Manpower Training System Design for Social enterprise

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Abstract—In the process of promoting social enterprise, social entrepreneurs need to have ability of social impact and business management. This study constructs a talent nurturing system of training operation, management and social entrepreneurship for social enterprises. In the content, the talent nurturing system is based on social requirement and business operation which includes course, teaching hours and teaching methods. In the time horizon, the talent nurturing system includes operation skill training in the short-term, management training in the mid-term, and theory and analysis capability cultivation in the long-term. In the fostering agency, the talent nurturing system includes universities, government vocational training institutions (center), and social enterprise internship. The talent cultivation plan is based on ability requirement of social enterprises operation and management. Depending on the capabilities characteristics of social enterprise required, the talent cultivation plan will provide the most suitable training courses and training methods.

Keywords- social enterprise; training system; training program

I. INTRODUCTION

Social enterprise is a new business type. It has social mission and combine business and social needs. A social enterprise is a business to achieve specific social objectives such as providing the services (such as support service for the elderly) or products needed by the community, creating employment and training opportunities for the socially disadvantaged, protecting the environment, funding its other social services through the profits earned, etc. Its profits will be principally reinvested in the business for the social objectives that it pursues, rather than distribution to its shareholders. A good social enterprise contains three components: to meet a need in the community or the local market, advance or achieve a specific social mission, and contribute to the financial sustainability [1-4]. The connotation of social enterprise can be described in three dimensions (Fig. 1): essence of social enterprise, social impact and business operations [5-6].

- Essence of social enterprise: Social enterprises are usually created for specific social issues (environment care, caring disadvantaged groups, cultural preservation, and fair trade). The essence of social enterprise focused on connecting social issues and business systems. Under the effective operation of the business system, the social issues of social enterprise initiatives can be sustained in practice.

- Social impact: A social enterprise aims to create social benefits. Social Impact focuses on the social value of society and the continuation of the effect. Based on the features, social impact includes two issues: social contribution and social outcome. Social contribution implies invisible benefits created by social enterprises, while social outcome denotes the visible outcomes achieved by a social enterprise.

- Business operations: The main objective of business operations is to maintain social enterprises continuity. Through business operations, social enterprises can have sufficient market competitiveness and profitability to achieve self-sufficiency and operational stability. Operating profit gained will be reinvested in order to expand social impact and business ability.
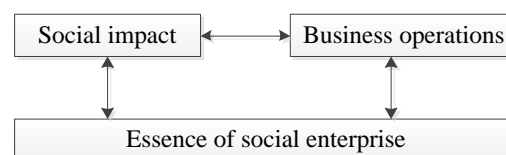

Figure 1. The connotation of social enterprise

Base on the business operating situation, social enterprises can be divided into four types: self-sufficient, mission driven, profit creating, and benchmark targeting [6].

- self-sufficiency social enterprise:. Most self-sufficient social enterprises are brand-new social enterprises or companies that lack management talent. Such enterprises can merely break even and lack the resources to realize their social mission or create profits.

- mission driven social enterprise: Mission driven social enterprises closely resemble non-profit organizations, and always work on a specific social issue more deeply than profits creating social enterprises do. Such enterprises have ideal social missions but lack appropriate business models to realize those missions.

- profit creating social enterprise: Profit creating social enterprises closely resembles for-profit organizations. Such enterprises have excellent profit earning ability, but sometimes ignore their social mission. The familiar problem faced by profit creating social enterprises is that they frequently can only help a small number of people, or only slightly mitigate a social problem. However, such enterprises create less social value than benchmark targeting social enterprises.

- benchmark targeting social enterprises: Benchmark targeting social enterprise is the ideal form of social enterprises. Most of the Benchmark targeting social enterprises has mature business models. Benchmark targeting social enterprises not only achieve profits from their products or services but also reinvest those profits into realizing their social mission

These four varieties of social enterprises can be represented graphically (Fig. 2). The vertical axis represents degree to which the enterprise realizes its social mission, and the horizontal axis represents its profitability. Enterprise social mission and profitability are two key factors in assessing social enterprise success. Social enterprises with higher profitability can achieve its social mission faster. This matrix can provide a guide to help social entrepreneurs develop their businesses into benchmark social enterprises. Every social enterprise can approach benchmark social enterprise by improving its profitability or increasing its efforts to realize its social mission.
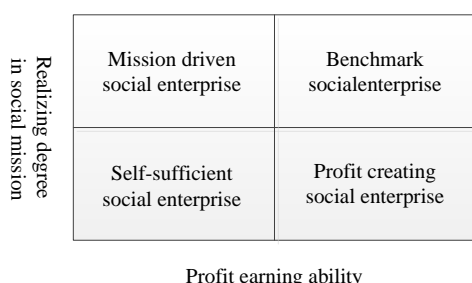

Figure 2. Social enterprise development diagram

In the development of social enterprises, social entrepreneurs will be challenged both social services and commercial competition. Therefore, social enterprises must integrate social and business expertise. Emphasis on social services tends to make social enterprises in difficulties in business operations, while the emphasis on business competition is easy to make social enterprises become profit-seeking enterprise. Therefore, cultivate social entrepreneurs with social care and social impact and business management capability is very important for long-term sustainable development of social enterprises.

