中小企疫後生存之道

商社共贏創藍海

行政摘要

BUSINESS FOR GOOD

Building the New Normal with Stakeholders

Executive Summary

概況
The Context

「商社共贏」近年在全球發展成一個運動，今日各界已廣泛接受此概念：不論規模大小，公司如在業務策略中納入社會及環境因素的考量，可以增加企業的競爭力。這項運動近年在香港逐漸受到重視，尤其是香港交易所要求所有在港上市公司披露「環境、社會及管治」（ESG） 資料，一定程度推動了這方面的發展。

當ESG論述中的E（環境因素）受到密切關注時，全球推廣S（社會因素）的倡議也同時開展，尋求讓企業把社會因素融入核心業務的途徑，推動增長。換句話說，企業既可善於經營，也可同時創造共享價值。

社會創業論壇(HKSEF)、勵高(Innofoco)、安永(EY)及Social Innovation Exchange (SIX) 於2019年著手研究「商社共贏」在香港的動態和發展，並建議香港企業如何與不同持份者合作。《商社共贏：了解商企創造共享價值的動機》報告在2020年十一月疫情期間發佈。

四年過去了，COVID-19大流行加劇了社會許多根深蒂固的問題，香港仍在努力應對其帶來的社會和經濟影響。經濟復甦受到外部需求疲弱、消費者行為變化以及全球地緣政治局勢緊張的困擾。為了在這個「新常態」下生存並跟上時代，包括商界在內的各個界別都需要重塑和適應。

The Business for Good movement is growing globally and it is now widely accepted that companies, big and small, can gain competitive advantage by incorporating social and environmental considerations in their corporate strategies. This movement has also gained traction In Hong Kong in recent years, driven partly by the ESG (Environmental, Social and Governance) disclosure requirements of the Hong Kong Exchanges and Clearing Limited (HKEX) for all listed companies.

Whilst environmental considerations (the E) have taken the front seat in the ESG narrative to date, there is now a movement globally towards finding ways to embrace and promote social considerations (the S), as part of a company's core business practice and an engine for growth - in other words, businesses can do well and create shared value at the same time.

Hong Kong Social Entrepreneurship Forum (HKSEF), Innofoco, EY and Social Innovation Exchange (SIX) embarked on a piece of research in 2019 to understand how the creating shared value movement is taking shape in Hong Kong and make recommendations of how businesses in Hong Kong can engage with different stakeholders. Business for Good: Understanding the Motivations for Business to Create Shared Value Report was launched in November 2020 in the midst of the COVID-19 pandemic.

Four years later, Hong Kong is still struggling to deal with the social and economic effects of the COVID -19 pandemic which exacerbated many deep-rooted issues of our society. The recovery of the economy has been mired by weakening external demand, changing consumer behaviors, as well as geopolitical tensions worldwide. To survive and stay relevant in this 'new normal', all

概況
The Context

對於中小企業來說，實現「商社共贏」是一條復甦之路。通過將共享價值融入業務策略和營運中，他們可以建立雙贏的關係，滿足客戶、員工、價值鏈上的持份者以至更廣泛社區的需求和利益。

在社會創新及創業發展基金(社創基金)的支持下，我們組成了新顧問團隊（成員為社會創業論壇(HKSEF)、勰高(Innofoco)、Social Innovation Exchange（SIX）及Cimigo），攜手進行研究，旨在進一步瞭解企業，尤其是中小企，如何與持份者在疫後合作，共建財善並重的「新常態」。

為何着重中小企？

現時不少研究對象都是跨國大企業，我們認為可以從中小企的角度探索「商社共贏」。不只是大企業，中小企也可受惠於「商社共贏」的機會。更重要的是，根據香港總商會最近的一項調查[1]，許多中小企業正面臨經營危機，預計 2024 年營業額將較疫情前的 2019 年下降。如中小企能夠捉緊「創造共享價值／商社共贏趨勢」此商機，中小企可以確保其生存、增加利潤，並且在香港的經濟、社會復甦中扮演重要角色。

研究方法

這項研究分為4個部分，結合桌面研究、定性和定量調查，收集持份者意見。我們進行了20次持份者訪談，向商界領袖進行問卷調查，另進行了極端用戶訪談，訪問了對CSV（創造共享價值）沒有或有限了解的6位中小企創辦人，從而瞭解商界實踐這概念的困難。我們亦撰寫了16個本地、區域性及全球個案研究。

sectors need to adapt and reinvent themselves, and this includes businesses.

