

**Exploring Social Entrepreneurship:
A Comparative Study Between The Big Issue Taiwan and the United Kingdom**

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Submitted to the Faculty of the Department of International Affairs in partial
fulfilment of the requirements of the degree of Bachelor of Arts on the International
Affairs

Wenzao Ursuline University of Languages

2024

WENZAO URSULINE UNIVERSITY OF LANGUAGES
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Wenzao Ursuline University of Languages, 2024

Abstract

This study explores social entrepreneurship's development by analyzing The Big Issue's operational s in the UK and Taiwan. The research goal is to identify possible improvements and provide references for the growth and success of social enterprises in Taiwan. The functioning of social enterprises is influenced by the policies and social context of the country in which they operate. To ensure their smooth development, policies must be carefully crafted. This study compares the UK Big Issue in the UK with The Big Issue in Taiwan, examining the differences between the two.

A qualitative research method is applied in this study, including in-depth interviews and document analysis. To gather statistical data from Taiwan and the UK, the study aims to contribute to developing social enterprises in Taiwan and inspire further research in this field. The findings show that The Big Issue in the UK operates independently, without government subsidies or specific policies. It relies on Community Interest Company law established by the British government. Using The Big Issue UK as an example will encourage implementing favourable policies that support the growth, success, and sustainability of social enterprises in Taiwan.

Keyword: Social Enterprise, Sustainable Development, Public Policy, The Big Issue

探討社會企業精神：台灣與英國社會企業之比較研究以大誌雜誌為個案研究

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2024 文藻外語大學國際事務系

摘要

本研究聚焦在社會企業的發展，探討社會企業的運作架構以及對社會的重要。臺灣的社會企業發展尚未像歐美國家一般成熟，透過深入研究英國社會企業以此借鏡。一個完整的社會企業架構不單單是一個成功的企業，而是提供給社會更多的回饋並創造更高的社會價值，然而社會企業在不同國家的政策下將運作的有所不同，完善的政策使得社會企業能發展的更加順利。所以本研究透過比較英國 The Big Issue 以及 The Big Issue Taiwan 去探討兩企業的不同。

本研究採用質性研究法，利用深度訪談以及文獻分析法去收集臺灣以及英國的數據。根據深度訪談以及文獻分析的結果，英國 The Big Issue 並沒單方面接受政府的補助或是特殊政策，僅是仰賴英國政府專門為社會企業所立的社會利益公司法規，使得社會企業在運營上有保障並切能永續經營。最後以英國的社會企業作為借鏡來提供台灣政府以及社會企業更好的建議。

關鍵字：社會企業、永續發展、政府政策、大誌雜誌

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INTRODUCTION

Background

During the 1970s, a severe economic recession hit the United Kingdom and many other Western countries, leading to high unemployment and inflation rates.¹ The first oil crisis in October 1973 worsened the situation and increased the social problems. Responding, various entities, including governmental agencies, non-governmental organisations (NGOs), private businesses, and communities, attempted to address the problem and its aftermath. Despite their efforts, the challenge remained daunting, with severe social consequences. Social enterprises emerged as a new mechanism in the late 1970s to address the high unemployment rate. These organisations were established to tackle social issues that neither governments, NGOs, NPOs, nor private companies could resolve. The 1973 oil crisis caused inflation and raised energy and commodity prices that drove business damage. This happened during a global recession, resulting in a period of "stagflation", where inflation occurred alongside a recession. By August 1976, retail prices had inflated by 27% annually. Unfortunately, wage increases were inflationary, causing unemployment, which reached one million in early 1976 in the UK. This high unemployment rate then led to increased government expenditure and borrowing, resulting in a deficit.

¹ 張浩榕, ChangHao-Jung, “從社會企業行動方案到社會創新行動方案：以政策變遷觀點” (碩士論文, 國立政治大學, 2024), <https://doi.org/10.6814/NCCU201901253>.

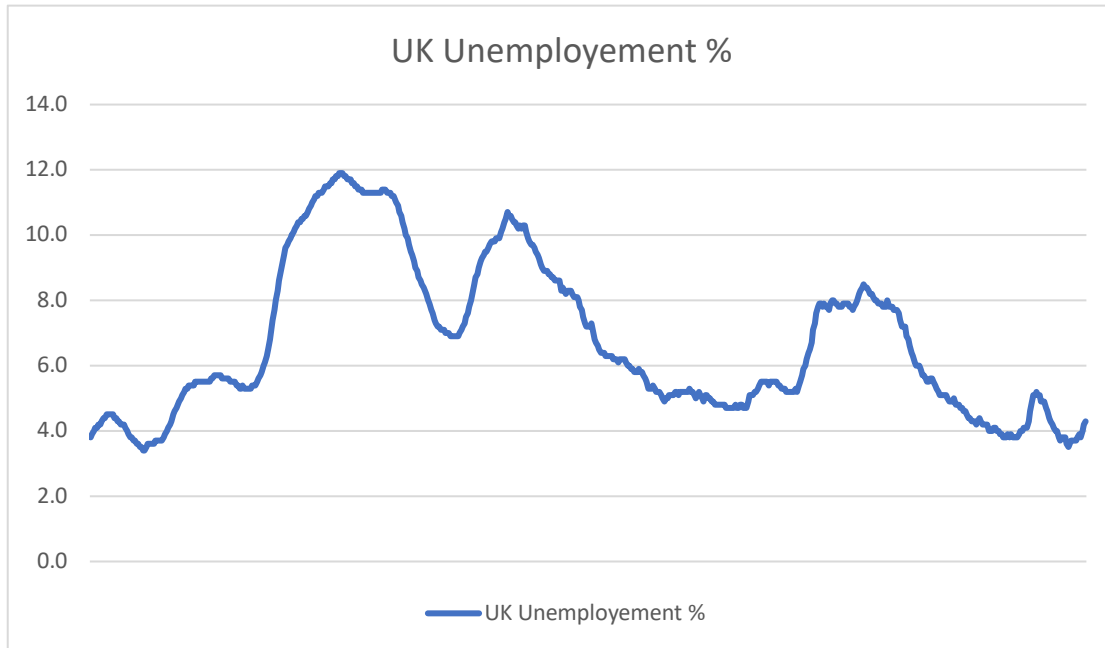


Figure 1 Christopher Pissarides, “Unemployment in Britain: A European Success Story

During the late 1970s and early 1980s, the UK experienced economic difficulties that resulted in a significant increase in unemployment, setting a post-war record. It was triggered by a recession caused by the 1973-74 oil price shock.² During the recession, the public sector failed to implement effective policies to address social problems. Therefore, Non-Profit Organisations (NPOs) struggled to generate income through donations; it turned out to be harder and harder, especially with the economic downturn. Private companies prioritised maximising profits to overcome social problems during that time. As a new form of organisation, social enterprises were emerging as a solution to ease those social problems. They aimed to assist the government in tackling societal issues and share the burden.

In light of current social issues, the Sustainable Development Goals (SDGs) established by the United Nations have become increasingly important. Acronyms such as Corporate Social Responsibility (CSR) and Environment Social Governance

² Christopher Pissarides, “Unemployment in Britain: A European Success Story,” *SSRN Electronic Journal*, no. 981 (2003), <https://doi.org/10.2139/ssrn.429942>.