II. THE FRAMEWORK OF SOCIAL ENTERPRISE TRAINING SYSTEM

In the process of promoting social enterprise, social entrepreneurs must integrate social and business expertise to meet the challenges of social services and business competition. The social purpose of social enterprise is to provide social services (the long-term care for elder, assist disability ...), solving social problems (disadvantaged groups employment, sheltered factory founded ...), exert social impact (for more resources and assistance). The purpose of business is to make social enterprises sustainable to survive and management, part of the profit will reinvest into social problem solving. Therefore, manpower training, product and service design, and business operation need to take into account the social impact and business profits.

The main purpose of this study is to construct social enterprise manpower training system. The system is based on social enterprise operation and promotion, planning and design of training courses and training methods in order to meet the manpower requirement of social enterprises. For the establishment of social enterprise manpower training system consists of three steps:

- dynamic social enterprise human requirement survey: Social enterprises must be able to make adjustments according to the change of economic environment. Under different circumstances, social enterprises must be able to adjust the content of operation and management in order to maximize social impact. Therefore, establishing dynamic talent requirement information in order to adjust the rapid training content effectively is important for providing the actual needs of the social enterprise operations.

- professional training plan: Due to the differences of business patterns of social enterprises, the manpower training content and training methods need to be adjusted in order to fit the requirement of operations. The main job of government departments is to provide basic operation skills and management skills training. University Provides basic theoretical learning and innovation and entrepreneurship training. Social enterprises provide practical training internships operation. Various agencies provide professional training courses and projects according to the requirement of social enterprise operation. The content of training courses will adjust dynamically with the actual manpower requirements of social enterprises.

- assessment system establishment for training system: Build a dynamic training assessment system, in addition to assess the learning outcomes of training, while assess the training content and social enterprises operate with the degree of actual demand. The establishment of feedback mechanisms and dynamic adjustment training content and training methods will be able to make learning outcomes can effectively present on the actual operation of social enterprises.

For the establishment of social enterprise manpower training system consists of two main works: capability requirements planning survey and course content and teaching method planning. Figure 2 shows the framework of the training system.

A. Capability Requirements Planning Survey

Surveys and interviews of various types (operating patterns, content patterns) of social enterprises, in order to fully understand the operation status of various types of social enterprises, as well as for human professional (technical, management, business, innovation) requirements. Establish the dynamic manpower requirements updating mechanism as the basis for the training curriculum. Since, there have a variety of patterns of social enterprises: (1). in terms of operating patterns include: shop operations (fair trade shops, organic food stores, virtual web shop ...), Independent Business (cultural creative, production, services provide), cooperatives (agricultural production and marketing, public goods manufactured), shelter facility (with a disability products or services). (2). in terms of content patterns include: agriculture (organic tea, organic food, and leisure farms), production (festive gifts, technology products), services (restaurant, massage services, refueling services, and store operations), product sales (lunch store, agricultural market). Every pattern of social enterprises needs different professional skill staff in order to fit the requirement of operation characteristic. Therefore, the establishment of the complete and dynamic adjusted manpower requirements information systems will be very important for training of social enterprise.

B. Course Content and Teaching Method Planning

In training content and teaching method, inviting social enterprise researchers, officer of government planning and implementation of vocational training department, social enterprise owners, non-profit organization managers, for-profit business managers and other experts to discuss and plan training courses for social enterprises. The training courses should be based on the results of the survey of manpower needs and transfer the course to be the requirements of ability (technical, management, business, innovation). Depending on the capabilities feature training needs, arrange to university (undergraduate, master classes), government vocational training institutions (center), and training type of social enterprise to plan and execute training course.

- In the university, the main emphasis includes basic theory, systematic thinking, problem solving, and innovation and creativity. Through regular academic curriculum planning (undergraduate, master classes), providing a theoretical basis to convey the concept of social enterprises, development trend analysis, and management technology learning. In addition, the university can also use lectures, academic seminars, international participation and other activities to promote and disseminate social enterprise ideas and knowledge.