One route to recovery for small and medium enterprises (SMEs) is to embrace Business for Good. By adopting shared value practices into their business strategies and operations, they can create win-win relationships which address the needs and interests of their customers, employees, stakeholders in the value chain and the wider community.

With the support of the Social Innovation and Entrepreneurship Development Fund (SIE Fund), a new consulting team (comprising HKSEF, Innofoco, SIX and Cimigo) came together for this current report, to understand how businesses, specifically SMEs, can reinvent themselves by working together with stakeholders to build a 'new normal' that works for everyone in post-pandemic Hong Kong.

Why SMEs

Since many of the studies so far are aimed at big multinational companies we saw a gap to explore Business for Good from the SME perspective. Doing good is a business opportunity for SMEs, not just big companies. What's more, according to a recent survey[1] by the Hong Kong General Chamber of Commerce, many SMEs are facing an existential crisis and expected a decline in business turnover in 2024 compared to the pre-pandemic 2019. But if SMEs are able to grasp the opportunities brought by the Creating Shared Value (CSV)/Business for Good movement, SMEs can secure their own survival, increase their profits, and play an important role in Hong Kong's economic and social recovery simultaneously.

Methodology

This study is organized into 4 parts, and combines desk research, qualitative and quantitative surveys to gather inputs from relevant stakeholders. We conducted 20 stakeholder interviews, a survey with business leaders; 6 extreme user interviews with SME founders who have no/limited understanding of CSV, and 16 local, regional and global case studies.

1《香港全面復蘇之路挑戰重重》，香港總商會，2023年12月12日
Challenging Road to Full Recovery for Hong Kong", HKGCC, 12 Dec 2023

第1章 Part 1

疫後社會面臨的挑戰及創造共享價值的必要
Challenges of the Post-Covid Society and the Need for CSV

我們探討了香港和中國內地創造共享價值的發展情況，並列出了中小企將社會因素納入業務策略和於實踐時所面臨的一些障礙。我們的訪談、量化和定性調查的主要發現包括：

We looked at CSV developments in Hong Kong and in Mainland China, and set out some of the barriers for SMEs to incorporating social considerations into business strategies and practices. Key findings from our interviews, and quantitative and qualitative surveys include:

- 在香港，CSV的概念相對較新，一些中小企擁有人對此感興趣，但不確定在哪裡可以獲得更多資訊。其他人認為CSV成本高昂，需要投入更多的人力，而未有看到其能帶來的商機。
- 業務發展和留住人才是香港企業面臨的頭等大事。在疫後社會，受訪者注意到消費者行為的改變，公司宗旨和價值觀變得更重要。
- 人們對僱主的要求多了，已經不限於薪金，追求「工作與生活取得平衡」及「個人發展」是最大的改變。
- 此外，受訪者在未來3–5年最關注的有意義議題是「環境可持續性」，「客戶為本的創新」以及「跨界別合作」。至於與持份者創造雙贏，他們指當中有兩大困難：「收入／純利的壓力」及「資源不足」。
- 企業領導者內心有一種做好事的感召，但不知道從何處開始。

- CSV as a concept is still fairly new in Hong Kong. Some SME owners are interested but are not sure where to get more information. Others see CSV as being costly, having to engage more manpower rather than seeing the benefits of the business opportunity.
- Business development, alongside talent retention are top issues facing companies in Hong Kong. Post-Covid, the respondents observed significant changes in consumer behaviour, increasing importance of company purpose and values.
- People are demanding more from their employers, and employee expectations for work-life balance/personal wellbeing are the top changes.
- Environmental sustainability, customer-centric innovations and cross-sector collaborations tops the purposeful agenda amongst the respondents in the next 3-5 years. Top/bottom line pressure and limited resources were cited as the two main challenges in creating win-win with stakeholders.
- Business leaders have an innate calling to do good, but they don't know where to start.

