Social Enterprise Development in Indonesia by Transdisciplinary Approach

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Abstract. Indonesia is the most populous nation in Southeast Asia and its economy has been rapidly growing over the past years. However, the nation has numbers of challenges and facing various problems such as insufficient education problem derived from poverty due to delays of industrial development, drinking water and health impairment problems due to environmental degradation and traffic congestion in urban areas. In order to bring about sustainable development of the country, it is necessary to support and foster social enterprises that lead for solving such social problems. In response to this, the ultimate purpose of this research paper is to seek out how to advance the social entrepreneurship in Indonesia. One of the most important entities leading social problems to solve is forming a social enterprise. Because social enterprise can form the community services which cannot be formed in business firms, central or local governments. This research paper seeks the possibility of solving social problems by applying transdisciplinary approaches with the supports of collaboration between various stakeholders and scientists (co-design, co-production, co-delivery). Specifically, the purpose of this research paper is to clarify the path of developing a training and support system for social enterprises in Indonesia. It is difficult to seek out ways to support and nurture social enterprises by cooperation of industry, government and academia only. What is sought there is collaboration. In other words, in this research paper, we are trying to find ways to support and foster social enterprises by using a method called “transdisciplinary” while referring to collaboration examples of industry, government and academia in Japan. Under these circumstances in Indonesia, it is significant to consider supporting and fostering social enterprises for solving the social problems. This social enterprise support and foster system can be applied not only to Indonesia alone but also to many developing countries as long as it can be applied as development purposes to other countries.

Keywords: Social enterprise; transdisciplinary approach; collaboration.

1. Introduction

The theme of this research paper is “What should be the development and support of social enterprises in Indonesia? Transdisciplinary application to social enterprises”. In order to bring about sustainable development of the country, it seems necessary to support and foster social enterprises that lead solving several problems (Fig.1; e.g., health and sanitation problem, poverty problem, education shortage problem, natural disaster problem, food conservation problem). It is difficult to seek out ways to support and nurture social enterprises by cooperation of industry, government and academia only. What is sought
there is collaboration. In other words, in this research paper, we are trying to find ways to support and evaluate social enterprises by using a method called “transdisciplinary” on the premise of collaboration between stakeholders and scientists (co-design, co-production, co-delivery).

2. Problem awareness
The ultimate purpose of this research paper is to develop a pathway to bring about sustainable development by leading social problems in Indonesia to solve. One of the direct purposes for doing this is to support and foster the social enterprises in order to maximize the utilization of social enterprises while referring to cases in Japan, in order to lead social problems in Indonesia to solve. There, a transdisciplinary approach is used to seek out ways to formulate a support and evaluation system to support and foster social enterprises in collaboration with stakeholders.

3. The significance of existence of social enterprises

3.1. Definition of social enterprises
The definition of a social enterprise is ambiguous and not necessarily clear. Its definition may cover broadly including social business, community business, social venture, NPO corporation, or even CSR activities [1]. In this research paper, social enterprise is conveniently defined as an entity that tackles social problems. The difference between conventional corporations and social enterprises that are developed by social entrepreneurs is whether they always take profit maximizing actions. In addition, NPO corporations provide services that contribute to public interest in Japan, and are called to be non-profit corporations. Governments and local governments and other administrative officials are based on equality in principle, so it is necessary to treat people in the world (unspecified people) in the same way (fair). However, in reality, people's values have diversified and social problems are becoming diverse. For the national government and local government, it is sometimes difficult to respond quickly and accurately by taking actions based on laws and regulations considering equality and fairness. For example, emergency situations such as disasters, advanced attempts ahead of the times, social problems that are small but not to be overlooked. In that sense, if an NPO corporation leads the social problem to a solution it can be called to be a social enterprise. By the way, NGO is doing activities with each country in international activities in Japan. Both are common because they are non-profit and non-governmental.