(ESG) are also gaining popularity as people become more conscious of overall sustainability, not just high financial return. Economic growth is no longer the sole focus, as attention is now paid to social issues impacting people's well-being and take the holistic development of the national as a whole, not partially. Collaboration between various sectors is crucial in addressing these problems and improving society by adopting the social entrepreneurial approach instead of the self-interest of each sector.³ A 2022 report ranked the most urgent SDGs, with Goal 13 (Climate Action) being the top priority at 65%, followed by Goal 2 (Zero Hunger) at 24%, Goal 1 (No Poverty) at 23%, Goal 10 (Reduce Inequality) at 22%, and Goal 7 (Affordable and Clean Energy) at 20%.⁴ It is clear that urgent action is needed to address these social problems. Although the concept of SDGs is in place, more effort is required from all sectors to achieve every goal.

³ WHO, "Sustainable Development Goals," www.who.int, 2022, <https://www.who.int/europe/about-us/our-work/sustainable-development-goals>.

⁴ Alana Duval, "Insight of the Week: Climate Action Remains the Most Urgent Sustainable Development Goal," GlobeScan | Know your world. Lead the future., December 8, 2022, <https://globescan.com/2022/12/08/insight-of-the-week-climate-action-remains-most-urgent/>.



Figure 2 Alana Duval, *Climate Action Remains the Most Urgent Sustainable Development Goal*

There are various challenges that Taiwan is currently facing, including issues related to social welfare, local politics, energy, and other associated problems. The government has taken measures to address these challenges, including initiatives to promote family planning and support for the elderly. However, the public's attention has shifted towards the economy following the pandemic. According to a recent study report, the top five urgent social problems that the public wants to be solved in 2022 are related to the economy, social security, social welfare, local politics, and energy issues.⁵ One of the sub-issues of the economy is the inability of the younger generation to afford housing due to the continuous rise in housing prices. Social security has also become a concern due to the Cambodian human trafficking incident, which has caused a decrease in confidence in Taiwanese. Lastly, due to the ageing society, long-term care welfare has become increasingly crucial for Taiwanese society.

Both the United Kingdom and Taiwan are grappling with serious housing issues. In the UK, the economy has been significantly impacted by Brexit. A recent study on

⁵ 信傳媒 and 榮泰創數據, “台灣民眾最期望政府改善的議題大調查,” September 7, 2022.

public opinion regarding essential issues in the country found out that the top five concerns were the Cost of Living at 48%, the Economy at 15%, Climate Change at 11%, the National Healthcare Service (NHS) at 10%, and Immigration problems at 6%.⁶ This highlights that social problems in the world are often intricately tied to complex economic, environmental and social issues. This study aims to compare social enterprises across different countries and examine how social innovation and entrepreneurial practices in the United Kingdom could be a suitable model for Taiwan to learn from.

Motivation

The motivation behind this research can be traced back to 2020, when Taiwan Social Innovation Action Plan expired. In recent years, Taiwan has been promoting social innovation and enterprises because of the needs of the public as well as the global trend. The government has implemented the Social Innovation Action Plan to encourage society to make up the market barrier when over-rely on market mechanisms: self-interest and marginal utility. Although some progress has been made, social enterprises and innovation still face resource constraints and limited development opportunities, even though some budgets and subsidies have been input into those projects. As a result, the future of social enterprises may be uncertain if society does not take social welfare, impact, and value into consideration but focuses on economic benefit only. The competition could be fierce, but it only benefits certain businesses, not the whole society.

⁶ Robin Way et al., “Public Opinions and Social Trends, Great Britain - Office for National Statistics,” [www.ons.gov.uk](https://www.ons.gov.uk/peoplepopulationandcommunity/wellbeing/bulletins/publicopinionsandsocialtrends/greatbritain/26octoberto6november2022), November 11, 2022, <https://www.ons.gov.uk/peoplepopulationandcommunity/wellbeing/bulletins/publicopinionsandsocialtrends/greatbritain/26octoberto6november2022>.

Research Purpose

This study aims to examine the current situation and improve social entrepreneurship in Taiwan by conducting in-depth research and analysis. By comparing Taiwanese social enterprises to British ones, a case study aims to identify areas for improvement and promote suggestions for social innovation and entrepreneurship in Taiwan.

Research Question

1. Is it feasible for Taiwan to implement the British social enterprise model and attain a prosperous transformation?
2. What factors or policies must Taiwan establish for an overall social ecosystem like the United Kingdom?

Contribution

Comparative research on social enterprises can effectively illuminate the subject matter and provide a clearer blueprint for society, government, and businesses. Such research can enable the government to create more comprehensive and secure policies for enterprises, promoting diversified development throughout various industries. The revival movement that has propelled the trend of social enterprises in Taiwan has successfully kept pace with the development of European and American countries, which serves as a testament to the importance and relevance of promoting and supporting social entrepreneurship worldwide.

LITERATURE REVIEW

Definition of Social Enterprise

Currently, there is yet to be a universal definition for social enterprise. For the purpose of this study, it is using a specific definition of social enterprise from European scholars. Social enterprise first emerged in Europe and underwent changes within social and economic organisations.⁷ The UK's Department for Business Innovation & Skills (BIS) highlights that social enterprises mainly concentrate on social objectives to improve social welfare, not profit maximisation. Any profits earned are primarily reinvested in the business or community for the same purpose rather than solely striving to maximise profits for shareholders and owners.⁸ In addition to the social purpose, social businesses are different from conventional charities as NPOs cannot have a business model with reasonable profit but not maximisation of the profit.

According to The Organisation for Economic Cooperation and Development (OECD), the social enterprise sector exists between the market and the state. This means the social enterprise is self-sufficient enough to operate alone on the market but with the same social value as the state. It is associated with concepts such as the tertiary and non-profit sectors.⁹ The organisational forms that social enterprises take vary according to each country's legal framework, political economy, environment, cultural traditions, and social context. The social enterprise concept aims to bridge the

⁷ 劉沂佳, “以英美社會企業法制 論我國社會企業監理之改革 Analysis of the UK and US Frameworks for the Reform of Social Enterprise Regulation in Taiwan” (碩士論文, 2018).

⁸ Department for Business Innovation & Skills (BIS), “A GUIDE to LEGAL FORMS for SOCIAL ENTERPRISE,” 2011.

⁹ Organisation for Economic Cooperation and Development (OECD), “Organisation for Economic Co-Operation and Development Local Economic and Employment Development Programme,” 2003.

gap between the non-profit sector and the social economy by focusing on new entrepreneurial dynamics pursuing social goals with an innovative approach.

In other words, social enterprises pursue social and economic goals with an entrepreneurial spirit and take various legal forms in OECD countries, adopting business model and managerial techniques but peruse a profitable approach to meet with the need, demand, and want of the customers (could minorities, disables, ordinary peoples) since it is the new form of operation that is taken care environment, society, economy, and culture into consideration. Hence, a balanced ecological system has to be implemented to meet the mission and goal. They often provide social and labour integration services to disadvantaged groups and communities and are increasingly evolving to deliver community services in education, culture, and the environment.

