



The Social Procurement Manual

• *A practical guide to integrating social businesses into corporate value chains*

Part of the
business as unusual
research series



Our *Business As Unusual* research series designs practical guides based on the real experiences for companies who are building social intrapreneurship initiatives or working directly with social enterprises. Through our decade-long work with social businesses, it is amazing to see an increasing engagement from corporations who want to build these lasting partnerships. But like any partnership, social procurement takes commitment and compromise from both sides. Collaboration is vitally important to us - so we are delighted to work with these partners and funders who are just as committed to social business as we are.

Daniel Nowack, Managing Director &
Saskia Bruysten, CEO & Co-founder at Yunus Social Business



According to the World Bank, global procurement spend in 2019 was at least EUR 12 trillion. Even if only 1% of that spend went to social enterprises, we would already be moving significant cash flows to our global sustainability agenda: The social entrepreneurs who bring impactful solutions and models yet have struggled to do so at scale would be able to accelerate their growth. Corporations would gain from the insights, innovations, and the impact that these entrepreneurs bring. A win-win on paper. Yet, how do you set up and deliver successful buyer relationships with social entrepreneurs? The barriers to do so are significant. This manual brings a mix of frameworks, practical examples, and lessons learned that are a must-read for professionals within enterprises and corporations alike. With the Schwab Foundation and COVID Response Alliance for Social Entrepreneurs, we share YSB's commitment to make social sourcing the norm and look forward to delivering on this commitment with them.

Carolien de Bruin,
Head of COVID Response Alliance for Social Entrepreneurs,
Schwab Foundation, World Economic Forum



For too long, social entrepreneurship has stayed a small wedge in the economic system, when instead all businesses should operate with purpose. Larger corporations adopting social procurement practices in their supply chains is a method to enable them to engage with and learn from social enterprises. By harnessing the power of social enterprises, we can increase equality and build a more sustainable future. Because a healthy planet isn't just good for the bottom line – it is the bottom line.

Caroline Bryant,
Global Manager for the Purposeful Business Initiative, Porticus.



The Social Procurement Manual

is dedicated to companies who want to engage with the topic of Social Procurement. We share insights and frameworks to help them better understand the concept of Social Procurement, its value for corporations and tools to create partnerships with social businesses more efficiently, increasing the impact on social businesses and corporate partners alike.



COVID Response
Alliance for Social
Entrepreneurs

This publication has been included in a series of interventions that are set up in recognition of the need for accelerated transformation of corporate and public sector value chains. Parallel programming is taking place under the umbrella of the World Economic Forum as part of the work of its COVID Response Alliance for Social Entrepreneurs (CRASE), the Forum's Shaping the Future of Advanced Manufacturing and Value Chains Platform, and Scale360 - the Forum's circular innovation hub. Core collaborating members within CRASE include Acumen, Euclid Network, EY, IKEA Social Entrepreneurship, the Social Enterprise World Forum, SAP, Unilever's Transform, and Yunus Social Business.

What is Social Procurement?

We define 'Social Procurement' as the process of companies buying goods or services from social businesses. Through social procurement, companies integrate social businesses as suppliers with the explicit intention to create social or environmental impact through the company's procurement function.



AN INSPIRING EXAMPLE OF SOCIAL PROCUREMENT: **IKEA** AND **RANGSUTRA**



Rangsutra is a social business that provides sustainable livelihoods for 2,500 rural artisans, mainly female, who are also direct shareholders of the social business. In 2013, RangSutra and IKEA began collaborating on first small batches and slowly increased volumes over the past 8 years.

Sumita Gosh, Founder and CEO of RangSutra remembers: "IKEA was very supportive. Our first order was just 5,000 pieces, and we took six months to fulfill that. And now we are making around 460,000 pieces a year. This long-term growth helped us to increase capacity over time. For instance, we started weaving our own fabric for IKEA, which means that we are no longer sourcing it from other suppliers."

Executive Summary

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In the Social Procurement Manual, corporate managers will find four main sections with insights, best practices and framework to help them according to where they are in their Social Procurement Journey.



10 Inspiring Case Studies



The Value of Social Procurement



Our Conceptual Framework



The 4 Phases of Social Procurement



Key findings

- **No mission drift:** In 90% of the cases we have researched, there was either no mission drift (that endangers the social or environmental impact) or if a risk appeared, it has been successfully addressed and fixed.
- **Need to increase corporate demand:** 80% of interviewees find that the most significant missing element to scale social procurement is to trigger more corporate demand.
- **Social businesses are competitive:** More than 60% of our interviewees find social businesses to be competitive on price and more than 80% to be competitive on quality. Their competitiveness is even more tangible when looking at the holistic value of Social Procurement.
- **Challenging myths and convincing stakeholders:** 50% of the corporate leaders we interviewed find that building the cultural fit and getting internal stakeholder buy-in is one of their main challenges, with 75% of them mentioning leadership buy-in to social procurement to be a key enabler.
- **Volumes and access to working capital are the two main challenges for social businesses:** working capital and ability to absorb payment terms (around 70% of our interviewees) and volume requirements and production capacity (60%) are the main challenges for social businesses to be integrated into corporate value chains.



The Social Procurement Manual



A practical guide to integrating social businesses into corporate value chains



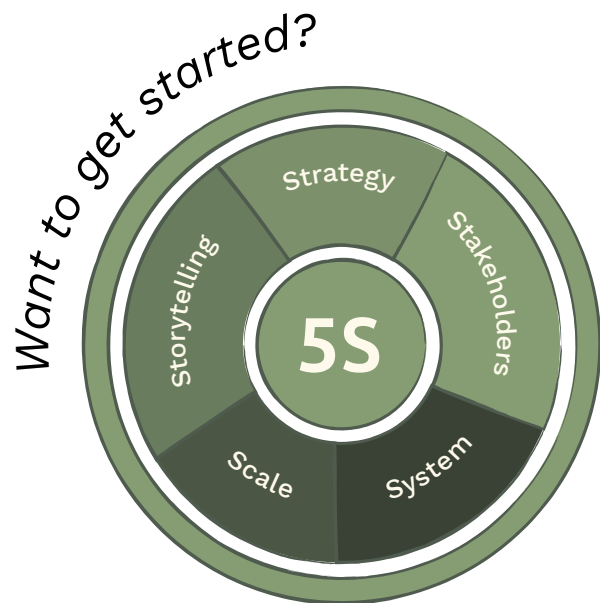
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Since the 1980s, pioneers like Bill Drayton, Muhammad Yunus and Anita Roddick have led through action — creating powerful examples of business solutions to societal or environmental issues. They called it social business, social entrepreneurship or impact entrepreneurship. What started with a few inspiring cases has now led to a maturing sector that, as of 2020, made up over 14% of employment in France¹ and, as of 2018, 3% of the UK's GDP². Social enterprises are recognized as a critical vehicle for delivering global goals³ and are now significant contributors to economic growth and prosperity.