3.2. Common points between social enterprises and for-profit enterprises
Incidentally, social enterprises have missions to solve social problems, so achieving missions is their top priority. For social enterprises that do not aim at profit maximization, there is the possibility of leading to weaknesses. Meanwhile, social enterprises are easy to gain empathy and approval from various stakeholders, so they have the advantage of being able to obtain support cooperation from stakeholders. Public services by the government (for example, welfare policies carried out by governments and local governments) are related to the people and local residents as a whole, the content
of welfare is also of greatest common divisor in order to ensure fairness, it is not meant to meet resident’s needs. Government tends to give priorities to the needs of many voters. Social enterprises can develop businesses specialized in fields that were previously left behind from the services of traditional welfare projects or commercial enterprises. In other words, social enterprises can establish businesses that are difficult to implement in commercial enterprises, governments and local governments. At the same time, social enterprises are expected to increase the possibilities and opportunities for people who were excluded in traditional markets, and they can participate in new markets by utilizing new business models.

Meanwhile, large corporations also have corporate social responsibility. As for this, large enterprises are originally a social entity, so it is not merely to comply with laws and regulations compliance) or to aim for profit earning. Corporate social responsibility refers to having responsibility to promote environmental consideration, social contribution, or regional contribution. By doing so, the enterprise’s trustworthiness is increased, competitiveness is improved, and a positive effect is also gained to the rise in their stock prices. Enterprises that are social entities have an obligation to respond appropriately to the diverse needs of all stakeholders (limited to stakeholders for enterprises such as consumers, shareholders, creditors, business partners, local residents, and national and local governments). In that sense, it can be recognized that it has a common aspect with social enterprises.

4. Problems in the establishment and survival of social enterprises

Various problems to be solved by social enterprises, so-called social problems, include poverty problem, education shortage problem, health and sanitation problem, natural disaster problem, food conservation problem, gender discrimination problem, and etc. in Indonesia. Undoubtedly, health and sanitation problems and natural environment problems are important factors, but problems of education shortage and poverty become more serious among others. It is difficult to receive even compulsory education for the people living in poverty. If children lose the common opportunity to receive education, even getting a job becomes difficult. If these children become adults and try to establish social enterprises, it is considered that they will fall short of their own funds.

4.1. Lack of capital due to poverty problem

Since social enterprises engaged in social business are not aimed at maximizing profits, there is a disadvantage that it is difficult to maintain superiority in maintaining and surviving corporate organization. In other words, it is assumed that social enterprises will be founded by utilizing innovative business model for financing of social enterprises. However, due to the lack of understanding of the new business model, it is also pointed out that it is difficult to raise funds in traditional financial markets.

In this regard, it is necessary to support startup in collaboration with the local government. Specifically, it is management advice of the organization, such as provision of activity funds. Since funds from administrative organizations are generally said to be in deficit for the first 5 years, repayment obligation is assumed to be frozen for 5 years. After that, social enterprises will repay the repayment amount in order for 10 years.

As for the management advice of the organization, the financial institution of stakeholders is responsible. As financial institutions have original loan decision criteria, it can be said that the judgment of the quality of the business situation is good. From such financial institutions, social enterprises receive management advice. Provide funds from financial institutions to local governments and others, local governments and others will fund in the start-up period of social work (initial establishment period). It is a mechanism that financial institutions give management advice to social enterprises so that local governments will not be unable to collect and not become uncollectible.

However, for social enterprises, it is an important issue whether to be able to raise funds first rather than repaying funds. It is the key to establishing or continuing whether social enterprises can acquire the necessary funds by themselves. In recent years, however, financial fields called social finance have
appeared in Europe and the United States, and mediate investment and loans to social enterprises with such problems.

4.2. Lack of managerial qualities due to educational storage problem

On the other hand, there is also an important issue whether social entrepreneurs have sufficient knowledge and skill in managing social enterprises, whether employees work seriously and therefore are competent I will. If a social enterprise that is expected to lead social problems to solve seems to disappear like a bubble when it was born, its significance is not existential. Even if social enterprise can successfully raise funds and cover with other capital, repayment is impossible unless it stabilizes the business situation of social enterprises. Therefore, social entrepreneurs need to learn technical know-how of management and also have practical management abilities. Specifically, it is necessary to formulate plans for repayment over the medium to long term while utilizing effectively the funds remaining within social enterprises as investment financing for further investment. Since it may be possible to receive additional loans, social enterprise needs to ensure corporate credibility and continue to pay off as planned.