第2章 Part 2

個案研究
Case Studies

本部分中，我們分析並呈現了16個本地、區域性和全球的案例研究。我們希望通過展示香港、區域和全球的企業如何運用CSV來促進業務成長和持續發展，來啟發香港的中小企。我們的案例研究展示了如何從三個不同的角度吸引持份者：

跳出業務框框、放眼世界

我們的案例研究強調企業如何透過與外部夥伴的合作，創造利潤和社會效益的三種方式:

1) 滿足客戶的需求/潛在需求，以突出自身業務

2) 共同創建合作夥伴關係，促進跨界別合作

3) 投資於具有社會考慮的供應鏈，以增強業務的韌性並確保產品的獨特性

回望內部資源、共建發展文化

另一種策略是通過提升員工和合作夥伴的能力和技能，與他們共創價值，在公司內部建立積極的企業文化。我們分享了一些企業的例子：

1) 通過提升技能和提供機會來投資於員工和合作夥伴

2) 建立鼓勵透明度和問責制的包容性文化

更深入瞭解科技及科技平台的能力

投資於科技通常被視為負擔，特別是對小公司而言，但它在轉變商業模式、改善服務和擴大規模方面可以發揮重要作用，進而創造更多的共享價值，並有助於企業更快、更有效地達到其社會目標。在這部分，我們分享了一些擁抱科技並將其視為機遇的案例研究。

Here we analyzed and presented 16 local, regional and global case studies. Our hope is to inspire Hong Kong SMEs by demonstrating practical examples of how others in Hong Kong, the region, and globally have used CSV approaches to grow and sustain their businesses. Our cases show how to engage stakeholders from 3 different lenses:

Looking beyond your boundaries

We highlighted three ways companies can drive profit and create impact by working with external partners:

1) Addressing needs/hidden needs of customers to differentiate themselves;

2) Co-creating partnerships and fostering cross-sector collaborations; and

3) Investing in socially considerate supply chains to strengthen resilience in the business and ensure differentiation in its products.

Looking inward

Another strategy is to build a positive culture within a company by enhancing capacity and skills and creating shared value with employees and partners. We shared examples of companies who are:

1) Investing in employees and partners through upskilling and opportunities and

2) Developing an inclusive culture that encourages transparency and accountability.

Looking closer at technology

Technology is often seen as a burden, especially for small companies, but it can play an important role in transforming business models, improving service offerings and scaling which in turn can create more shared value and help businesses reach their social goals. We shared case studies that embrace technology and see it as an opportunity.

六個實踐共享價值、共贏創藍海的方向
SIX Ways to Practice CSV

我們為想要嘗試CSV卻不知從哪裡開始的企業領袖提供一份CSV的入門指南。雖然改變需要時間，但這六個途徑對於任何準備踏上實踐「商社共贏」之路的企業（不僅是中小企）都是重要的第一步。這份指南還包括一些實用提示，並列出在香港可提供支援的機構。

We present a **first step CSV guide** for business leaders who want to embrace CSV, but do not know where to start. Whilst change can take time, these 6 pathways are important first steps for any company ready to create shared value (not only SMEs). The guide also includes tips and places to go in Hong Kong for support.

1. 認識你身處的社會

不論規模的大小，企業的運作都無法隔絕與社會的連繫。一個更健康和幸福的社區意味著的企業更有利可圖，因此花時間了解社區的問題是一項值得的投資。

2. 由你的興趣及長處開始

找到與你的業務相關的社會使命，你可以利用自己的資源和核心技能來促進業務的發展，而不是開展一條無關的新業務線。

3. 考慮長遠策略及客戶的潛在需要，不斷創新，從而建立可持續發展的商業模式

數年疫情改變了客戶的偏好、生活方式和習慣。這意味著企業需要了解新的需求並根據情況擴大或調整業務範圍。

4. 向外尋找夥伴；運用企業、大學、政府及非政府組織的資源

建立合作夥伴關係有助於企業創新並提供新的機會。中小企業應該善用外部機遇，如探索與政府的公私營合作項目。

1. Learn about the society in which you operate

No business, big or small, operates in isolation from the rest of society. Healthier and happier communities mean profitable businesses, so invest time in understanding the issues of the community.

2. Build on your interests and strengths

By identifying a social purpose connected to your business, you can leverage your resources and core skills to benefit your business, rather than developing a new unrelated business line.

3. Think long-term and innovate to meet unmet customer needs to develop a sustainable business model

The pandemic years have changed customers' preferences, lifestyles and habits. This means businesses need to understand new needs and expand or adapt the business scope in response.