As we are seeing the sector and its impact scale, more and more companies are becoming interested in partnering with social entrepreneurs as suppliers, as services providers or as lateral partners along the corporate value chain. Most notably, SAP has committed to source 5% of its addressable spend from social entrepreneurs, alongside another 5% from diverse suppliers by 2025 (5x5 by 25)⁴. Similarly, cross-industry initiatives gathering companies to collectively use their purchasing power for social impact are getting more attraction, with multinationals such as Deloitte, Johnson & Johnson or Siemens joining the UK Buy Social Corporate Challenge⁵.

The motivation for these companies is not entirely altruistic. This is part of a long-term shift where business and sustainability are more connected and purpose is recognized as driving business value⁶. External and internal pressures have led companies to step up their contributions towards fighting climate change and creating more inclusive value chains. This is especially true in 2021, as the COVID crisis has exposed fault lines across global, interconnected supply chains and changed consumption habits towards more conscious and local purchases⁷.

¹ [‘L'Economie Sociale et Solidaire’, French Government](#)

² [‘The Hidden Revolution’, Social Enterprise UK, 2018](#)

³ [‘Think Global, Trade Social’, British Council, Social Enterprise UK and the World Bank](#)

⁴ [“SAP launches 5 x 5 by ‘25 Initiative”, SAP 2020](#)

⁵ [Buy Social Corporate Challenge Impact Report Year 4’, Social Enterprise UK](#)

⁶ [‘The Purpose Premium’, Deloitte, 2021](#)

⁷ [COVID-19: How consumer behavior will be changed, Accenture, 2020](#)

Introduction



That is why companies are starting to prioritize environmental sustainability and social impact in their supply chain strategy. In fact, 86% of supply chain leaders mention that sustainability is a competitive differentiator⁸. This reinforces the role of procurement that has become more strategic and central over the past decade, as the corporate buying power can be used to create long-term value for the company, planet and society, in the form of win-win partnerships⁹.

But transforming supply chains is no easy task and requires multiple levels of action - as the World Economic Forum report outlines¹⁰. Before the pandemic, 'risk reduction' and 'compliance with existing regulations' were reportedly the two critical priorities for procurement managers¹¹. But moving beyond risk mitigation to actually drive positive impact in its value chain is proven to be difficult and is sometimes referred as the 'compliance trap'¹².

This is where we see the incredible opportunity for social businesses to be integrated into corporate value chains. Through our work as a practitioner organisation at Yunus Social Business, we bring social businesses together with corporate partners to create long-term, commercial relationships. We prioritize the scaling of the positive impact that social businesses are creating but also enable corporate supply chain transformation. It is this transformative effect on the corporate partners that the sector is starting to understand and research¹³. Partnering with social businesses enables companies to leapfrog the sustainability ladder and create direct and tangible positive impact within their value chains. Amongst others, the COVID Response Alliance for Social Entrepreneurs at the World Economic Forum is bringing together key organisations under its "Corporate Access Cluster" to mobilize further support for this space and develop the ecosystem.



⁸ Oxford Economics Study, 2021, based on a study with 1,000 supply chain and procurement leaders
⁹ <https://knowledge.insead.edu/blog/insead-blog/why-social-enterprises-still-matter-in-an-age-of-win-win-13091>
¹⁰ World Economic Forum, 2021, Net-Zero Challenge: The supply chain opportunity
¹¹ Sustainable Procurement Barometer, Ecovadis, 2019
¹² Sustainable Procurement Barometer, Ecovadis, 2019
¹³ Social Enterprise NL, 2021, "Social Enterprises as Influencers of the Broader Business Community"

Introduction



¹⁴ Read more about Rangсутra and its partnership with IKEA in our report and its recent development during COVID [in this article](#).

As of today, we have also seen successful examples of commercial partnerships between large corporations and social businesses. For instance, IKEA started working with the Indian social business Rangсутra in 2013 with small batches of handcrafted cushions. Eight years later, Rangсутra provides IKEA with more than 400,000 pieces a year, working with 2,000 artisans where most of them are also shareholders of the social enterprise¹⁴.

Inspired by these stories, we wanted to understand the range of challenges that both sides face when working with each other, and the practices that are key success factors to ensure both business value and social or environmental impact. For this research, we conducted qualitative interviews with more than forty corporate leaders, social entrepreneurs and intermediary organisations who have extensive experiences in these partnerships (our sample composition is available in the Appendix). We then created a survey for our research participants to validate some of the assumptions that we built from our interviews and preliminary research.

Our Social Procurement Manual is dedicated to companies who want to engage with the topic of Social Procurement. We share insights and frameworks to help them better understand the concept of Social Procurement, its value for corporations and tools to create partnerships with social businesses more efficiently, increasing the impact on social businesses and corporate partners alike.



The **Social Procurement** Manual:

What is **Social Procurement**?



What is Social Procurement

We define ‘Social Procurement’ as the process of companies buying goods or services from social businesses*. Through social procurement, companies integrate social businesses as suppliers with the explicit intention to create social or environmental impact through the company’s procurement function.

Social Procurement enables companies to drive impact directly in their supply chain (‘do good’ approach), extending beyond awareness building and mitigating supply chain risks (‘do no harm approach’).

For further differentiation and disambiguation, please refer to [Annex](#).



“Social Procurement” enables companies to intentionally create positive, direct and tangible impact and therefore, leapfrog the sustainability ladder



* Inspired by the BSR Ladder Supply Chain Leadership Ladder 2.0, BSR, 2019

Stakeholders



For this report, we interacted with three key stakeholders involved in social procurement:



The Social Business

*CEO, Head of Business Development, Head of Sales or Corporate Partnerships.



The Corporation

*Head of Sustainability, Head of Procurement, Head of Impact, CEO.



The Intermediary

‘Intermediaries’ are third-party organisations who are neither a corporation nor a social enterprise but help to facilitate the partnership.

For our research:

We focused on social businesses that are already selling or attempting to sell products and services to corporate clients.

We focused on corporations that already implemented or attempted to implement social procurement.

Examples of intermediaries: social businesses accelerators investment funds, certification bodies.