While explaining social enterprise, it is necessary to look into the social enterprise spectrum, which is addressed by Dess (1996); he believes that few social enterprises are purely charitable and purely commercial. Most social enterprises contain both commercial and charitable nature, that is, mixed social enterprises, and present a state of cross-subsidy. This state can be subdivided into five types:

1. Full philanthropy support,
2. Partial self-sufficiency,
3. Cash flow self-sufficiency,
4. Operating expense self-sufficiency and
5. Full-scale commercialisation (Dees, 1999: 154-160).

A social enterprise hybrid spectrum, as constructed by Kim Alter (2007, p.14); believes that social enterprises address social issues and market failures while also utilising commercial activities to create social and innovative benefits.¹⁰

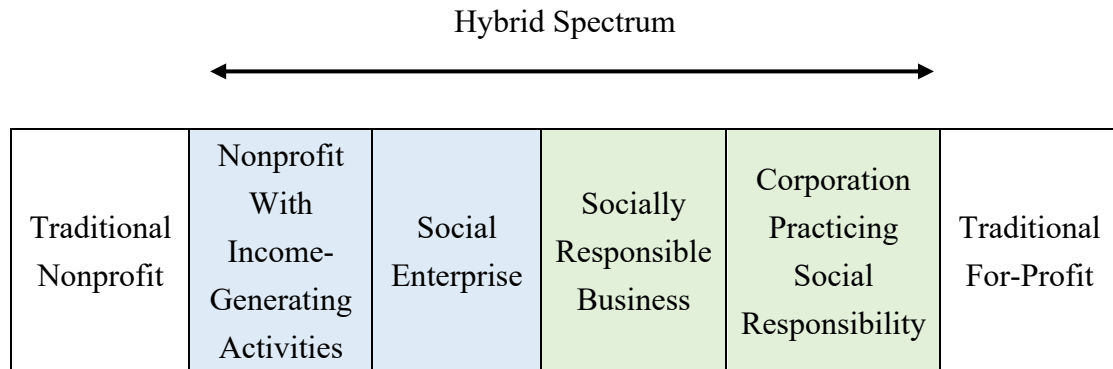


Figure 3 Kim Alter 2007, Social Enterprise Typology

Mission Motive -	-Profit-making Motive
Stakeholder Accountability -	-Stakeholder Accountability
Income reinvested in social programs -	-Profit redistributed to shareholders
Or operational costs	

The organisational spectrum table reveals how different types of organisations view motivation, accountability, and income usage for their related activities. On the right side, profit-making entities create social value but prioritise profit-making and distributing the surplus to shareholders. On the left side, non-profit organisations engage in social programs through business activities. Still, their primary focus lies in achieving their mission rather than making a profit. Kim Alter's social enterprise spectrum serves as a benchmark for defining and comparing social enterprises. Due to varying definitions of social enterprises across different countries, their positions on the spectrum differ. By understanding and comparing these definitions, the definition will be adopted to evaluate the performance of social enterprises similar to Taiwan. In the following paragraph, the research explores the meaning of social enterprises in

¹⁰ 余思好, “降落, 再起飛— 社會企業青年創業家自我轉化歷程 Landing, Then Take Off—the Self-Transformation Process of Young Social Entrepreneurs” (碩士論文, 2018).

three countries: Taiwan, a nation with an immature but aggressively developing social enterprise industry; the United States and the United Kingdom are two countries with mature social enterprise sectors that have attained a substantial scale of development. This tripartite analysis delves into multiple aspects of social enterprise progression, enabling a well-informed evaluation of the most relevant benchmark for Taiwan's current efforts in this field.

Purpose and Functions of Social Enterprise

Social enterprises are vital in addressing societal and environmental challenges through innovative business models that combine social impact and economic profitability. By collaborating with governmental agencies, non-governmental organisations, and private businesses, social enterprises can promote self-sufficiency and sustainability among non-profit organisations. Traditionally, the efforts of NPOs contribute to developing a sustainable society and help governments share the responsibility of mitigating societal problems. By adopting an entrepreneurial mindset, social enterprises can create an aggressive, positive economic approach that aim to a social change, making them crucial for both the market and society.¹¹ Social enterprises need a more precise and focused purpose for strengthening this impact, supported by specific evidence and concrete examples. But at the nascent stage, social entrepreneurship needs to be incubated and invested because it is vulnerable and not well known yet.

¹¹ 財團法人海峽交流基金會, “近年來台灣社會企業之發展◆文 / 馮燕 (台灣大學社工系教授),” 財團法人海峽交流基金會 2016 年 10 月號, no. 149 期 (July 17, 2020), accessed May 6, 2023, <https://www.sef.org.tw/article-1-129-4904>.

Evolution of Social Welfare and Social Justice

Regarding social enterprise, the principles of social welfare and social justice are intertwined. A social enterprise is a contemporary business model that seeks an innovative approach to solve the social problem and fosters a positive impact on society while yielding economic advantages. As such, it is an effective means of balancing social responsibility and financial success. By prioritising these factors, social enterprises can achieve a sustainable business operation that benefits society and the environment while generating economic prosperity at the same time. If the social problem has been embedded in a society for a long time, that also indicates a conventional approach will not workable, a disruptive approach should be applied to.

As per the theory of social welfare policy, there is a certain degree of responsibility on the part of the government to focus on the social aspects and cater to the needs of individuals facing financial or social hardships. This may require intervention in the market to design a beneficial necessary welfare services. Social welfare policy in Taiwan has undergone a significant shift. In 1945, the government implemented four social policies to protect the population, labourers and farmers and provided social insurance and assistance.¹² The Executive Yuan has identified six focus areas in the current social welfare policy: welfare for children and youth, women, elders, people with disabilities, protection services, social aid, and social insurance.

¹² 詹火生, “一甲子以來台灣社會福利政策的演變：從理念政策到制度實踐,” *社會福利模式—從傳承到創新研討會*, 北京：中國社會科學院社會學所, April 15, 2011.

The United States: Social Enterprise Development

Social enterprise in the United States is characterised by a broader concept that considers social enterprise as belonging to the market rather than a different type of social economy. It places a strong emphasis on revenue generation and does not typically utilise the concept of the social economy. In the United States, social enterprise is generally understood to be a type of nonprofit organisation engaged in activities that generate earned income.¹³ While social enterprise in the past primarily focused on nonprofits, it has now expanded to include commercial activities aimed at social problems solving. The benefits of this policy were associated with social enterprise is often tax reduction. Despite this shift, social enterprises in the United States still heavily rely on community donations. However, due to the strong ideology of capitalism within the country, there is a possibility of fraud and personal interests influencing social enterprise initiatives.

The United Kingdom: Social Entrepreneurship Development

On the other hand, The United Kingdom has a rich history of social enterprise development, and its sector is one of the most successful and thriving in the world. Social enterprise is a distinct type of organisation that operates within the third sector, strongly emphasising on social economy. This reinvestment model allows social enterprises to continue addressing social issues and creating positive change in their communities.