In short, it is important to learn the theory of management at universities etc., and to acquire applied skills to business practice on the ground, rather than polishing management qualities while learning what management is about for the first time in a practical field is there. In reality, there are only a handful of university entrants in many common families who cannot receive education against the background of poverty, learning of management science in universities etc. will be inadequate due to educational shortage problem (Fig.2). Therefore, it is well-known that the birth and survival of social enterprises is difficult due to lack of managerial qualities because of the educational shortage problem.

![Figure 2. Photograph of poor family in Indonesia. This photograph illustrates a poor family with 5 children. They live in very simple settlements with no sanitation facilities. Generally, children involved in mining activities as child workers.](image)

4.3. As an example of Japan's poverty problem

For example, on the premise of poverty problem, cases in Japan, it is a labor inclusive social enterprise (Work Integration Social Enterprise: WISE). Labor subsisting social enterprises are social enterprises that are engaged in activities to realize social inclusion such as employment support projects. It develops various support activities for people who are excluded from the labor market because of their circumstances, such as homelessness, are weak in connection with their families or communities, and are not adequately and administratively guaranteed doing. The poverty business model is a model
developed as a family support business and an emergency support network business by utilizing a business model that provides temporary childcare at home with a membership system to solve the problem of homeless social exclusion is. In Japan, homeless people cannot be trusted from employment enterprises unless they have an address in order to work. For homeless people, first of all, they need their house. Once the homeless person’s house is decided, they can get its address at the same time. Next step is the work mediation. WISE has the motivation to work for homelessness and provide a place to work. Therefore, the role of WISE is securing housing by himself, offering it cheaply, and mediating work. To do this, it is necessary to obtain information on living and work, and to obtain information on existing homeless in the first place. They can lose willingness to work if they provide support such as easy payment of welfare expenses to homeless who can work both physically and mentally. It is important to cultivate the power that homeless people can live by themselves. As a corporate social responsibility, real estate agents may open up their properties as homeless accommodation for free or at a low price. Also, doing so will lead to a strategy to upgrade the enterprise’s image.

On the other hand, it is also a fact that business that misuses this is also occurring. It is a problem of poverty business which makes food poor such as so-called homeless. In Japan, it is a business to exploit the majority of the welfare expenses paid by the local government instead of homeless who live in parks and the like in the free or inexpensive accommodation, instead of giving the minimum benefit such as meals etc.

The room is about 5 m² and the meal is poor. Well then, for them, it is better than homeless because they are given a lodging and meals to prevent night dew. In recent years, homeless people have come to seek a lawsuit seeking return of welfare expenses due to unfair exploitation, clothes and so on. The background to this is that the administrative system in Japan is supposed not to provide welfare expenses to people without an address.

Regarding sustainability of the organization in social enterprises, it was pointed out that advice from financial institutions was received regarding the survival and maintenance of organizations in social enterprises, but this alone is considered to be inadequate to have at all. Social entrepreneurs need to raise their management abilities as managers. Social enterprises are not seeking to maximize profits, but unless they can be deployed as monetization projects, social entrepreneur cannot repay the start-up support money nor manage it. Therefore, it is necessary to have a mechanism to improve the management skills of business owners of social enterprises. Here also there is a need for a transdisciplinary approach. In collaboration with the poor and local government and social enterprises who develop poverty business in the field of poverty, where problem discovery, investigation of cause, setting of tasks, solution planning, solution implementation, and solution review will be carried out, it can be said that there is significance for the existence of transdisciplinary approach.

5. Building an enterprise support and evaluation system based on a transdisciplinary approach in Japan

In order to achieve the goal of improving the qualities of corporate managers and ongoing development of business in Japan, through the utilization of the transdisciplinary approach, it is necessary for university educational institutions, local governments, even corporate managers how each of them cooperates and how to build and utilize a support and evaluation system for improving the managerial qualities of private enterprises and ongoing development of business is questioned.