Social Procurement Opportunities in the Value Chain

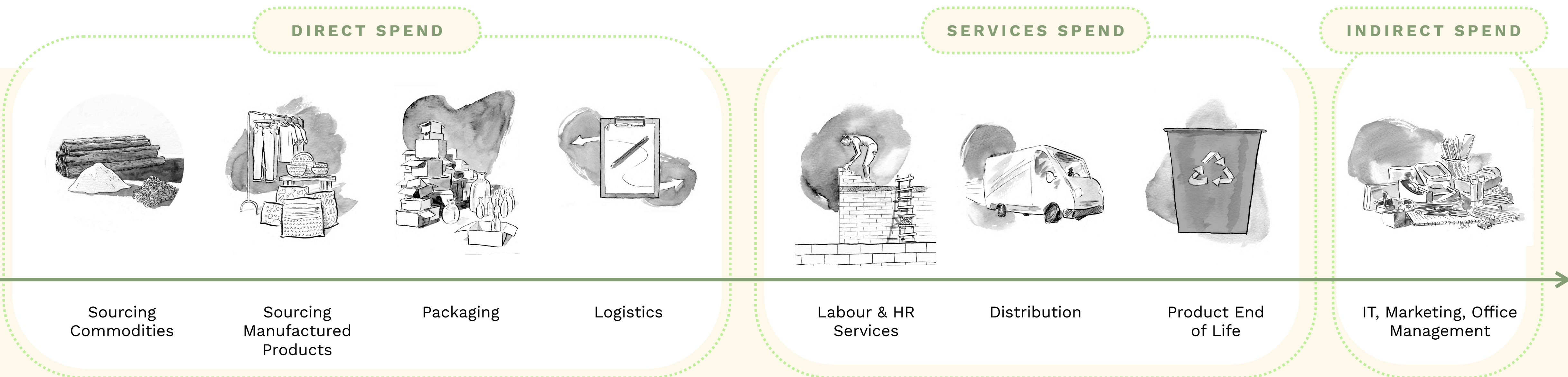
There are various pathways to commit to Social Procurement, broadly categorized into four types of engagement

1. **Internal:** Integrate social businesses into your own value chain
2. **Customers:** Help customers integrate social businesses
3. **Suppliers:** Influence suppliers (beyond Tier-1) to integrate social businesses beyond the company's offering
4. **Ecosystem:** Build ecosystems across the industry

For this report, we mainly focused on the first category of integration, when a company directly integrates social businesses into their value chain. There are opportunities at almost every point throughout a corporate value chain.

Historically, the social business sector has been known for providing employment opportunities in low-skilled, labour-intensive segments – thus traditionally focused on upstream activities (oftentimes at the raw material level) in deep, complex value chains. For example, cooperatives have been working with women to provide fair jobs and education through artisan work in the textiles industry. Some of them have been supplying major brands – such as RangSutra's collaboration with IKEA. But increasingly, social businesses are also providing more complex services to global brands – such as Arbusta's IT services to companies like Disney or Natura; or Groupe Arès in France partnering with Accenture; or Openclassrooms partnering with AXA or Google to provide digital education for vulnerable groups with a job guarantee.

Mapping below the main opportunities spots in corporate value chains:





The **Social Procurement** Manual:

The **Value** of
Social Procurement

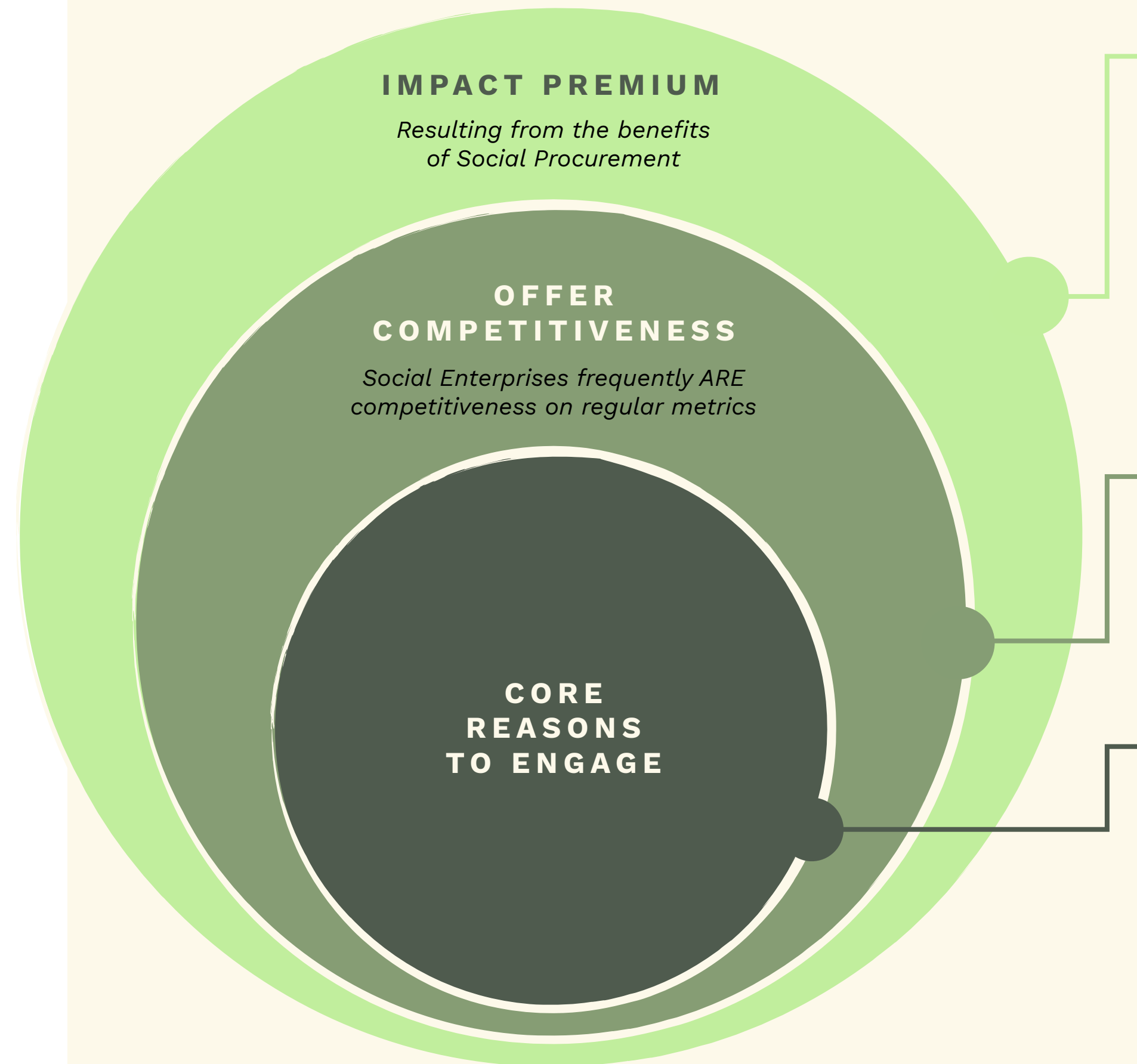
The Value of Social Procurement



THE THREE LAYERS OF VALUE

As outlined in the introduction, some companies have already been working with social businesses as suppliers for years now. During our interviews with corporate leaders from these companies, we heard from them the importance of considering a holistic business case for social procurement. This ‘true’ value of social procurement encompasses not only the competitiveness of the product and service, but also the reasons why social procurement is strategic for the company – and the impact premium that it can realize from the non-financial benefits of social procurement. This approach is in line with recent researches¹⁵ that highlight the relevance of a holistic vision of business value to guide corporate managers and investors in their decisions.