- Government vocational training institutions focuses on basic skills learning (product production methods and production processes, service provide, store operation and management). The main objective of course planning is technology learning. Through the manpower requirement information system, arranging technical manpower training course (learning subjects

and the number of learners) will maximize the effects of training for social enterprises.

- Training based social enterprise offers internships field, so that students have the opportunity to learn the operation of actual social enterprise. Students learn daily operating procedures and operating methods in order to accumulated experience, so students will be able to make future works in social enterprise be more smoothly.

The curriculum goals and curriculum content of training courses (training subjects, training hours, training methods) need to fit the requirement ability of social enterprise operations. Each course in accordance with ability requirements of social enterprise operations. Conduct of the course include: lectures, practical operations, visit social enterprises, internship of social enterprises, and other practical way to plan, hoping that allows participants to effective learning. In addition, the teaching and training of social enterprises emphasize on practical operations, some courses will be conducted in the community (domestic or foreign community). Through community engagement, social problems can be found and opportunities of social entrepreneurship may be developed. For all courses feedback mechanisms need to be set up according to the learning outcomes. The learning outcomes information will help the adjustment of course schedule and content. This will allow social enterprise manpower training programs more comprehensive.
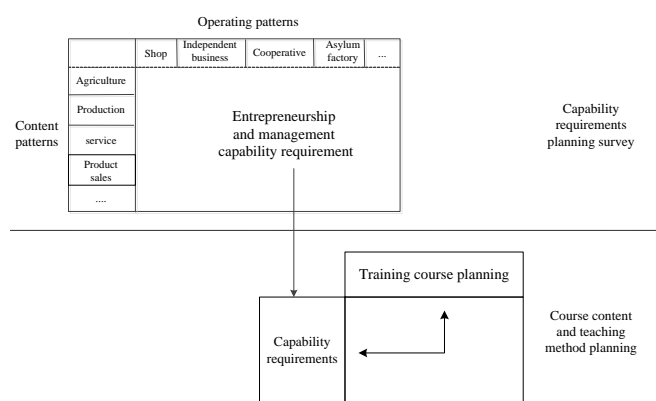

Figure 2. The framework of social enterprise training system

III. THE CONTENT OF TRAINING SYSTEM

Development of social enterprises needs talent with integrated ability for cross field work. Therefore, personnel training focus on training with the capabilities of social situation observation and social policy analysis. Moreover, social enterprises also need to train personnel for organizational management, leadership and operational planning.

With good technical and management staff of social enterprises will be able to operate efficiently and to maximize the social impact. Establishing a systematic social enterprise

manpower training system will be a very important work for the development of social enterprises. In manpower training project section includes: service and operations, management and business, and social entrepreneurs. On incubation time includes: short-term skills training, interim management capability training, theory and analysis of long-term capability-building. In accordance with the actual requirements of the operation environment, the training program plans and designs curriculum, teaching hours and teaching methods. Thus, there will be a systematic and efficient manpower training system for various patterns of social enterprises needs to help the operations of social enterprises. There are three patterns of training program: the concept of social enterprise, job training of social enterprise managers, and long-term planning of university curriculum.

A. The Concept of Social Enterprise

The main purpose of promoting social enterprise philosophy is to allow more students and people interested in social issues, to understand what is the social enterprise and how social enterprise operation to solve social problems, and then to allow more people to participate in social enterprise. Therefore, the promotion of social enterprise philosophy emphasizes actuator social value education and transfer, enhances social enterprises awareness of young students, and initiatives the value of social enterprise. In the related learning activities include:

- Social enterprise cafe: This is a monthly sharing activity. Through interactive way, the social entrepreneurs share and dialogue their practical experience in operating a social enterprise. The main purpose of this activity is for participants to understand social enterprise and sparked interest in social enterprise.

- Social enterprise salon: The main purpose of this activity is to establish innovative social issues community. Topics discussed according to the social issue. The interactive discussion can develop innovative ideas to solve social problems, thereby strengthening the capability of the social entrepreneurial team.

- Social enterprise innovation contest: Through social issues and social problems raised by participating teams propose innovative ideas and solutions. The participating team can inspire innovative ideas and knowledge and link various social resources to establish mechanisms for sustainable development of social enterprises.

- Social enterprise manager: The main purpose of this activity is to train social enterprise manager. Activities invited social entrepreneurs to teach and share the social business and management knowledge and skills required, and answer management issues problems raised by the participants.

