investment or location possibilities.</p>	Engagement with agencies and foundations will secure commitments that will enhance Scotland's inward investment and reputation.
C4	<p><b>Inward Social Enterprise Visits</b></p> <p>Work with the British Council and others to co-ordinate and develop incoming study visits.</p>	Inward visits will both enhance the reputation of Scotland and ensure that our social enterprises benefit from expanded connections, networks and markets.

Education		
Priority	Proposed Actions	Expected Results
D1	<p><b>International Exchange</b></p> <p>Help develop social enterprise links with priority countries through delivery of engagement strategies with priority countries.</p>	<p>Inward and outward exchanges will foster mutual respect, learning and collaboration between countries.</p>
D1	<p><b>Sharing Learning</b></p> <p>Disseminate learning in partnership with a variety of international agencies.</p>	<p>Knowledge transfer will ensure that evidence about the Scottish social enterprise ecosystem and its impact is shared with the world.</p>
D2	<p><b>Strengthening Leadership</b></p> <p>Scottish Government and Highlands and Islands Enterprise to support social enterprise leader participation in the SEWF conference, study visits and other global events via a bursary scheme.</p>	<p>Bursaries will enable social enterprise leaders to foster international outlook, learning, and connections.</p>
D3	<p><b>Extending Education</b></p> <p>Support Social Enterprise Academy and Challenges Worldwide to extend or replicate leadership and education programmes in international markets.</p>	<p>Leading Scottish social enterprise learning providers will reach scale and impact through further global reach.</p>

D3	<b>Attracting Overseas Students</b> Work with relevant universities to attract foreign students to study social entrepreneurship in Scotland.	Increasing interest among foreign students will reinforce Scotland's reputation as a world centre for social enterprise education and research.
D4	<b>Research Collaboration</b> Undertake a feasibility study to determine the case for an international social enterprise research observatory based in Scotland.	The potential will be identified to harvest learning from across the world, spot trends, strengthen the Scottish evidence base and shape developments in the field.



## Appendix A: Consultation

**The development of this strategy has been informed by research into social enterprises operating in international markets, major stakeholder events in 2014 and 2015, and a series of smaller group sessions and bilateral discussions with partners in Scotland and overseas during early 2016.**

We would particularly like to thank the following for sharing their views and ideas so helpfully as part of discussions:

<b>Aidan Pia</b>	Senscot
<b>Alistair Goudie</b>	Scottish Government
<b>Andrew Mackenzie</b>	Speyside Trust Badaguish
<b>Andrew Millson</b>	Social Investment Scotland
<b>Anne MacDonald</b>	Highlands and Islands Enterprise
<b>Anne Walker</b>	Atholl Centre
<b>Annie Lewis</b>	Oxfam Scotland
<b>Carl Gardiner</b>	Scottish Development International
<b>Cam Donaldson</b>	Glasgow Caledonian University
<b>Celia Hudson</b>	Independent
<b>Chris Harris</b>	McSence Group
<b>Christina Noble</b>	Here We Are
<b>Christine Hunt</b>	Findhorn Village Centre
<b>Colin Campbell</b>	Assist Social Capital
<b>David Cousland</b>	Consultant
<b>Darah Zahan</b>	Scottish Enterprise
<b>Duncan Osler</b>	MacRoberts
<b>Eleanor Shaw</b>	Strathclyde Business School
<b>Emma Galloway</b>	Grassmarket Community Project
<b>Fiona Malcolm</b>	Scottish Government
<b>Fiona McClune</b>	CEIS
<b>Fraser Kelly</b>	Social Enterprise Scotland
<b>Gareth Brown</b>	UK Government
<b>Geoff Pope</b>	Scottish Government
<b>Gerry Higgins</b>	CEIS