To unpack this question of value and confirm the insights from our interviews, we conducted a survey that helped us to identify the core reasons for companies to engage, the competitiveness of the offer proposed by social businesses and the impact premium that results from social procurement, all highlighted in the three layers of value below.



“Consider the hybrid case of price plus the benefits these suppliers bring to the company. Most social businesses bring real innovation, creativity and access to diversity that you simply do not see in other parts of the supply chain. They are typically agile, they have a lower cost base and are very responsive. So you get high quality service that’s focused on you – from a supplier that really values your business and intent.”

Jeremy Willis,
Director of Procurement, PwC UK

‘The social enterprises we work with are businesses like any other. They have the same standards when it comes to professionalism, product quality and quantity’

Alexandra van der Ploeg,
Head of Corporate Responsibility at SAP

“This all comes from the Unilever business strategy which we call our “Compass”. It is about doing business in a multi-stakeholder model, driving value for society, our consumers and our shareholders. It’s a longstanding commitment of ours to support social enterprises to scale, knowing that it will also help us grow our business to innovate, to retain the best talent and to create thriving communities where our business and brands can thrive.

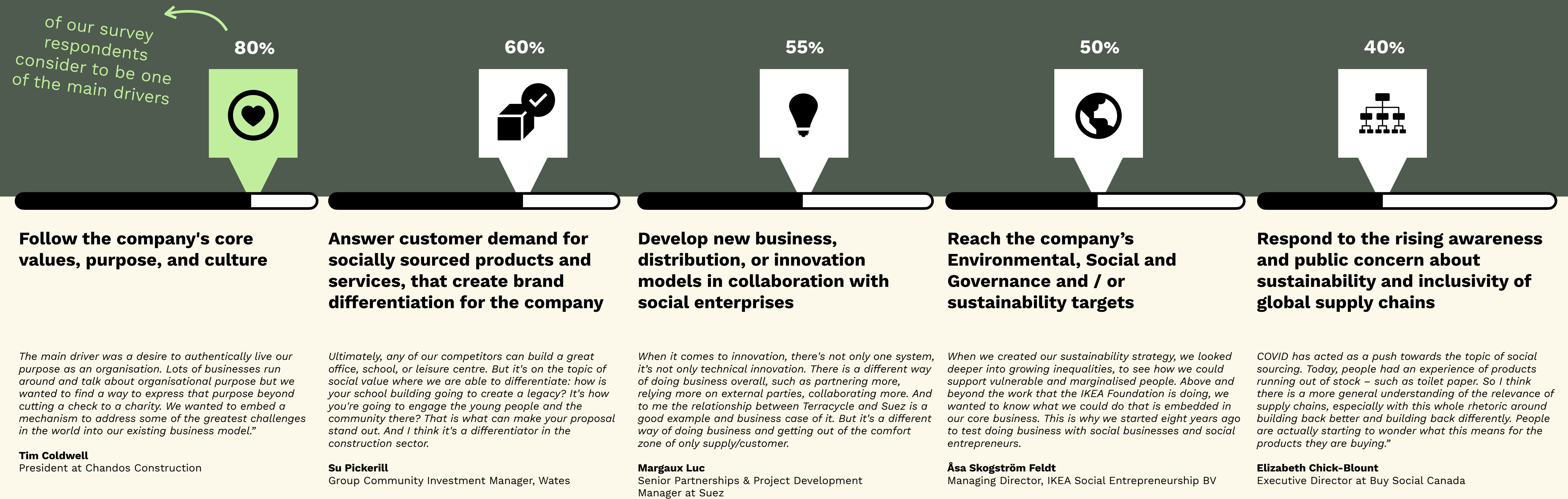
Grace Ter-Haar,
Global Sustainability Manager at Unilever

¹⁵ [‘A New Way of Seeing Value’, Engine No. 1, 2021](#)



Core Reasons to Engage with Social Procurement

All corporate leaders that we interviewed shared a wide scope of reasons to engage and commit to integrating social businesses into their value chains. This depends on the industry they are in, the core purpose of the company as well as the maturity of their social and environmental commitment and its ability to be linked to the business. Out of all these drivers, we highlighted the five core reasons for companies to engage in social procurement.



On top of these 5 main drivers, we have heard four additional reasons to engage: **Opportunities** (following up to an opportunity after meeting the social business by chance), **Government Regulation** (complying with current legislation and/or anticipate future legislation on social procurement), **Passion From Employees** (following the personal passion and initiative of an individual or a group of individuals within the company, sometimes referred to as 'social intrapreneurs'), and **Third-party Initiative** (participating in a cross-industry initiative such as the Buy Social Challenge, which brings together sector organizations and companies in a given geography to kickstart the local social procurement movement).



Challenging Misconceptions about the Competitiveness of Social Businesses

The sector of social business has grown and matured over the past decades to now be able to compete with conventional suppliers – both on the local and international market. During our research, we interacted with corporate leaders from various industries (food, apparel, FMCG, construction etc.) that have been working with social businesses at different points of their value chain. Many of them confirmed during our interviews that many social businesses are competitive today.

To confirm this, we addressed the question of the actual competitiveness of social enterprises on the five key procurement metrics in our survey, and the results were quite striking:

While not all social enterprises are built the same, and much is dependent on the sector or type of offer, social businesses are able to deliver a competitive offer. Nevertheless, one of the most difficult tasks for social entrepreneurs and the corporate leaders willing to work with them is to challenge the myths of engaging with social businesses – even before starting any partnership. In order for social businesses to prove the quality and competitiveness of their offer – or improve it if needed – they firstly need to be considered as potential suppliers. In many cases, even conventional suppliers are not the most competitive on all criteria that matter for the buyer, but companies do not expect them to be. Why should we then expect social businesses to do so?