One notable advantage of operating as a social enterprise in the UK is the potential for tax reductions. However, evaluating a social enterprise's impact goes beyond financial gains solely. It encompasses a quadruple bottom-line approach,

¹³ Janelle A. Kerlin, "Social Enterprise in the United States and Europe: Understanding and Learning from the Differences," *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations* 17, no. 3 (2006): 246–62, <https://doi.org/10.1007/s11266-006-9016-2>.

which considers the project's benefits to society, the economy, the culture, and the environment. This comprehensive evaluation ensures that social enterprises contribute to the betterment of society as a whole and are not solely focused on economic self-interest.

To further support the growth and development of the social enterprise sector, the UK government has established "Big Society Capital.", which focused financial institution that provides funding and resources to encourage enterprises to invest in social enterprises. Big Society Capital aims to foster the expansion and impact of social enterprises nationwide by facilitating access to capital and expertise.

In 2021, Social Enterprise UK (SEUK) reported that over 100,000 social enterprises are operating in the UK, contributing £60 billion to the economy, employing approximately two million people, roughly equal to 2.8% of the UK's estimated GDP in 2021, and employing around two million people."¹⁴ The well-developed social enterprise system in the UK has been instrumental in building a robust ecosystem. The government and NGOs work together to support social enterprises in the UK. Social Enterprise UK (SEUK) bridges Community Interest Companies (CICs) and the local communities by gathering social enterprise representatives and sharing information within the group. SEUK has also built an online marketplace to attract more investors to engage with social businesses. This collaborative effort between the government, NGOs, social enterprises, and communities has been instrumental in creating a strong and supportive ecosystem for the emergence of social entrepreneurship in the UK.

¹⁴ Social Enterprise UK, "Social Enterprise UK," Social Enterprise UK, June 11, 2019, <https://www.socialenterprise.org.uk/>.

Especially, the concept of Social Value Act (2013) is a crucial policy in the UK that requires every public sector to consider the potential value they can create for society. This legislation aligns the goals of the government and the community, creating a shared responsibility for positive social change with legal support and identification. By integrating social value into public policy, the UK government has created an environment to incubate the nascent social entrepreneurs that can thrive and contribute positively to society.

Social Enterprise in Taiwan

Even though social enterprises have been popular due to the rise of awareness of SDGs and ESG, there is a clear yet consistent definition. Still, this type of organisation is a fusion of conventional business and non-profit organisations without legal definition. Although Taiwan has excellent potential to develop social enterprise, with many pressing societal problems, young generations and communities are willing to start a social enterprise.¹⁵ Yet, the system needs to be complete and more strategic. The last mile for social enterprises to become a universal value is the gap between social enterprises and legislation.¹⁶ Taiwanese social enterprise needs more legislation to provide a self-sufficient mechanism for enterprises and a clear position in society. From the legal framework, social enterprise is still considered a general profit-making company because of the absence of dedicated legislation or specific legal structures that recognise and define social enterprises separately. They are using the company model to implement their mission as a social enterprise. The issue leads to many arguments that, without a clear legal definition for social enterprise, will push

¹⁵ 官有垣 and 王仕圖, “臺灣社會企業的能力建構與社會影響初探,” *社區發展季刊*, no. 143 (September 2013): 51–67.

¹⁶ 李沂霖, “讓社會企業成為普世價值的最後一哩路：社企與立法間的距離，究竟還有多遙遠?” *社企流 / 華文界最具影響力的社會創新主題平台*, last modified November 5, 2019, accessed June 6, 2023, <https://www.seinsights.asia/article/6648>.

companies to verge on the illegal. With comprehensive legislation established, an Annual Charity Report will be asked to reveal the social impacts they made during the period. Clarifying social enterprises and profit-making companies can help the system to an advanced development and inclusive diversification. Gradually the ecosystems with social purpose will be fostered, no longer an economic purpose only.

United Kingdom vs. Taiwan – Social Entrepreneurship Development

Based on the definition of social enterprise, slight differences exist between the United Kingdom, the United States, and Taiwan. Comparing their social enterprise development approaches, the United Kingdom and Taiwan are more similar to the United States, their similarity in their role of government support and policy initiatives. The Taiwanese government established the Social Innovation Action Plan (2018), and the UK government also has the Social Value Act (2013) and Bog Society Capital (2011) to support the industry.¹⁷ However, the United States government only provides programs such as the Small Business Administration (SBA), Community Development Financial Institution Fund (CDFI), Benefit Corporations and Low-profit Limited Liability Companies (L3Cs) and the law of benefit corporations, which are systematically different from Taiwan and the UK.

The Big Issue UK

To examine the operational models of social enterprises in the United Kingdom and Taiwan, this study compared The Big Issue Magazine as an appropriate example. The Big Issue is a social enterprise that originated in the United Kingdom. It was founded in 1991 by John Bird and Gordon Roddick and took inspiration from the Street News Magazine in New York. TBI has helped countless underprivileged and homeless individuals achieve self-reliance by selling magazines. The publication has

¹⁷ Executive Yuan, “Social Innovation Action Plan.”

been licensed to ten countries, such as Japan, Korea, Australia, and Taiwan, for distribution in various editions. To maximise the use of resources, TBI UK has implemented a dual model of "company" and "foundation." The for-profit company handles magazine production and distribution, while the non-profit foundation manages the magazine's proceeds and promotes projects that enhance the vendors' lives. Yet, starting in June 2023, TBI Foundation no longer exists as a charity but merged into TBI Company as a new CIC. It is now named The Big Issue Group, which includes six teams, Big Futures, Big Issue Media, Big Issue Invest, Big Issue Recruit, Big Issue Shop, and Big Issue E-bikes.

Big Issue Media is mainly about magazine publications and assisting the homeless to become vendors. The core value of letting the homeless sell magazines is to let them run their own mini business. Big Issue Media provide a very sufficient and friendly business for vendors. As a new vendor, you will receive five free magazines valued at £20 and a pitching location to help you start your business. You can purchase the magazines from Big Issue Media for £2 each and sell them for £4, making a profit of £2 for every magazine sold. After you have worked for a month, Big Issue Media will provide you with an additional 30 free magazines to support your business.

As existing vendors, you will receive full support from different TBI Groups. Big Issue Media mostly supports you to start and sustain your business; despite receiving financial support for the business, it also provides one-on-one sales coaching to guide you. On the other hand, Big Futures will help you with the problems you face in life. They provide professional financial planning support, such as an income check to access key support, support budgeting your income, money off and manage your energy bills. Other supports include free toiletries and warm items,

housing help, and help to find jobs. Big Issue Recruit and Invest are another two groups that TBI is actively developing. They are both established to address social problems by creating supportive environments, creating job opportunities, and investing in sustainable businesses. Big Issue Recruitment is dedicated to supporting those with employment barriers to gain sustainable employment, and Big Issue Invest finances sustainable social enterprises to extend TBI's mission. They both create social value through financial services.