Several important issues as follows are covered in this chapter. First of all, in order to enhance managerial qualifies of business and the continuous development of business, how various stakeholders such as higher education institutions, government, regional business associations, corporate managers, etc. have collaborated together will be discussed. Second, it also determines how the enterprise support and evaluation system should be built. Specifically, in the next chapter, we will clarify how we can change this system in order to improve management qualities in organizations with various purposes. It is advisable that this support and evaluation system will be built for more common applications.

5.1. Issues and co-design of the social enterprise support and evaluation system in Japan
Building an enterprise support and evaluation system [2] requires collaborations between and among Japanese researchers and the Matsuyama City, regional business associations, and as well as the enterprises based in these areas. The collaboration means to act together in the same place at the same time, by using the features and strengths of each other, working together for a common purpose strongly. In this regard, the process can be divided into co-design, co-production, and co-delivery. The ultimate goal here is to lead local industry to revitalize by cultivating and supporting local enterprises and bring about sustainable development. Thus, it is important to build an enterprise support and evaluation system that is equipped with mechanisms that can effectively support such enterprises. In addition, this system aims to become one in which business owners/managers clearly understand how their social enterprises are positioned and how they can correct any deficiencies by utilizing their respective strengths.

Four issues should be considered as an overall when building and utilizing this enterprise support and evaluation system: (1) How local enterprises can recognize their own strengths, characteristics, and deficiencies by comparing themselves with other enterprises; (2) How governments and financial institutions should gather information in order to foster and support enterprises; (3) How various stakeholders can adjust their interests and collaborate with others in order to build a system that can benefit self-evaluation and developmental support; and (4) How various universities can collaborate and provide undergraduate and graduate level managerial and employee education.

With regard to the co-design, the following three steps have been practiced:

Step 1: Examining the perspectives of the enterprises (especially those from the owners/managers) by analyzing their managerial qualifications and the enterprises’ status quo. In addition to that, reconsider the future direction of their management and search for ways to advance managerial and employee education by collaborating with various universities.

Step 2: Determining what is necessary to promote support from the standpoint of governments and financial institutions. Moreover, consider how loans should be made for the purpose of supporting and fostering local enterprises as well as gaining new tools for making credit judgments.

Step 3: Coordinating and effectively linking the issues of local enterprises as well as those of universities with the issues of governments and financial institutions. The characteristics and strengths of universities including knowledge in the liberal arts and scientific wisdom, both of them can be used for the benefit of enterprises. Furthermore, establish a local enterprise support and evaluation system in which enterprises can accurately understand their respective strengths, weaknesses, and characteristics.

5.2. Necessity of transdisciplinary approach

This section confirms the necessity of a transdisciplinary approach based on collaboration with stakeholders.

Even if each enterprise stands alone for its own issues, when the standpoint is disjointed, then not much can be expected a big success as a whole from their efforts. In other words, such efforts are difficult to raise the level of enterprises as a whole. Furthermore, if these enterprises attempt to establish their own self-evaluation systems, then it would be a waste of time and cost. Therefore, it is important to promote collaborations that will take advantage of each enterprise’s characteristics and strengths in order to generate significant results. It is also important that all of the stakeholders (not only the business owners/managers and employees) support enterprises by attempting to solve the numerous social problems of today. In this presentation, “scientific wisdom” primarily refers to the sciences and humanities, which (depending on the nature of the social issue) include theoretical wisdom extending to the natural sciences. In addition, a transdisciplinary approach is also employed, which integrates the scientific wisdom of researchers/scientists and the work-related wisdom of various stakeholders. The work-related wisdom, more specifically, not only refers to the managerial wisdom of the enterprise owners/managers and the labor-practical wisdom of their workers but also includes the governmental wisdom of cities, states, prefectures, and the nation as well as the wisdom of the community residents.