“The idea that the service [from social enterprises] won't be as good as a regular business is one which we can only disprove by demonstration. We make the argument that problems exist in all supply chains – no matter who the supplier is. If the social enterprise is seen as a supplier like any other, its problems can be overcome, they can be addressed, they're not insurmountable.”

Matt Sparkes, Global Head of Sustainability at Linklaters



– they are way more risky



More than **50%** find social enterprises to be competitive on **ability to deliver on time**

– they won't be able to deliver!



More than **80%** find social enterprises to be competitive on **supply assurance**



More than **80%** find social enterprises to be competitive on **quality**



– social businesses don't have the same level of professionalism



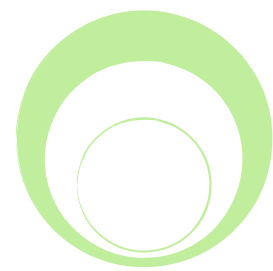
– they cannot offer competitive prices



More than **60%** find social enterprises to be competitive on **volumes**

More than **60%** find social enterprises to be competitive on **price**





Impact Premium: The Benefits of Social Procurement

As we have outlined, companies can procure products and services from social businesses at competitive conditions. But there are also additional benefits that create positive value for the company in addition to traditional procurement. Considering these value levers can help companies build a comprehensive vision of the value of social procurement, or its 'return of investment'.

Social Procurement offers indeed non-financial but tangible benefits that have a material positive impact for the company, what we call the 'Impact Premium'. This echoes directly many researches on the ripple effect of purpose-driven strategies for companies, among others the 'Purpose Premium' report recently published by Deloitte. To understand what constitutes the 'Impact Premium' of Social Procurement, we asked in our survey corporate leaders about the benefits they actually experienced in their company after engaging with social procurement.



Reach
ESG targets
More than **50%**



Improve
corporate brand equity
More than **50%**



Improve
employee engagement, employee skills or talent acquisition
More than **80%**



Trigger
mindset shifts, culture change and corporate transformation
More than **80%**



Create **goodwill and buy-in** with external key stakeholders
More than **50%**



Brand differentiation
towards your clients
More than **50%**



Such benefits contribute to long-term value and can be linked to business metrics, that helps to build the business case of social procurement, and more broadly of social intrapreneurship. In our previous research 'Business as Unusual', we developed simple yet effective quantitative experiments that allow companies to understand the correlation between social innovation initiatives with business metrics. YSB can help companies set up such experiments. Visit our website to learn more:

<https://www.yunussb.com/business-as-unusual>



The **Social Procurement** Manual:

The **5-S Adaptation** Framework

Our 5-S Adaptation Framework

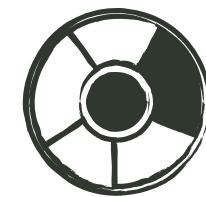


As mentioned in the outset of this report, social procurement offers a range of benefits to companies beyond fulfilling procurement needs. In order to reap those benefits, we identified five areas for consideration when approaching social entrepreneurship – the **“5S of Social Procurement”**:



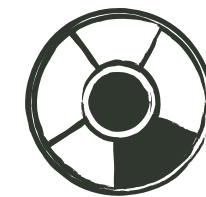
Strategy

Create a viable case for social procurement, link it to your core strategy



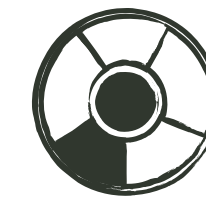
Stakeholders

Secure key stakeholder buy-in, including your senior leadership



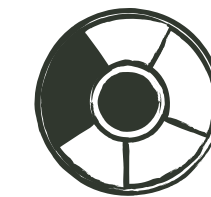
Systems

Understand where your systems and processes support social procurement – and where you may need to adjust them to fit the sector



Scale

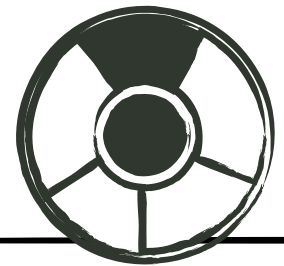
Understand your path to scale – from individual engagements to strategic integration of social businesses



Storytelling

Communicate social procurement effectively – internally and externally

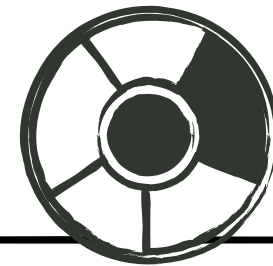
Optimising these five areas is a continuous process. With every engagement, companies iterate into more effective social procurement processes. The below paragraphs outline each element of the 5S framework. In the Practitioner’s Playbook (see next section), we outline which elements of the 5S framework are generally addressed at which step of the social procurement process – from Inception, via Identification and Initiation to Integration.



Strategy

As outlined in the engagement strategy matrix, companies identify their social procurement strategy according to the complexities of their supply chains and the impact premium they can expect to realize. The latter calls for the development of a business case that links social procurement activities to relevant business metrics. Many of the companies we have interviewed have generally argued for a hybrid business case – combining financial metrics with non-financial metrics.

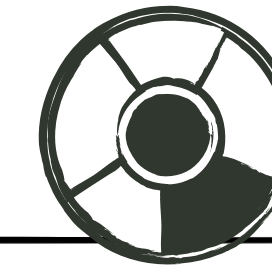
Once the strategy is defined, cascading key performance indicators and measuring your progress becomes a key differentiating factor. This includes your financial and procurement metrics. But it also includes the impact and non-financial metrics you achieved through the collaboration. You can work with social business intermediaries to develop a relevant impact management approach – more about the success factors and challenges linked to impact management later.



Stakeholders

As mentioned above, the best foundation for stakeholder buy-in is a strong strategy and business case, coupled with a narrative that excites the organisation. As you will face various challenges throughout your journey, addressing them requires an understanding of best practices (more on that in our section on the procurement journey). But it also requires long-term buy-in from key stakeholders in the process – procurement managers, marketing departments, and, of course, executive leadership. Building a strong narrative will secure that buy-in

In addition, companies have noted that they needed to challenge the myths of engaging with social businesses – from not being competitive on price, to being unprofessional, to being unable to deliver volumes. In many cases, the opposite is true as we have outlined in the “Value” chapter.

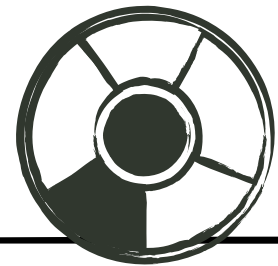


Systems

Procurement guidelines outline which criteria suppliers will have to fulfill in order to qualify for a contract. And while this spans a broad range of standard criteria, it typically includes very few impact criteria – criteria that, in turn, social businesses prioritize. Best-in-class companies in social procurement integrate impact criteria into their sourcing criteria to give social businesses an edge in acquiring a contract. At the same time, they engage with their social business partners to support them in achieving “supplier readiness” while remaining as flexible as possible at the onset of the relationship.