The Big Issue Taiwan

The Big Issue Taiwan was founded by Fines Lee in 2009. They obtained authorisation from The Big Issue Magazine in the UK. Big Issue Taiwan launched the Taiwan edition on April 1, 2010, with the first issue's theme being "The Foolish Generation". The editor-in-chief quoted Steve Jobs's speech at Stanford University in 2005 and used his motto, "Stay Hungry, Stay Foolish", as the core spirit of the magazine. The target audience is individuals between the ages of 20 to 35, and mostly Generation Y. TBI Taiwan is allocated as a comprehensive humanities magazine with content focusing on global issues, arts, fashion, design and technology; it creates positive social impact through helping the homeless become vendors and passing social value via magazine's content.

METHODOLOGY

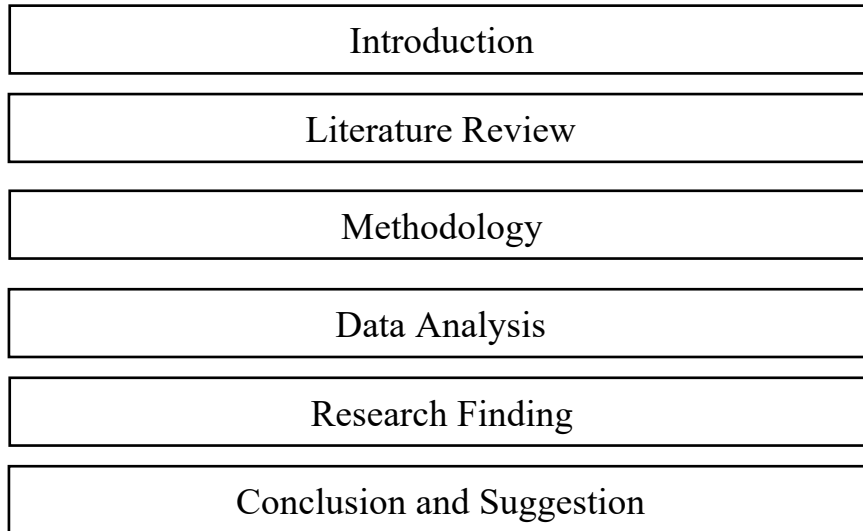
This study utilises qualitative research methods, including in-depth interviews and focus group discussions, conducted with participants from TBI UK Bristol and TBI Taiwan. To initiate this process, an extensive quantitative research analysis was conducted to investigate the operation model of TBI. The basis of this research will be founded upon the theory I discovered through my extensive literature review. The literature review highlighted the significance and importance of social enterprise. I aim to develop relevant questions that enable the researcher to investigate the current state of operation in the business, seeking to see the differences between the two countries.

In conclusion, the qualitative methodology is applied in this research when the comprehensive data is collected through interviews. Therefore, this research provides valuable insights that will enable to identify improvement and further enhance the functioning of social enterprises in the future.

Research Structure

The first step of the research involved describing its motivation and purpose, followed by developing a set of research questions. Afterwards, relevant articles and research papers were gathered and studied based on the research questions. Then, the methodology was determined, and interview questions were designed and utilised to collect data and transcript dialogue. Lastly, the researchers spent considerable time writing the data analysis, resulting in the study's final findings.

Research design



Research Implementation

The research will focus on Managers and vendors of The Big Issue UK and Taiwan. This study focused on the collection of vendors' opinions and experiences as members of social enterprise development. Especially, the authentic voice from the street vendors. By investigating and communicating as a research implementation, a more direct understanding of the actual market situation of this industry leads to a more precise analysis.

Research Population

The sampling method usually used in qualitative research is purposive sampling; that is, according to the purpose of the research, the research object that can provide the greatest amount of information for the research question is selected. (Patton,1990) The goal of qualitative research is to prioritise authenticity and reliability over quantity by selecting participants who can provide rich experiential data. There are five research objectives: three TBI UK staff, one vendor, and the TBI Taiwan Chairperson/ Chief Editor.

Table 1 Interviewee Demographic information

Code	Gender	Organisation	Responsibility	Years of Experiences
B1	Males	TBI UK Bristol	Bristol Office Manager	2 Years
B2	Female	TBI UK Bristol	Vendor Support Worker	7 Months
B3	Female	TBI UK Bristol	Hand-up Fund Worker	1 Years
V1	Male	TBI UK Bristol	Vendor	9 Years
C1	Male	TBI Taiwn	Chairperson/ Chief Editor	13 Years

Research Instrument

For this study, we will be using in-depth interviews and face-to-face interviews with both homeless individuals and staff involved in TBI. This approach will allow us to gather rich and multi-dimensional information. Participants will be encouraged to use their own language and methods to express their experiences, providing us with a true understanding of their thoughts and feelings.

DATA ANALYSIS

According to the data that I collected through in-depth interviews and focus-group interviews, I divided them into five different sectors to elaborate on the enterprise's current situation. The data will be used to compare the performance of TBI UK and Taiwan for a better suggestion to provide to this research. The data is collected on the 13th and the 16th of October.

Core Value

The Big Issue firmly believes in its core value of empowering the vulnerable by providing them with job opportunities and enabling them to take charge of their lives. Rather than simply providing relief, the organisation encourages vendors to take ownership of their businesses and work in partnership with TBI, not for it.

“The existence of TBI provides homeless and socially disadvantaged people with job opportunities and hopes that through the sale of magazines, they can rebuild their personal

confidence and dignity and then regain control of their lives.” (TBI Taiwan Official Webpage)

“If you treat someone like a child, they will very often behave like one; the Big Issue’s help is very constructive and empowering.” (VI)

“Running a business with the Big Issue is very flexible. There is no sales performance pressure. you could decide your own working hours, to longer it and make extra money, and you got to decide your own business.” (VI)

Revenue Model

Before the merger with The Big Issue Group, TBI UK used to generate a small portion of its revenue from the Big Foundation, in addition to the sales of its magazine. However, after the merger, their sources of income diversified to include donations, sales from their magazine, and revenue from The Big Issue Shop.

“We get our funding through various different forms; we have got donors, charities, and sales of magazines.” (BI)

On the other hand, TBI Taiwan does not have such a big organisation; most of the revenue comes from magazine sales and advertisements.

“The magazine has a circulation of 30,000 copies and relies on advertising as its primary source of income. °” (C1, 2012 Taipei Times)

Operational From

TBI get rid of the old non-profit organisation framework and lets the organisation become a business, generate revenue and give back to society. TBI UK changed its registration from a charity to a CIC company in June 2023; as a CIC, TBI UK can develop a more diverse organisation to generate

revenue. Differing from TBI UK, TBI Taiwan is registered with the government as a limited company. The Comparison is listed in Table 2.