- Social enterprise little trip: The main purpose of this activity is to organize volunteers, social enterprise partners, social enterprises management team to visit

successful social enterprises and in-depth interviews to share experiences and learn the advantages from each other.

B. Job Training of Social Enterprise Managers

Job training for social enterprise personnel, the training courses can be arranged from three days to one week. The main purpose of training courses is to help social enterprise managers or individual entrepreneurs looking for innovative ideas in order to solve social problems from social issues or community environment. Another object is to convert the innovative ideas to specific products / services and become the subject of sustainable management of entrepreneurship. In the social enterprise business process, the training courses analyze and find the core issues of product / service design, marketing, and financial management in order to establish the ability of develop or propose effective improvement project.

On the content of the training program, the main focus on:

- Establish the ability of analyzing social or community issue and developing opportunities for improvement.

- Transfer the improvement social idea into product / service design capability.

- Get social resources in order to establish social entrepreneurial team and strengthen the management ability of analysis and improvement.

In the arrangement of learning courses, there includes three major modules:

- The establishment of the concept of social enterprise: This part of the course introduces the basic concepts and understanding of social enterprise. This course is mainly through observation and empathy training and experience the essence of social enterprises. The courses include: social innovation and entrepreneurship to solve social problems, structural analysis for social problems, social issues thinking, community engagement and problems understanding, innovation for problem solving.

- Creativity into practice: This course uses workshops manner in order to strengthen teamwork and creative ideas into practical products. The courses include: Social product design thinking, the link of social product and social needs, social innovation convert to products / services, social product manufacturing and social value practice, and social marketing.

- Practice experience: This course is through social enterprises visit and social entrepreneurs share in order to stimulate ideas and enthusiasm to the community and improve the understanding of the actual operation of social enterprises. The courses include: social entrepreneurship plan, launched entrepreneurial action, social entrepreneurship resource acquisition, systematic problem analysis and improvement.

C. Long-Term Planning of University Curriculum

The main focus of university education in social enterprise includes international social enterprise development and interdisciplinary integration. The university looks forward to educate social entrepreneurs with the ability of exploring social issues, entrepreneurship, and cross field integration. Curriculum planning needs to foster students' abilities of cross field knowledge and technology integration. In the learning process, students need to use innovation and entrepreneurship, theory of management and sociology to explore the practical social problems, to build the capacity of independent research and problem-solving, and to transfer the social issues into the creation of social value.

In addition, the university's curriculum planning major emphasis understand the basic theory of social enterprise, systematic thinking and analysis for problem solving, and innovation and creativity training for products and operations. On this basis, the social enterprise programs can be divided into three modules: basic courses, social business, and social entrepreneurship.

- Basic courses: Basic course focuses on theoretical concepts construction. The main course content is to strengthen the community mission, dedicate to the development and welfare helpful, commit to the value of cooperation and reciprocity, and understanding of globalization and sustainable development in social issues and promote dialogue and cooperation. The basic courses include: introduction to social enterprises, social science research methods, social change and social enterprise issues, economic sociology, social engagement.

- Social business: Social business modules provide non BBA students understand and master the organizational management and leadership skills, but also to the traditional business management student, recognize the difference between social enterprises and general business. The main course content is to cultivate capabilities in resource alignment and integration, and to apply information technologies and managerial skills to enhance organizational performance and social impact. The courses of social business include: social enterprise management, social business process management, social enterprise strategy and organization, NPO for profit, social enterprise project management, social justice and sustainable development.

- Social entrepreneurship: Social Entrepreneurship module emphasized by different innovative ideas and thinking, recognize the needs of society, and apply entrepreneurial skills to transform social needs into social market opportunities. The courses of social entrepreneurship include: design thinking and innovation, social entrepreneurship practice, the application of technology and knowledge management, social design, service design.

IV. CONCLUSION

Social enterprises need to take into account the social impact and business operation profitability, and have not a fixed set of feasible business model. The work of promoting social enterprise is not only relying on Government University and vocational training institutions. Excellent staff of social enterprise or not will be the key to the success of social enterprises. The work of promoting social enterprise in Taiwan, there are still serious shortage of talent, including management/decision makers and production operations/service staff. Therefore, the construction of an effective manpower training program, including: service and operations staff, management and operation director, and social entrepreneur training is a very important work for social enterprise development. In time planning, the training program includes short-term skills training, interim management capacity training, and theory and analysis capacity-building for long-term training. The training courses, teaching hours and teaching methods of training program are designed and planed base on the actual requirements of the business environment. This systematic and effective training system will be able to train a variety of different professional manpower for social enterprises need and help the social enterprises development.

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