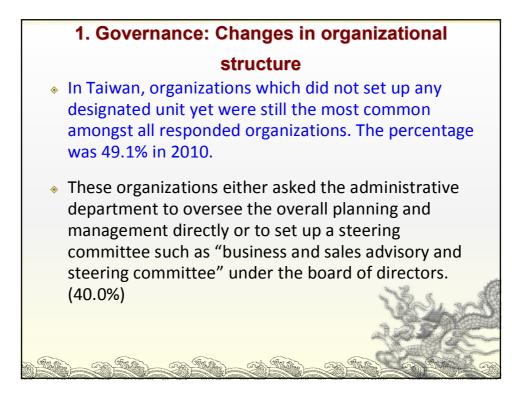
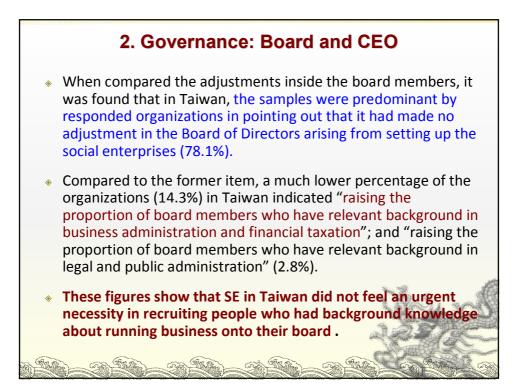


 In order to understand the developmental trends of social enterprises both in Taiwan and their effects over the recent years, a one-year research project, entitled " Analyzing the Roles of Social Enterprises in Taiwan in Employment and Poverty Reduction " was commissioned to the author by Taiwan's Ministry of Economic Affairs in July 2009, and the survey data were produced in May 2010.



	Taiwan		
	F	%	
The organization has set up designated unit(s) to carry out specialized duties in cooperation with other department(s).	44	40.0%	
The organization has not yet set up any designated unit.	54	49.1%	
The organization has established a profit-making company which is solely responsible for the operation of social enterprise (s), the profits	10	9.1%	
of which shall be contributed to the host organization or used to sponsor other non-profit organizations in community.	10	View State	
Others	2	1.8%	

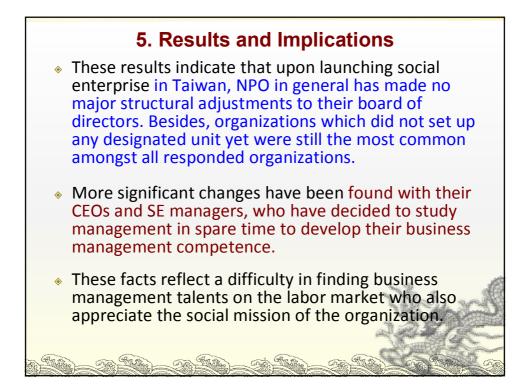


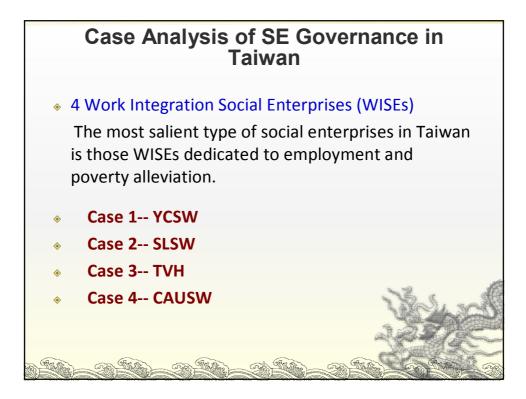
	Taiwan	
	F	%
(1) Raising the proportion of board members who have relevant background in business administration and financial taxation	15	14.3%
(2) Raising the proportion of board members who have relevant background in legal and public administration	3	2.8%
(3) There has been no adjustment in the Board of Directors arising from setting up the social enterprise(s)	82	78.1%
Others	5	4.8%
Ν	105	100.0%



	Taiwan	
	F	%
(1) Recruiting CEO who has relevant background in business administration and financial taxation.	11	10.2%
(2) Recruiting CEO who has the background relevant to the products and services.	16	14.8%
(3) The current CEO does not have any background in business administration nor any relevant expertise in the products and services.	33	30.6%
(4) Although the current CEO did not have any background in business administration nor any relevant expertise in the products and services, s/he has spent spare time to pursue further studies on relevant management knowledge.	47	43.5%
(5) Others	1	0.9%