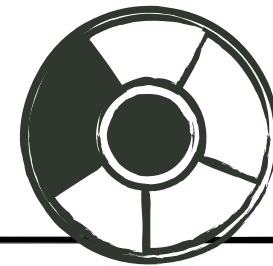
There is a range of other best practices that address some of the process- and systems-related issues in integrating social businesses into corporate value chains. As we will outline later, most of them surface in the Initiation and Integration phases.

Our 5-S Adaptation Framework



Scale

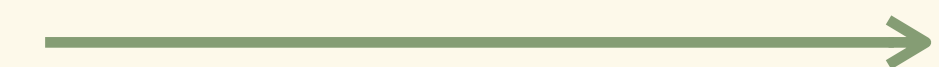
Volume requirements are the second-most important challenge in our surveys and have been on top-of-mind for most of our interviewees. While the sector has made progress, the sheer volume requirements of large-scale corporations are often difficult to meet. Navigating this challenge is therefore a key success factor for your social procurement strategy – especially during the Integration phase of social procurement. Capacity building, long-term partnerships and collaboration with relevant intermediaries that can support your social procurement partners have been cited as the most effective mitigation strategies.



Storytelling

Social procurement is fundamentally different from regular procurement in the way that it touches people's hearts, their emotions and desires. It has the potential to link every-day work back to meaningful purpose and engagement. Through the stories you tell – in addition to a great strategy and strong business case – you will have the chance to create a tremendous amount of excitement amongst your teams, colleagues and bosses.

Spread the word about your initiative internally and share your intentions externally. This will not just increase buy-in from key stakeholders but also improve your pipeline of social businesses that may qualify as suppliers. Once again, intermediaries and their established alliances can help you with quick access to relevant social businesses.



*See our conceptual
Framework on the
next page*

Our 5-S Adaptation Framework



● Strategy

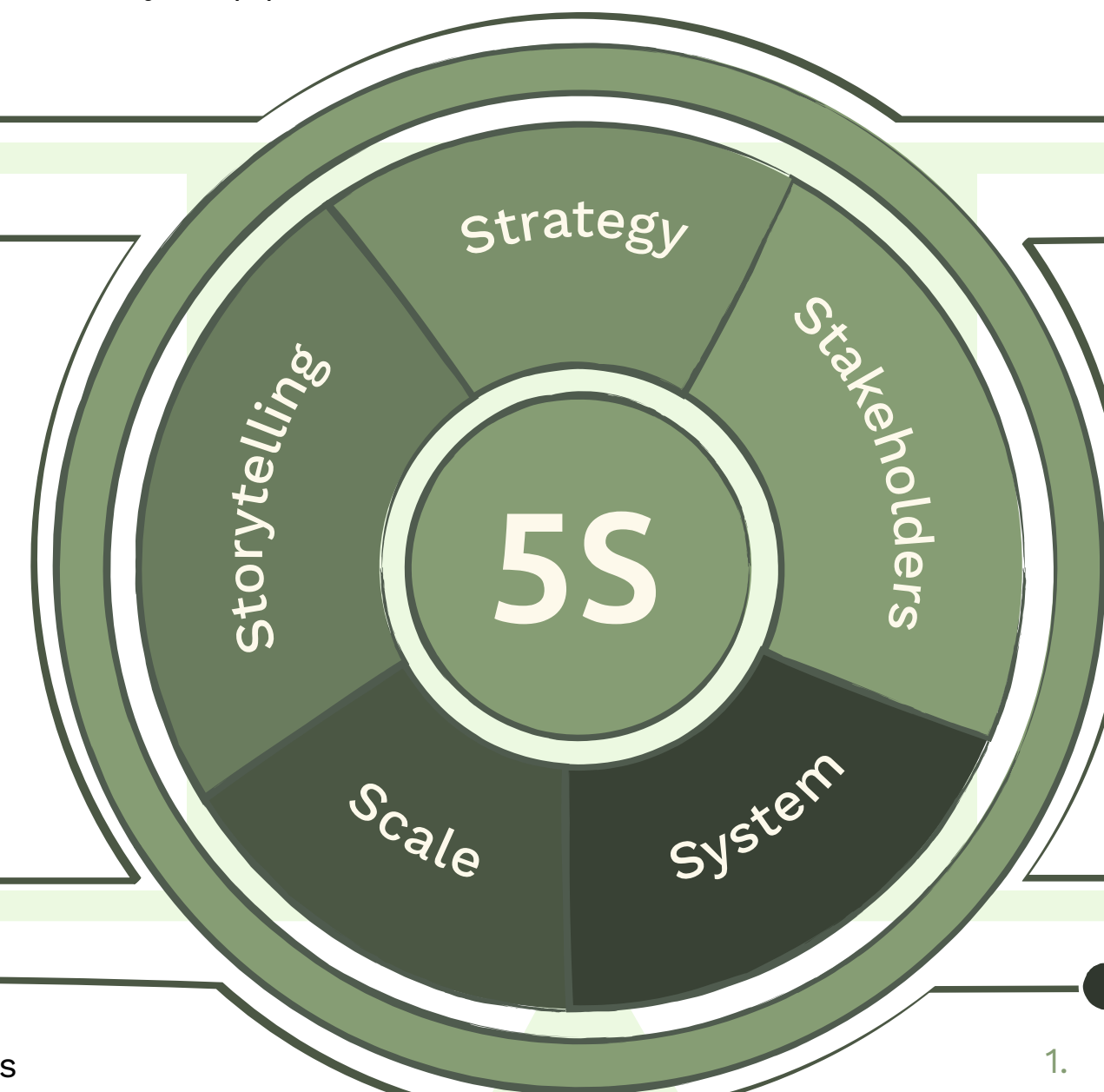
1. Create measurable KPIs to track business and social impact
2. Introduce social procurement KPIs into the incentives of the relevant managers
3. Work with intermediaries or participate to initiatives such as the Buy Social challenge to build your pipeline
4. Co-design together with the social business products or services that leverage their specificities and are easy to standardize
5. Plan on an soft exit strategy in case that the partnership ends

● Storytelling

1. Use strong narratives to share the story of social procurement across the company
2. Organize in-person meetings and visits with social entrepreneurs
3. Discuss openly with your social business suppliers to ensure alignment between impact and business purposes in the long-term
4. Build awareness towards your consumers on the uniqueness of socially-made products
5. Help raising awareness of your social business partner to strengthen its brand and ensures a healthy diversified portfolio