“The Big Issue was only a charity until four months ago; it is now a Community Interest Company (CIC). Since Lord Bird figured the company was not working well anymore as a charity, he decided to turn it into a CIC. “(B1)

Table 2 Comparison of TBI UK and Taiwan

	TBI UK	TBI Taiwan
Date of Establishment	1991	2010
Founder	John Bird	Fines Lee
Operational Form	Community Interest Company	Limited Company

1. Business Model

a. Physical Channel

The physical magazine sales channels in Taiwan and the UK are similar. These channels purchase magazines from vendors, who choose locations in crowded areas. TBI provides the location, but the vendors themselves plan the stall time. UK vendors will receive five free magazines as a startup bundle. After that, they can purchase magazines for £2.00 upfront and sell them to the public for £4.00. Taiwanese Vendors will receive ten free magazines as the startup bundle, purchasing for 75NTD and selling for 150NTD. Vendors from both can generate half the price of the product. With the revenue, they can keep running their business with TBI. (C1, B2)

b. Online Channel

Due to COVID-19, an alternative purchase channel was established in recent years. In TBI UK and Taiwan, you can subscribe to the newest magazine online and select to purchase from specific vendors so that they can still revenue through online channels. (V1) However, the mechanism

has raised some arguments about inequality. To address the issue, TBI Taiwan share the revenue that is generated from online subscriptions to every vendor. (C1)

2. Social Services

On the social service part, we investigate how the enterprise creates social value and practices actual service to the vulnerable. With a bigger organisational structure, TBI UK has done more than TBI Taiwan on social services. TBI Taiwan aims to create social value through carefully curated magazine content highlighting important social issues. TBI Taiwan promotes social issues, creativity of problem-solving, and the value of perspective through the magazine to eliminate prejudice against profit-making and public welfare.

“Finding the balance between interest and distribution in business.” (C1)

Further, TBI UK provides more actual services. The TBI Company provides help for the vulnerable and runs the magazine business. The services they provide is very diverse, from housing problem to daily necessities, which are all carried by TBI. Not only do they help the vulnerable, but they also devote themselves to the market and create a positive social impact in the competitive market.

“The public only knows us as a magazine. But we are not. We are doing more than that.” (B1, B3)

Research Findings

In this chapter, the researcher analysed the data collected through in-depth interviews. There were five in-depth interviews: the chairperson from TBI Taiwan, three staff from TBI UK, and one vendor from TBI UK. The data is analysed in the

following four sections. The first section describes the similarities in the definition and development of social enterprises between Taiwan and the UK. The second section analyses the differences between TBI Taiwan and the UK. The third section explores the operational philosophy of TBI Taiwan and the UK. The fourth section of the stanza depicts the achievements and challenges of TBI.

1. the similarities between the UK and Taiwan

a. the identification of social entrepreneurship

The UK and Taiwan acknowledge social entrepreneurship as an important sector of their societies. As is the UK government, the Taiwanese government actively promotes social enterprise and social innovation to ensure the country's sustainability. Over the years, the number of social enterprises has increased significantly, and their economic and social impact has been impressive. The government supports and recognises the industry through legislation and policies.

b. the development of social entrepreneurship

The development of social entrepreneurship in the UK and Taiwan is comparable, as both countries have government support in place. To ensure social enterprises are protected by the law, the UK Government has enacted the CIC for social enterprise. In contrast, although there is no legal legislation for social enterprises in Taiwan, the government has introduced the Social Innovation Action Plan 2.0 (2023/06/27) to encourage the growth of social enterprises. While the development speed in Taiwan is slower than that of the UK, it is clear that both countries are following a similar development route.

2. the differences between The Big Issue UK and Taiwan

The Big Issue Taiwan obtained authorisation from The Big Issue UK; although they are both TBI, there are still significant differences between the two enterprises.

This study found three major differences that drive the two enterprises in different development.

Firstly, TBI UK and Taiwan have different target readers for the Magazine. TBI Taiwan's target readers' age group is 20-35 years old. Yet, TBI UK does not have a specific age group; they target those who are affluent and environmentally, socially and ethically aware. According to the previous chapter, TBI UK is struggling and expecting to develop younger readers. The content will be different to pander to the readers with varying target readers.

In the second place, the two enterprises have completely different organisational structures. On account of TBI UK has a more extended developing history. TBI UK has a more mature organisational structure; the magazine group is well developed, and the whole Big Issue Group is taking their role properly. Big Issue group grew out of The Big Issue Foundation; with stable funding, the organisation is more durable and has a higher possibility for future development. Compared to TBI Taiwan, it is a social enterprise running solely, without any foundations, donors, or governmental support.

Lastly, the two enterprises have their way of addressing social problems and creating social value. As mentioned in the previous paragraph, TBI UK has the Big Issue Group that provides various social services to homelessness and the whole social entrepreneurial industry. TBI UK devotes itself to poverty alleviation and sustains the social entrepreneurial industry through financial investment. With the Big Issue Group, TBI UK creates more social values than selling magazines. TBI UK is running more as a charity. However, TBI Taiwan is the complete opposite of TBI UK. According to Lee, TBI Taiwan prefers to operate on a corporate model. Despite providing job opportunities and social services to the homeless, TBI Taiwan focuses

more on conveying social issues through magazine content and creating social value. Differ from TBI UK is due to lack of foundation and more prominent organisations. Yet, both enterprises are using their way to create social value and provide positive social impact.

3. the operational philosophy of The Big Issue between the UK and Taiwan

“Help People Help Themselves” is the core value for both TBI UK and Taiwan. Both enterprises aim to solve poverty alleviation and address social problems. TBI UK and Taiwan provide job opportunities to the homeless. However, they did not approach in the way of “Relief”; instead, they encouraged them to rebuild their confidence through work. All TBIs inherit the core spirit of TBI UK and use “business operations” to improve poverty problems in society. In the interview, one of the workers from TBI UK mentioned, *“The Big Issue is called the big issue to solve the big issue of the world.”* This quote perfectly describes the operational philosophy of TBI; when TBI see social problems, they try to address them. Even though the two enterprises have their own operational models, their beliefs bring them together. "Addressing social problems through business to create social value" - TBI believes that their enterprises contribute to society daily.

4. conclusive finding

a. Achievement

TBI plays a significant role in our society. It has helped thousands of vendors who are running businesses with TBI UK. In Taiwan, TBI has 336 registered vendors, out of which 93 are actively selling magazines. While the number might not seem significant, the stability of the services provided to individuals is noteworthy. TBI has achieved commendable success in supporting the vulnerable, and the Big Issue Group has also

succeeded in its investments. Big Issue Investment emphasised, “*We have supported over 550 organisations with over £80 million in funding.*”.

b. Challenges

According to the interview, the biggest challenge for TBI UK is “*Getting the general public(people) to know what we do*” (BI). The public only recognises TBI as a magazine company with homeless vendors. But they are more than just a magazine company because they provide more services; magazine selling is just one of the actions to accomplish their value. TBI UK wanted to be recognised more as a social enterprise that does good for society to eliminate poverty.

CONCLUSION AND SUGGESTIONS

This study compares the development of social enterprises in Taiwan and the United Kingdom, with a particular focus on The Big Issue, a social enterprise from the United Kingdom.

The United Nations has identified poverty as the first goal for sustainable development. Homelessness is a manifestation of poverty, and both Taiwan and the UK face the challenge of homelessness. However, in the UK, social enterprises and government assistance are actively addressing this social issue. This study aims to identify the strategies used by The Big Issue to provide insights into the future development of social enterprises in Taiwan. One of the most significant challenges faced by homeless individuals is the lack of initial capital to start anew, coupled with the inability to provide for their basic needs. This results in an inability to meet the fundamental physiological needs that are proposed by Maslow's hierarchy of needs. The Big Issue assists homeless individuals by providing job opportunities, and capital, and encouraging them for self-sufficiency. When homeless individuals become self-sufficient and participate in the social economy, they no longer rely on government subsidies and are less likely to cause social unrest. TBI found a positive way to solve social problems, creating value and impact.