In practice, there can be a negative effect for the owners/managers of social enterprises as a result of such collaboration (e.g., the weaknesses of their businesses could be publicized to other enterprises and governments). In fact, having their drawbacks disclosed to other enterprises could tempt the
owners/managers to cooperate at the bare minimum. Since such an effect can increase the difficulty of understanding current situations, the creation of a support and evaluation system for local enterprises would be impossible. It is for this reason that servant leadership becomes necessary. Servant leadership has been defined as the quality required of a leader who directs, encourages, and supports his/her peers to move toward a common goal. This quality is especially important for solving social problems. Thus, all of the stakeholders involved should be ready to change their mindsets for the overall cause.

Part of the necessity for collaboration can be traced back to the “Lost Decade” or “Lost 15 Years” in Japan that followed the collapse of the bubble economy. At that time, structural changes of industries were voiced, government policies were carried out, and small- and medium-sized enterprises were expected to break through the difficulties using their own ingenuity. In this regard, Matsuyama City in Ehime Prefecture established an enterprise support and evaluation system applicable to many small- and medium-sized enterprises in various industries in conjunction with Ehime University, regional business associations, and their member enterprises.

6. Building a social enterprise support and evaluation system in Indonesia
Collaboration has been defined as the act of working together for a common objective by making the best use of the characteristics and strengths of the parties involved. With regard to the issue of poverty, for instance, there are two politically different solutions. One is to expand and make better use of direct assistance system, including the funding assistance and guarantee system for social enterprises attempting to solve such issues. The other is a mid-term measure of training those engaged in social enterprises (improving managerial quality and employee skills) in order to endure difficult economic times. However, by combining these two solutions, it is possible to generate an effective policy with the least amount of overlap. Each employee's skill upgrade is done by an individual enterprise, it is important that in order to coordinate the mechanism for improving the managerial quality of social enterprises, municipalities should request that universities collaborate with social enterprises and establish an assistance system. In this way, while constructing a mechanism to improve the quality of management of social enterprises, administrative and social enterprises in Indonesia should request cooperation from universities etc. so as to formulate a social enterprise support and evaluation system. The specific content of the request is promotion of support for nurturing social enterprises and creation of support schemes for that. It is believed that this assistance system can lead to the formation of an effective enterprise support and evaluation system, which can help improve the managerial quality of social enterprises as well as enhance the effect of loans/guarantees by the municipalities. As a result, the sustainability of social enterprises, which are the players of social problem solving, will lead to sustainable development.

6.1. Co-production of a social enterprise support and evaluation system
With regard to the issue of co-production, this is how a social enterprise support and evaluation system should be constructed.

First, face-to-face interview surveys to social enterprises are conducted. Second, based on the questionnaire, a provisional enterprise support and evaluation system can be created based on the survey results. Third, a provisional enterprise support and evaluation system is implemented. Fourth, any revisions should be based on application results. Finally, an official version of the system should be created after a advanced version can be applied to social enterprises.

With regard to the co-production here, the following two steps are conceivable, referring to cases concerning the formulation of a local enterprise's support and evaluation system in Ehime Prefecture.

Step 1: With regard to the co-design, a questionnaire survey should be administered to the selected social enterprises in order to determine the effectiveness and issues of the proposed social enterprise support and evaluation system.

The following is a questionnaire survey to grasp the current situation of social enterprises in Indonesia.
Table 1. Questionnaire survey (Introduction version) : Question item (1)

| Category                          | Question                                                                 | Evaluation                                                                                                                                                                                                                                                                                                                                 | Point | Comment                                                                 |
|-----------------------------------|--------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|-------------------------------------------------------------------------|
| Leadership and management system  | Do you create corporate vision? Do you summarize management philosophy to the goal? | Management philosophy and management policy are reflected in the day-to-day business activities. Management philosophy and management policy are clear but not enough to reflect in the day-to-day business activities. Management philosophy and management policy are not clear. There is no management philosophy and management policy themselves. |       |                                                                         |
|                                  | Are you carrying out business while drawing “image after a few years”?     | We all think the same overall appearance and try to approach it everyday. Some people think the same overall appearance and try to approach it. I think the same overall appearance but do not know that whether or not other people think it. I can not think the same overall appearance because busy day-to-day business operations. Or I think that changes frequently. |       |                                                                         |
|                                  | Do you create a business plan, and check if necessary?                    | I create a business plan and check if necessary. I create a business plan but not enough to check it. Business plans are vague and not documented. I do not create business plan.                                                                                                                                          |       |                                                                         |