● Stakeholders

1. Secure leadership buy-in
2. Build trainings across the company to raise awareness on social procurement and its benefits
3. Organize events with your procurement managers, Tier-1 suppliers and peers to meet social businesses suppliers
4. Set up joint metrics with your social business suppliers to monitor both business and impact
5. Collaborate with third-party certifiers to use adapted standards frameworks
6. Evaluate opportunities with your Tier +1 suppliers to integrate social businesses and create mutually beneficial relationships



● Scale

1. Set up pilots with bespoke products or split order volumes for smaller-scale social businesses
2. Align and commit on long-term volume expectations
3. Set up a customer diversification (long-term) target to ensure that your social business supplier is not overly dependent on the partnership with you
4. Leverage your existing suppliers through in-depth scaling strategies
5. Continuously learn and improve your integration of social businesses when scaling in breadth

● System

1. Designate a team responsible for social procurement and one single point of contact
2. Leverage existing directories and networks
3. Bring initial visibility on your social procurement processes that can be easily accessible and understandable for potential suppliers
4. Add impact criteria for relevant procurement categories, weighing it according to the product or service
5. Keep the flexibility to waive non-critical compliance criteria and set up a gradual compliance plan
6. Adapt your payment terms and allow advance payments when possible



The **Social Procurement** Manual:

The **4 Phases** of social Procurement - Playbook



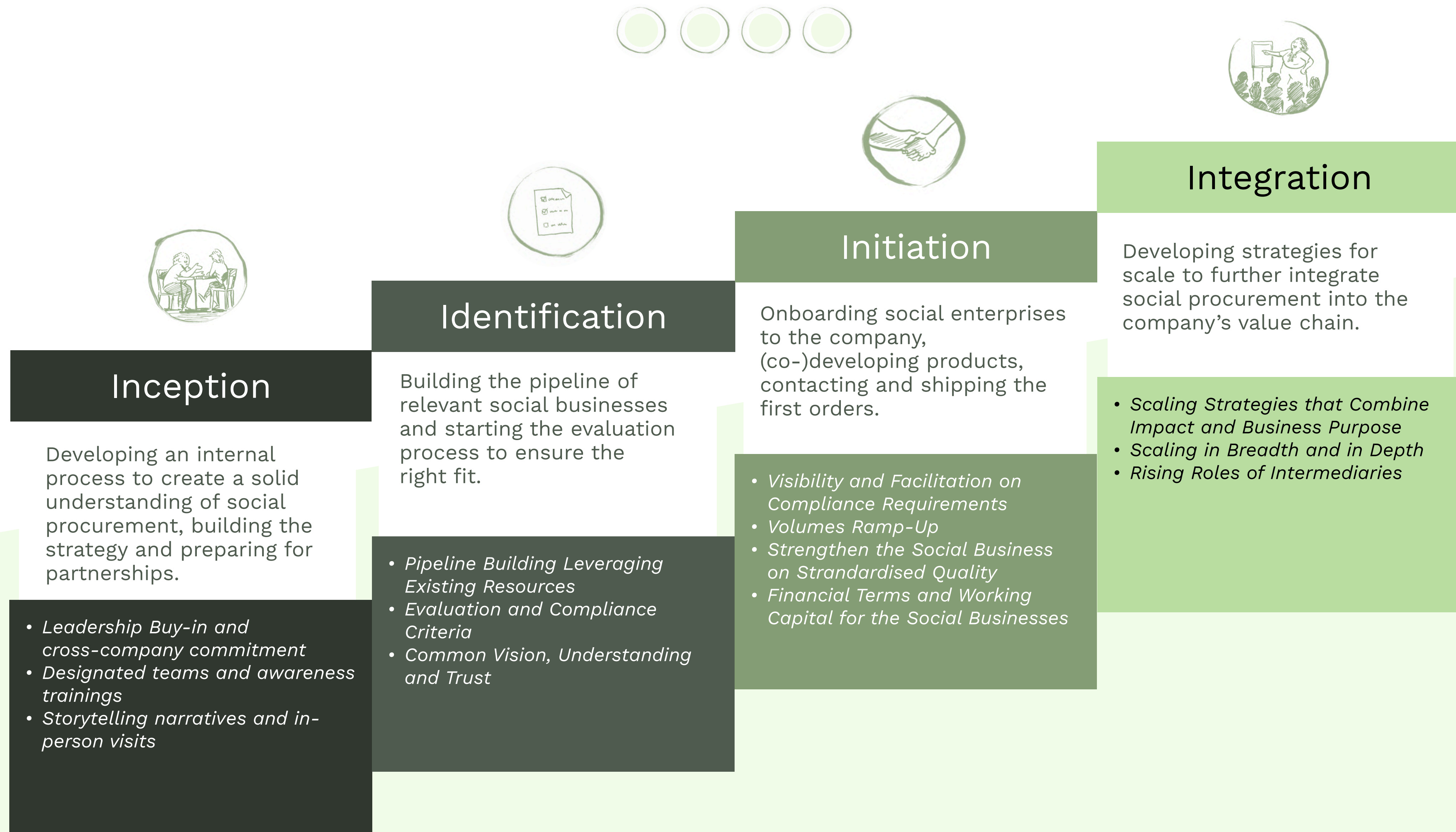
A Practitioner's Playbook

Engaging with social businesses and reaping the multiple benefits of social procurement requires strategic planning and, in some cases, adaptations from both parties. Our peer organisation Acumen has developed a readiness framework for social entrepreneurs who want to work with corporate partners. It helps social businesses prepare for a successful collaboration. This framework and its key takeaways are referenced in the Appendix [“Useful Resources”](#).

In turn, we decided to focus our research on the readiness of companies to enter commercial partnerships with social businesses – ‘Social Procurement Readiness’. Our interviews and quantitative surveys uncovered success criteria and key challenges for corporate social procurement. The resulting frameworks and recommendations are designed to minimise the cost and time required to establish partnerships, maximise the commercial benefits and lead to the catalytic effect that social procurement can have on corporate transformation towards more sustainability and inclusion.

This playbook follows the ‘Four Phases of Social Procurement’ and offers checklist-style insights into the journey of partnering with social businesses. It leverages the 5S Framework to highlight which strategic elements should be prioritized by procurement managers at each individual step of the journey.