<b>Hyunjung Oh</b>	British Council, Korea
<b>Ian Mitchell</b>	Scottish Government
<b>Jackie McKenzie</b>	Nesta
<b>James Finnie</b>	CEIS
<b>James Muldoon</b>	Scottish Government
<b>Jim Mullan</b>	Big Issue
<b>Jonathan Coburn</b>	Social Value Lab
<b>Karen Gilligan</b>	KibbleWorks
<b>Kim Wallace</b>	Senscot
<b>Laura Worku</b>	Scottish Government
<b>Lauren Tuckerman</b>	CEIS
<b>Licia Claveria</b>	Assist Social Capital
<b>Lilian Lee</b>	Fourth World Art
<b>Luska Jerdin</b>	Scottish Government
<b>Maddy Grieve</b>	UK Government
<b>Mairi MacKay</b>	British Council
<b>Maree Aldam</b>	INSP
<b>Mel Young</b>	Homeless World Cup
<b>Muriel Ann Macleod</b>	Rural Nations (Scotland) CIC
<b>Neil Fleming</b>	Challenges Worldwide
<b>Neil McLean</b>	Social Enterprise Academy
<b>Nicole Ronald</b>	Scottish Government
<b>Pamela Woodburn</b>	Challenges Worldwide
<b>Patrick Boase</b>	CBS Network
<b>Pauline Graham</b>	Social Firms Scotland
<b>Rachael McCormack</b>	Highlands and Islands Enterprise
<b>Richard Rollison</b>	Scottish Government
<b>Roy Clunie</b>	Imani
<b>Sam Baumber</b>	Social Enterprise Academy
<b>Sandy Watson</b>	Scottish Enterprise
<b>Sarah Deas</b>	Scottish Enterprise
<b>Simon Teasdale</b>	Glasgow Caledonian University
<b>Steven Turner</b>	Wurple Limited
<b>Will Tyler-Greig</b>	Scottish Government
<b>Yvonne Strachan</b>	Scottish Government

## Appendix B: Glossary of Terms

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<b>British Council</b>	The UK's international organisation for educational opportunities and cultural relations.
<b>Business Gateway</b>	The Scottish Government's national resource that offers advice and guidance to start-up companies and established companies across the country.
<b>CIC (Community Interest Company)</b>	A type of company introduced by the UK government in 2005, designed for social enterprises that want to use their profits and assets for the public good.
<b>Co-operative</b>	A business owned and run by its members.
<b>Department for International Trade</b>	A UK government department that helps UK-based companies succeed in the global economy.
<b>Fair Trade</b>	A social movement whose stated goal is to help producers in developing countries achieve better trading conditions and to promote sustainability.
<b>GlobalScot</b>	A worldwide network of business contacts who are experts in their field, and driven to help Scottish companies develop, expand and thrive in a competitive international market.

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<b>Highlands and Islands Enterprise</b>	A non-departmental public body of the Scottish Government which delivers economic and community development support for the north and west of Scotland.
<b>Innovation and Investment Hubs</b>	Scottish hubs established in London, Dublin and Brussels as a platform for businesses to meet potential buyers and to showcase their products and services.
<b>Just Enterprise</b>	The Scottish Government's programme to help social enterprises and budding social entrepreneurs achieve their trading ambitions.
<b>Malawai Development Programme</b>	Scotland's largest international development programme comprising a range of projects supporting the four policy strands of the Scotland-Malawi Co-operation Agreement.
<b>Millennium Development Goals</b>	The world's time-bound and quantified targets for addressing extreme poverty, while promoting gender equality, education, and environmental sustainability.
<b>Official Development Assistance (ODA)</b>	UK tax payers' money that supports aid and development in low to middle income countries.
<b>One Scotland Partnership</b>	A partnership setting out clear trade and innovation goals for specific international markets.

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<b>Scottish Development International (SDI)</b>	The investment and trade promotion agency of the Scottish Government and its economic development agencies.
<b>Scottish Enterprise</b>	A non-departmental public body of the Scottish Government, which encourages economic development, enterprise, innovation and investment in business.
<b>Social Enterprise</b>	A business that trades for the common good and reinvests any profits to deliver on its social or environmental objectives.
<b>Social Enterprise Census</b>	The official biennial analysis of the scale, characteristics and contribution of Scotland's social enterprise sector.
<b>Social Entrepreneur</b>	A person who establishes an enterprise with the aim of solving social problems or effecting social change.
<b>Sustainable Development Goals</b>	Officially known as Transforming our world: the 2030 Agenda for Sustainable Development, these are an intergovernmental set of Goals with 169 targets.
<b>Social Investment</b>	The use of finance to achieve a social as well as a financial return.

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# Internationalising Social Enterprise



Scottish Government  
Riaghaltas na h-Alba  
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ISBN: 978-1-78652-440-9

Published by The Scottish Government, September 2016

Produced for The Scottish Government by APS Group Scotland, 21 Tennant Street, Edinburgh EH6 5NA  
PPDAS78956 (09/16)

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