Table 2. Questionnaire survey (Introduction version) : Question item (2)

| Category                          | Question                                                                 | Evaluation                                                                                                                                                                                                                                                                                                                                 | Point | Comment                                                                 |
|-----------------------------------|--------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|-------------------------------------------------------------------------|
| Understanding and dealing with customers and markets | Whether your company has gathered information about customers and markets? | Our company conducts a systematic gathering of information about customers and markets enough to understand their needs and characteristics. Our company gathers information about major customers that are currently trading. | 4     |                                                                         |

8
Our company is communicating with customers, but not gather the information in the plan. & 2 \\
Our company is handful in daily operations, but does not gather information on customers and markets. & 1

### Human resources management

Do you have human resources management principles and policies (recruitment, hiring, education and personal business, personal evaluation, compensation, and enlightenment)

| Evaluation | Point | Comment |
|------------|-------|---------|
| Our company has the principles and policies of human resources management satisfactorily met them. | 4 |
| Human resources management principles and policies have been achieved to some extent. | 3 |
| Human resources management principle and policies are vaguely, and have not yet been achieved. | 2 |
| Our company does not have the human resources management policies and principles. | 1 |

### Financial management

Do you record transactions to books (Journal and leger)?

| Evaluation | Point | Comment |
|------------|-------|---------|
| You are always traded daily after hours books logged. | 4 |
| Daily transaction recorded in the books but maybe in the next day or later. Or such as weekend together to record. | 3 |
| Day trading is only voucher entry. | 2 |
| Not even daily deal voucher entry. Or I do not know whether or not filling daily deal voucher. | 1 |

### Information management

Do you use ICT (Information and Communication Technology) for management?

| Evaluation | Point | Comment |
|------------|-------|---------|
| In addition to personal computers or emails, our management utilize varieties of ICT. | 4 |
| Our management use personal computers and emails. | 3 |
| Our management use personal computers. | 2 |
| Our management do not use ICT. | 1 |

### Social responsibility

Are you willing laws and regulations on corporate and social responsibility?

| Evaluation | Point | Comment |
|------------|-------|---------|
| I abide with laws and regulations on corporate and socially responsible. | 4 |
| I abide with laws and regulations related to corporate management working on social responsibilities. | 3 |

Table 3. Questionnaire survey (Introduction version) : Question item (3)
I was guarding the corporate management regulations, but not on social responsibility.

I do not fully understand about business laws, regulations and responsibilities.

※ Scores more than 18 companies use Enterprise Evaluation System make a detail valuation.
※ Companies less than 18 points, again carried out using basic on management improvements, using a variety of measures.

The primary objectives of this questionnaire survey should include the following: making a support and evaluation system (Elementary level; confirming the standard fixed points that will become the criteria for the evaluated scores, and understanding the reasonableness of these fixed points.)

For reference, in the case of the questionnaire survey in Japan, the evaluation results with 36 full marks for 32 enterprises applied in Ehime Prefecture’s regional business associations were as follows.

![Figure 3. Analysis of survey results (1)](image-url)
Figure 4. Analysis of survey results (2)

The distribution of the number of companies passed in the case where the green is 18 points as the acceptance line and the red is the distribution of the number of failed companies. 26 enterprises out of 32 enterprises passed and the other 6 enterprises are rejected.

The distribution of the total points was as follows. The distribution of the number of companies passed in the case where the green is 18 points as the acceptance line and the red is the distribution of the number of failed companies. Of the 32 companies, 26 companies are pass companies and 6 companies are rejected companies.