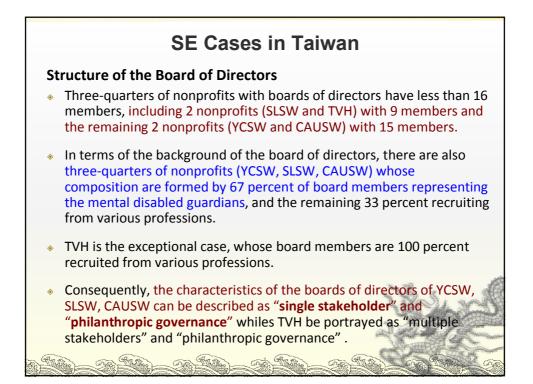




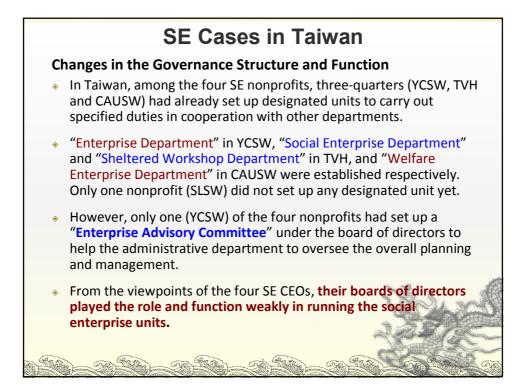


	YCSW	SLSW	ТVН	CAUSW
1. Year of Org. Establishment	1994	1987	2000	1995
2. Time of Initiation of SE	1996	1997	2000	1996
3. No. of SE Unit	8	5	10	23
4. Types of Service/Product	 car washing service, bus service for the disabled, product manufacturing and sales (organic food, bread and cake), printing service, resource recycle and sales 	1) cloth washing service, 2) cleansing service, 3) car washing service, 4) product manufacturing and sales (manual scented soap, popsicles, gifts), 5) printing service, 6) catering service	1) data entry 2) gas station 3) convenience store 4) product manufacturing and sales (art design, manual colored glaze, cultivating orchid seedling) 5) catering services	1) product manufacturing and sales (bread and cake), 2) catering services

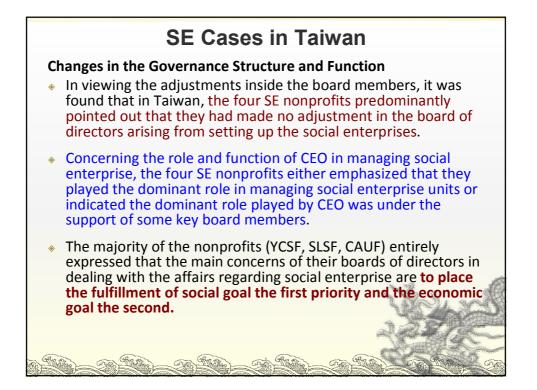
	YCSW	SLSW	тvн	CAUSW
5. Total Revenues (2010)	NT\$ 350 M (approx. US\$ 12 M)	NT\$ 280 M (approx. US\$ 9.33 M)	NT\$ 400 M (approx. US\$ 13.8 M)	NT\$ 390 M (approx. US\$ 12.7 M)
6. Revenues from SE (2010)	NT\$ 140 M (40% of total revenues)	NT\$ 40M (14.3%)	NT\$ 390 M (98%)	NT\$ 230 M (59%)
7. Total Staff (2010)	450	400	220	214
8. Staff of SE (2010)	170 (38% of total staff)	160 (40%)	213 (97%)	110 (51%)



	YCSW	SLSW	TVH	CAUSW
1. No. of the Board of Directors	15	9	9	15
2. Background of the Board of Directors	1) 10 board members (67%) represented the Association of the Mental Disabled Guardian; 2) The remaining 5 recruited from various professions.	 6 board members (67%) represented the mental disabled guardian; 2) The remaining 3 recruited from various professions. 	1) all 9 board members (100%) recruited from various professionals	 9 board members (67%) represented the mental disabled guardian; The remaining 6 recruited from various professions.
3.Characteristics of the Board of Directors	 1) Single Stakeholder; 2) Philanthropic Governance 	 Single Stakeholder; Philanthropic Governance 	 Multiple Stakeholder; Philanthropic Governance 	 1) Single Stakeholder; 2) Philanthropic Governance



	YCSW	SLSW	TVH	CAUSW
Has the organization set up designated unit(s) to carry out specialized duties in cooperation with other department(s)	Yes! "Enterprise Department"	Not yet!	Yes! (1) "Social Enterprise Depart." (2) "Sheltered Workshop Depart.	Yes! "Welfare Enterprise Department
Has the organization set up a steering committee such as "business and sales advisory and	Yes! "Enterprise Advisory Committee"	Not yet!	Not yet!	Not yet!
steering committee" under the board of directors				Ser and



	YCSW	SLSW	тун	CAUSW
Major concerns of the board of directors in dealing with the affairs regarding SE	The fulfillment of social goal surpasses economic goal	The fulfillment of social goal surpasses economic goal	Emphasizing the importance of both social goal satisfaction and financial sustainability.	The fulfillment social goal surpasses economic goal
Role and Function of CEO in managing SE	CEO plays the dominant role in managing SE units with the support of some key board members.	CEO plays the dominant role in managing SE units.	CEO plays the dominant role in managing SE units.	CEO/Executive board member plays the dominant role i managing SE units.
Role and Function of Board of Directors from the viewpoint of CEO	The Enterprise Advisory Committee is obviously influential.	Very weak role and function played by the board of directors in running the social enterprise units.	Very weak role and function played by the board of directors in running the social enterprise units.	Very weak role and function played by the board of directors in running the social enterpris units





	YCSW	SLSW	TVH	CAUSW
Does the current CEO have any background in business administration or any relevant expertise in the products and services?	The CEO does not have any background in business administration or any relevant expertise in the products and services.	The CEO does not have any background in business administration or any relevant expertise in the products and services.	Although the CEO does not have any background in business administration, he does have relevant expertise in the products and services.	The CEO has the background both in business administration and the relevant expertise in the products and services.
Have the current heads of SE units experienced in business management or sales and distribution of products and services?	There are eight SE units. These 8 heads all have experienced in business management or sales and distribution of products and services.	There are five SE units. These 5 heads have less experienced in business management or sales and distribution of products and services, but more in social welfare professions.	There are ten SE units. These 10 heads all have experienced in business management or sales and distribution of products and services.	There are twenty three SE units. Most heads of the SE unit have experienced in business management or sales and distribution of products and services.