Homelessness is a growing issue in Taiwanese society today, but unfortunately, the actions that Taiwan can take to address this problem are quite limited. As per the research findings, out of more than 300 homeless people who expressed their willingness to work as salespersons, only 93 of them could be given a stable job. To address this issue, TBI Taiwan needs to establish a more robust organizational structure and corporate regulations that can protect enterprises and enable them to expand their services to society. Although the government in Taiwan is promoting

social innovation action plans, the lack of corporate regulations makes it challenging for social enterprises to sustain themselves. TBI Taiwan is also facing this challenge. How can social enterprises continue to serve society with a good heart while finding a balance between interests and distribution in their business structure amidst capitalist suppression and social doubts?

Social enterprises in Taiwan are still in their infancy and need the collective efforts of all government departments, non-profit organizations, and private enterprises, along with necessary policy adjustments and social support, to carve out a more comprehensive development path for their growth and success. Thus, developing social enterprise is crucial for a sustainable society, but engagement from all sectors is necessary.

Appendix

Big Issue Bristol interview transcribe

Introduction

- a. Could you briefly introduce The Big Issue Magazine's core mission and purpose?

Lord John Bird started the Big Issue in 1991. He was homeless and got in trouble with the police for petty offences. He brought the concept of Street News from the US to the UK. He did it better than the US. Because the Street News is purely about the homeless and their stories. The Street News die because the stories are similar in every issue, and the context is usually upsetting. Lord John Bird wanted to create something better. "*The Big Issue is called the big issue to solve the big issue of the world.*" It is not just a homeless paper; we have people who have house problems or want extra cash. So, it is not just for the homeless. As can tell, we were not just selling stories but giving practical help to those in need. (B1)

Funding and Revenue Generation:

- a. How does The Big Issue Magazine diversify its revenue streams to maintain financial stability and its mission?

There are three different Big Issue companies. We've got Big Issue Company, which is us. We sell magazines, and the fund itself is from the magazine. And there is Big Issue Invest, a company we invest in small companies and social care. It supports social businesses and charities to deliver social, economic, and environmental impact across the UK. Lastly, we got Big Issue Recruit, which is run like a recruitment agency for people in need, vulnerable people. It aims to bring people from a more diverse range of backgrounds into the job market, which is a new solution to this crisis. (B1)

- b. Can you talk about how The Big Issue is being funded?

We get our funding through various different forms; we have got donors, charities, and sales of magazines. Vendors buy the magazine upfront for £2 and sell it to the public for £4.00. (B2)

Global Expansion and Future Vision:

- a. Are there plans or considerations to expand The Big Issue Magazine's model globally, beyond regional branches, to create a unified global presence?

Not at all. Every region has their own operations systems, running separately in different countries with different contexts. (B3)

Adaptation to Local Context:

- a. In adapting to different cultural contexts, can you elaborate on changes or adjustments made to the magazine's content, distribution, or operations in various regions?

Very interestingly, for the case in the UK, we have The Big Issue South and The Big Issue North. Two Big Issues worked separately with different publications, papers, and content. In the last few months, The Big Issue North merged into The Big Issue South and became The Big Issue UK. (B1)

- b. What is the current challenge for The Big Issue UK now?

Ji3. Because the public only knows us as a magazine. But we are not. We are doing more than that. Me and Frankie, we run the support system. We've got Hand Up Fund from the Big Funds, which helps the vulnerable access everything, such as shoes or a carpet for their new house, getting ID, passport, or driver's license. We support them with all of that. But the public does not know; the public sees somebody on the street selling paper. Magazines are kind of dying out now, so we have an online subscription that you can purchase and support your magazine through the vendor. At the moment, we do not plan to transform it into a digital magazine, considering some people still like physical paper. We have elderly readers who will still prefer to have physical paper cause it is easier to read. (B3)

Local Policies and Governmental Supports:

- a. How is the UK government supporting the Big Issue UK? Is there any specific policy or law to support the business to sustain?

Lord Bird is the House of Commons; he changed a few laws in the UK to help vulnerable people. The Big Issue is currently running independently, without any relations or support from the government. The Big Issue was only a charity until four months ago; it is now a Community Interest Company (CIC). Since Lord Bird figured the company was not working well anymore as a charity, he decided to turn it into a CIC. Running the company as CIC is more beneficial. A CIC opens things up, enabling the company to do more work for the community. And that is the reason why we changed to CIC. (B1)

- b. Since there are no policies from the government to support, would you prefer a policy for help, or are u satisfied enough with the current situation.?

We are actually very satisfied with CIC now; as mentioned, it enables us to be engage with the community more than as a charity. Frankly speaking, the best for the company is without any involvement from the government. Sometimes, if we disagree with the government policy and put that in the magazine, the paper will be limited with government funding. (B1)

Big Issue Sellers interview transcribe

Part A: Demographic Information:

Name: Jack Richardson

Age: 45 years old

Working Experience: 9 years

Part B: Experiences as a Big Issue Seller

1. *What motivated you to become a Big Issue seller?*

Because of the mental health issue, Jack cannot work normally for a job more than a year. He usually needs some emergency day off to run away from people due to his mental situation, which causes him to lose his job. He was forced to go back to the street or homeless shelter.

While talking about his job with the Big Issue, Jack mentioned, "It has been the happiest and most stable nine years of his adult life." "This job is something I can do with my condition; my mental health issue does not stop me from being good at it."

2. *Can you share a positive experience or impact that being a Big Issue seller has had on your life?*

"Being around people helps to normalise you, especially while you have ADHD, autism, or Asperger's. Socialising has always been a problem." Said by Jack. Yet, Jack is doing this job very well now. He mentioned he used his middle English accent to draw customer's attention.

Park Street is where Jack usually sells magazines around the University of Bristol. Jack found it fascinating to meet different people, from international students to physics professors with whom they could share different opinions. Jack said, "As a 45-year-old man, staying with younger people helps me to stay with the trend and keep me updated with new knowledge."

3. *What challenges have you encountered while working as a Big Issue seller? (e.g., safety concerns, public perception, etc.)*

The safety issue is the biggest concern for Jack. As he mentioned, he had confrontations with someone with a mental illness or a street person and was attacked by them around once every two years.

The relatively competitive market is another issue. Jobs that used to be done by street people, such as labour power work, are now desperate. Workers are pushing up against each other.

4. *Do you feel supported by the Big Issue organisation in your work? If so, in what ways? If not, how could support be improved?*

The Big Issue gave mature support, making Jack feel comfortable and confident. Jack described, “If you treat someone like a child, they will very often behave like one.” He also emphasises that the way The Big Issue helps people is very constructive and empowering.

An example from Jack is that he got dysgraphia, and The Big Issue set up a foundation to get him a laptop. Jack is incredible and talented in writing; he is now writing a sci-fi book with a laptop.