Figure 5. Analysis of survey results (3)

In regard to making the passing line 18 points, it is the opinion as follows and decided to be generally appropriate.
Figure 6. Analysis of survey results (4)

In addition to that, the questionnaire items should consist of basic questions related to management, including “corporate philosophy that considers social issues,” “what the enterprise should look like in five years,” “business plans,” “information gathering,” “human resources management strategies,” “accounting records,” and “use of ICT, Information Communication Technology.”

Step 2: With regard to the co-production, receiving application of corporate support and evaluation system again (periodic revaluation), while management improvement progresses. As management improvements are carried out, social enterprises must undergo a retest based on the company support and evaluation system (as part of periodic evaluation), the test results are provided to social enterprises themselves and used for further improvement. On the other hand, the evaluation results in the first stage should be aggregated as a database, which can be utilized to understand the overall situation in the municipalities. Such data can also be used to conduct change and trend analyses for each municipal community, the findings of which can become valuable data for considering local policies.

6.2. Co-delivery of a social enterprise support and evaluation system (contents of the questionnaire items)

With regard to the issue of co-delivery, it is what types of information should be provided. The questions in the introductory series should include those related to social business management. Specifically, the questions should cover the following six categories: (1) “leadership and management system”, (2) “understanding and dealing with customers and market”, (3) “human resources management”, (4) “financial control”, (5) “information management”, and (6) “corporate social responsibility”. The social enterprises that fail to meet those criteria scores should be required to restart the managerial improvement process before being reevaluated by the introductory version of the social enterprise support and evaluation system. The evaluations must be based on four score categories (instead of five) since there is statistically a strong tendency of bias toward enterprises evaluated as the middle category.

(1) “leadership and management system” : the questions should determine if the enterprise has established a corporate philosophy and/or management policies that are detailed enough to be effective in solving social problems. They should also ascertain if the enterprise is being managed based on “what the enterprise should look like in five years” and if its business plans are created and revisited over time.
(2) “understanding and dealing with customers and markets” : the questions should examine if the enterprise gathers information about its customers and markets.

(3) “human resources management” : should determine if the enterprise includes a policy or philosophy in regard to recruiting, employment, training, operations, evaluations, remuneration, and motivation.

(4) “financial control” : the questions should focus on whether all of the transactions have been properly recorded in the accounting books.

(5) “information management” : need to examine if the enterprise utilizes ICT, Information and Communication Technology in its management.

(6) “corporate social responsibility”: the key questions should be whether the enterprise actively pursues social problems while maintaining legal compliance.

6.3. Special characteristics of the presented social enterprise support and evaluation system

The introductory support and evaluation system for social enterprise should include the following nine features: (1) a grade-based evaluation system; (2) questions that apply to small-sized enterprises as well as smaller, minute enterprises; (3) devising simple and easy-to-understand questions; (4) connecting from evaluation to education and support; (5) considering the relationship between questions; (6) an evaluation system according to social enterprise size; (7) a system that is systematized and packaged so that it could be used for more general purposes; (8) adding functions that enable annual data totalization; and (9) periodical evaluations and feedback functions. It can also be said that these features represent the superiority of the support and evaluation system at the same time.

7. Conclusion

The social enterprise support and evaluation system in this paper is only as an example. Different support and evaluation systems are created depending on the individual differences of each country, region, social enterprise, and stakeholder. However, what important here is how each stakeholder, including scientists, can work together. While setting common goals (which kinds of social problems) for each stakeholder and collaborating, to raise friendship awareness and make use of their respective characteristics and strengths for problem solving is important. In fact, there are also speculation of each social entrepreneur and information not to be known. As a result, it is assumed that the business owner makes unexpected resistance and does not go as planned. However, while exploiting the servant leadership, it is important to show clearly common objectives, to understand the position of the other party, protect information of each company, and to formulate a company support and evaluation system. Furthermore, it is also necessary to formulate a corporate support and evaluation system of the advanced version in the same way, and it can be considered to be useful as judgment materials on future support for social enterprises. Considering how stakeholders reform their consciousness with internal motivation and how to cooperate with each other, keep acting is a major premise for seeking sustainable development.

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