4. Look outside to identify partnerships; leverage the resources of corporates, universities, government and NGOs

Partnerships can help businesses innovate and provide new opportunities. SMEs should exploit external opportunities, like willingness from the government to explore Public-Private Partnerships (PPPs).

5. 運用數碼化大規模創造共享價值

企業應將科技視為擴大業務營運和同時增加社會影響力的方式，而不是單單將其視為提高內部工作效率的手段。

6. 建立公司及團隊文化，助你的公司增長／強化

企業應該關注員工的福祉，發展一種從下而上的文化，重視員工的想法，以吸引和留住人才。

5. Embrace digitization as a tool to create shared value and at scale

Rather than seeing tech just as a way to improve internal efficiency, businesses should see tech as a way to scale operations and increase social impact simultaneously.

6. Define company culture and your team to help grow/strengthen your business

Businesses should focus on employee wellbeing and developing a bottom-up culture that values employee's ideas as a way to attract and retain talent.

第4章 Part 4

令所有持份者投入到共享價值生態圈的建議
Recommendations to All Stakeholders to Build Our Shared Value Ecosystem

不論企業大小，如今都在更加互聯互通和複雜的世界中營運。我們正面臨重大的社會挑戰，由全球，到氣候變化，再到經濟復甦挑戰，這些困境全都影響商界、政府及非牟利組織。換言之，企業要取得成功，前提是社會要蓬勃多元。傳統的商業追求利潤而非牟利組織追求善行的二分法已經過時。

我們提出了**六項建議，展示不同持份者可如何合作和行動，為香港創造更加有活力的「共享價值生態圈」。**

Businesses, big and small, now operate in a more interconnected and more complex world. Our biggest societal challenges, from global pandemics, climate change, and economic challenges now affect businesses as much as they do governments and NGOs. In other words, for businesses to be successful, we need to have thriving societies. The traditional dichotomy that business is for making profits and doing good is for nonprofits should no longer be valid.

Here, we set out **6 recommendations showing how different stakeholder groups can collaborate and take action for a more vibrant CSV ecosystem in Hong Kong.**

1. 假若政府／公共機構與商界有更多合作，在社會服務中帶來新意念及創新做法，將會如何？

2. 假若企業與非政府組織／社會企業合作建構初創公司，同時獲創投建立平台及慈善團體支持，將會如何？

3. 假若企業與私募資本／家族辦公室／基金會合作，以混合財務模式建立具影響力的社會投資項目，將會如何？

4. 假若中小企諮詢服務商與創造共享價值協創機構合作，提供一站式服務，將企業與社會連結起來，將會如何？

1. What if government/public bodies collaborate more with businesses to bring new ideas and innovative practices to social services?

2. What if businesses collaborate with NGOs/social enterprises to build social ventures that could also be backed by the venture building platforms and philanthropy?

3. What if businesses join forces with private capital/family offices/foundations in a blended finance approach to create impactful social investments?

4. What if SME advisory services expand to work with CSV Intermediaries to create one-stop service to connect businesses to society?

5. 假若有一個符合不同持份者的量度框架，讓企業可以客觀地量度其社會影響力及對生意的裨益，將會如何？

6. 假若具影響力的創造共享價值倡議行動獲得政府與商界認同，並且得到社會各界讚揚，將會如何？

5. What if businesses with social impact benefit from an objective impact measurement framework that aligns with different stakeholders?

6. What if impactful CSV initiatives are recognized by the government and businesses and celebrated by the whole society?

結語
Conclusion

身為本報告的牽頭，社會創業論壇衷心感謝顧問團隊各人的努力與貢獻。我們會持續參與創造共享價值運動，支持成立共享價值創投建立平台。我們會強化與各界的網絡，這包括政府、商界、社創機構、創投建立者、影響力投資者、慈善機構及志同道合的夥伴，**一起將第4章的六個「假若」情景化成真實**。

As the Research Lead of this Report, HKSEF would like to thank everyone on the Consulting Team for their dedication and great efforts. We will continue our participation in the CSV movement by supporting the setting up of shared value creation venture building platforms. As a connector, we will strengthen our network with the government, business community, social innovation organizations, venture builders, impact investors, philanthropies and other like-minded partners to turn the six WHAT IF ideas in Part 4 into reality.

我們呼籲人人攜手合作，
身為持份者，
一同踏出第一步。
We call on everyone to join hands - as stakeholders, let's take a first step together.

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