Part C: Finances and Economic Stability

1. How has working with the Big Issue impacted your financial situation or stability?

While working with the Big Issue, Jack had a stable income and let his wife manage the money. He mentioned the business with the Big Issue is very flexible. There is no sales performance pressure. you could decide your own working hours, to longer it and make extra money. Yet, it is also acceptable if you have mental health problems and need a day off. Jack can have his days off without risking losing his job. The Big Issue gave him enough support while he was at the edge of this mental situation.

2. Have you received financial or non-financial assistance from the Big Issue or any other organisation to help with housing, healthcare, or other needs? Please describe your experiences.

With all the support from the Big Issue, Jack said he no longer needs to rely on any benefit systems.

Part D: Future Aspirations and Support

1. What are your aspirations for the future, and how do you believe working with the Big Issue can contribute to achieving these aspirations?

After these years of working with the Big Issue, Jack got a more stable life financially and mentally. He has a stable job and a fiancée. Jack told his story of how he met the love of his life. That he made an impact on someone’s life. As a street vendor, he has the chance to communicate with people. He emphasised, “A big part that makes The Big Issue so important is getting people to talk to marginalise people. You start to live out of your comfort zone.” The Issue builds connections, and talking to people makes you realise we are all human beings. Jack said he would be working with The Big Issue unless he published his sci-fi book.

2. What additional support or resources would you like to see from the Big Issue organisation to assist you in achieving your goals and improving your circumstances?

Jack had been working with The Big Issue to develop online subscriptions with certain vendors. That creates an alternative method for selling magazines, the

convenience of purchasing, and encourages the vendor to be able to have more connection with customers. Customers will be able to buy a magazine because of the unmatched time. Jack is looking forward to developing online subscriptions more so that vendors can have higher selling performance.

After the interview with Jack, Jack claims he is very grateful and satisfied with his job now; if it was not the Big Issue, he could still be on the street and struggling with his mental problems. The Big Issue Changed Jack's life, and he now has a stable income and job, a place to stay, and a fiancé.

Big Issue Taiwan Interview Transcribe

Q: 請問台灣大誌的核心信念為何？

“*Help People Help Themselves*” 提供工作機會給有需要的人。

TBI 的存在，提供給無家可歸者和社會弱勢的人們一個工作的機會期待讓他們能夠藉由雜誌的販售，重建個人的信心與尊嚴，進而重新取回生活的主導權。

” *Stay Hungry, Stay Foolish* ” 提供一份優質的刊物給讀者。

除了提供工作機會外，同時我們也希望提供一份有趣、優質、具啟發性的雜誌給愚人世代的讀者。 ”*Stay Hungry, Stay Foolish*” 是我們送給這個世代的箴言，也是這本雜誌的核心精神。（大誌網頁）

Q: 請問台灣大誌的營收主要來源為何

李取中表示，雜誌目前發行量約三萬本，營運至今是獲利的，廣告為主要收入來源，並期待未來能將販售點擴及南台灣。（2012 Taipei Times）

Q: 請問台灣大誌目前是以何種商業模式在運營？

在銷售架構上，TBI 採用批發、而非聘用或拆成的方式與街友合作。免費提供十本雜誌和配備給有興趣擔任販售員的街友，早期將十本雜誌賣完即可賺得一千元(目前已調整價格,月刊非週刊)，販售員就可再拿一部份賺來的錢來批雜誌去販售，沒賣完的過期雜誌可以換最新一期的雜誌，如果未來不想再繼續販售雜誌，雜誌社也會將其剩餘的雜誌購回。招募販售員的說明會同時對街友做供餐、醫療等相關服務的支援單位，也會應邀前來協助。目標族群大約就是二十到三十五歲的大學生和社會新鮮人。

Q: 請問台灣大誌在社會上如何定義自己的社會角色？

採英國 The Big Issue 經營社會企業的成功經驗，雜誌販售透過專屬的販售通路來 提供街友一個自助的就業機會，透過就業機會的提供，協助街友重新取回生活自主與自信。

Q: 請問台灣大誌有何實務上的社會服務（對社會）？

透過雜誌倡議社會問題與解決問題的創意與挖掘價值的視野；消弭社會對於盈利與公益的偏見，並且在商業結構中找到利益與分配的平衡，讓社會企業能夠透過善良以外的力量永續的運行，是社會公民必須反思的問題。

Q: 請問台灣大誌針對販售員們有提供哪些服務？

第一筆資金與相關的政府提供街友服務的資源連結,傳統街友不潔與弱勢的形象,盼賣衛生紙或口香糖，辦強迫推銷的模式出於急迫需要，但購買者或稱為捐助者選擇 Big Issue 至少是有值得閱讀的雜誌。

T B I 核心價值＝社會價值

" 給街友的不只是工作，而是機會 " 李取中這樣認為

" 李總編說：「如果在雜誌中一直強調社會企業的價值，並不是一個好的接觸點。太常拿出來講的核心價值，就不像核心價值了。」用商業模式解決社會問題，台灣社企還有很長的路要走 "

相關：

COVID 疫情期間，影響著各國街報販售員模式，世界各國的街報組織紛紛實施相關應變措施，台灣大誌也在 2021 年五月推出「線上訂閱方案」。透過線上訂閱與實體購買雜誌，陪伴販售員及大誌面對疫情挑戰。「線上訂閱方案」將持續提供服務，訂閱者可以指定費用是匯給哪一位對販售員。但這種營運方式也引起一些爭議。

Cover Letter

Dear The Big Issue Team,

I hope this email finds you in good health and high spirits. My name is Dawn, and I am a third-year UWE student working on a comparative study of The Big Issue Magazine's operations in the United Kingdom. As a dedicated follower of your esteemed publication, I am impressed by The Big Issue's incredible work to address social issues and positively impact the communities it serves.

My thesis title is “*Exploring Social Entrepreneurship: A Case Study of The Big Issue Magazine in Taiwan and the United Kingdom.*” My study aims to understand better the operational models, organizational dynamics, and strategies employed by The Big Issue Magazine in the UK. The goal is to shed light on the unique approaches and successful practices that contribute to the magazine's success and social influence in different cultural contexts.

To ensure the accuracy and depth of my research, I am grateful for the opportunity to interview key members of your team who can provide valuable insights into The Big Issue's operations in the UK. I am particularly interested in discussing topics related to organisational structure, funding mechanisms, distribution strategies, content development, community engagement, and the impact assessment process.

I am open to conducting the interviews through any means convenient for your team, whether it be in person, over the phone, or via video conferencing. Your expertise and perspectives would greatly enrich the study and contribute to a comprehensive analysis.

I understand your time is valuable, and I assure you that the interviews will be conducted at your convenience and with the utmost respect for your schedule. Any information shared during the interviews will be handled with confidentiality and used solely for academic and research purposes.

Please let me know if this request aligns with your current availability and if there are specific points of contact within The Big Issue Magazine whom I should coordinate with regarding this request. I am more than willing to provide additional details about the study to facilitate your decision.

Thank you very much for considering my request. I eagerly await your response and the possibility of collaborating on this important research endeavour.

Warm regards,

Dawn Tung

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