The 4 Phases of Social Procurement





The 4 Phases of Social Procurement



Inception

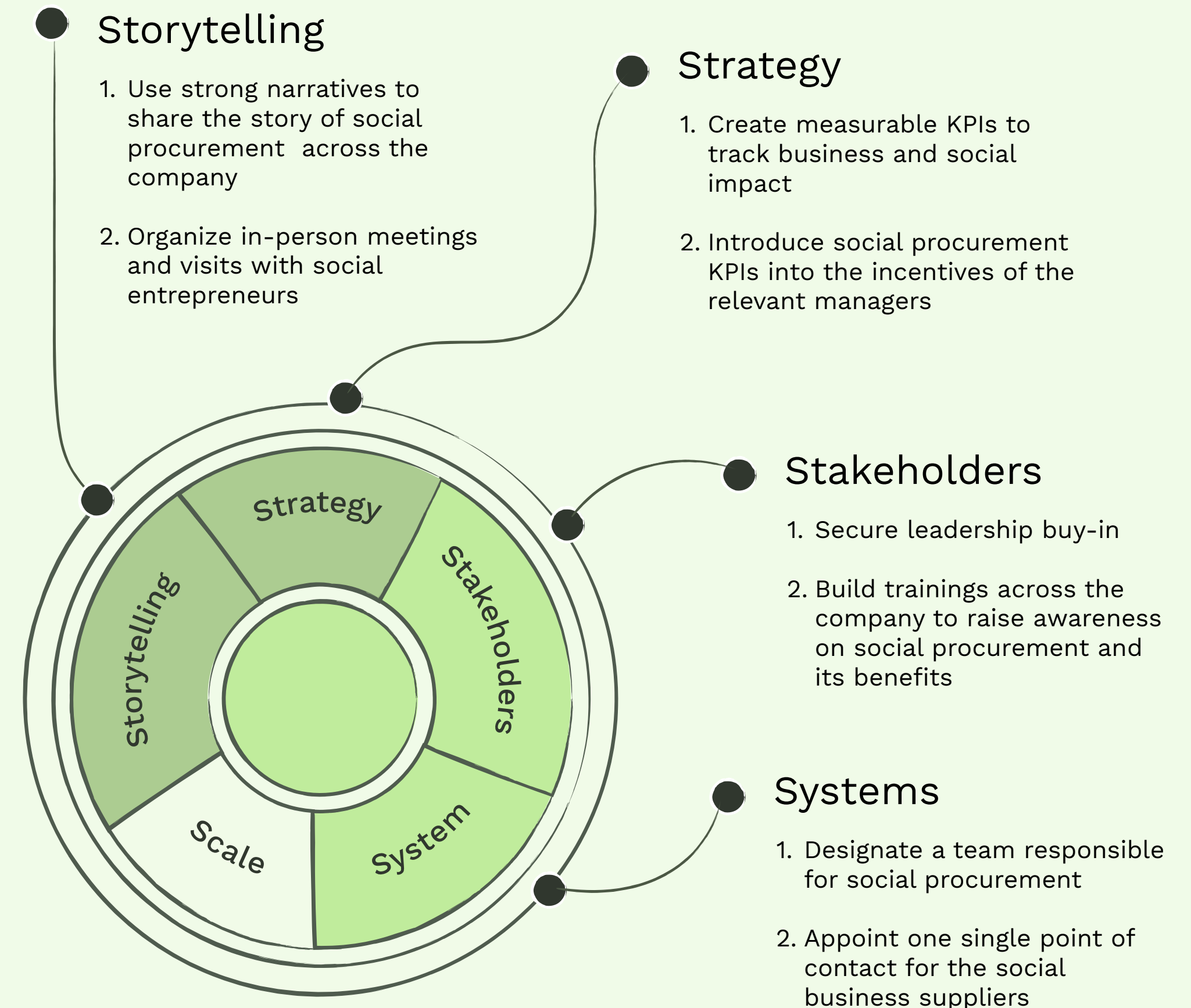


50%
Of corporate leaders identify cultural fit and getting internal stakeholder buy-in on social procurement as one of their challenges which requires a proactive approach

As social procurement involves internal stakeholders from various parts of the company (Procurement, Leadership, Marketing, Finance, Legal, sometimes R&D or Design), it is key to create a common understanding and alignment on these initiatives. In the following section, we outlined some key levers that can guide you towards creating buy-in.

We identified 3 main success factors related to this phase:

- *Leadership Buy-In And Cross-Company Commitment*
- *Designated Teams And Awareness Trainings*
- *Storytelling Narratives And In-Person Visits*





The 4 Phases of Social Procurement



Inception



Leadership buy-in and cross-company commitment

For 75% of our interviewees, securing leadership buy-in and a top-down strategy is mentioned as a crucial factor for success. Not surprisingly, this insight relates to Social Intrapreneurship where our first research piece in Business as Unusual found that 76% of social intrapreneurs describe it as a key success driver. Most of the companies that are engaged in social procurement have strong executive buy-in that is communicated throughout the company. Furthermore, setting up a company-wide strategy with a clear mid-term commitment for social procurement is a gold standard to prioritise the initiative across a range of stakeholders (see SAP's 5x5 by 2025 below).

Once the strategy is defined, **cascading KPIs across teams** and measuring your progress become key differentiating factors. This includes financial and procurement metrics as well as the impact and non-financial metrics you achieved through the collaboration. Work with social business intermediaries to develop a relevant impact management approach – more about the success factors and challenges linked to impact management later.

One step further is to **link these metrics to the incentive system** of the management of the company. Inspired by Danone's incentive scheme introduced in 2000, one of the largest retailer groups in Colombia, Grupo Éxito, set up a similar incentive scheme with sustainability KPIs at the corporate level, team levels and individual levels. The sustainability KPIs can vary from gender diversity to carbon footprint, and buying to local social suppliers or in a direct way. This system enabled them to reach a significant scale. Today, 92% of their fruits and vegetables are sourced locally and 82% are sourced directly without intermediaries. To achieve that, Grupo Éxito often works with social businesses such as Pomario in Colombia.

BEST PRACTICE INITIATIVE :



SAP's '5x5 by 2025' initiative

SAP's initiative¹⁷ is designed to encourage organisations across industries to direct more of their addressable spend towards certified social enterprises and diverse-business suppliers. In joining the initiative, organisations agree to formalise their exploration of social procurement, including partnering with leading intermediaries, adopting social procurement policies, consuming goods and services from purposeful suppliers, and expanding their engagement with more social enterprises and diverse businesses. The goal is to reach 5 percent of annual addressable procurement spend with social enterprises and with diverse businesses by 2025 — and in doing so — make a significant impact on social inequality and environmental imperatives.

SAP has started with three key markets: the UK, Canada and Australia, with expansion to Germany by the end of 2021, through multiple collaborations with intermediaries and integrating country-based social enterprises into their local activities.





The 4 Phases of Social Procurement



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Designated teams and awareness trainings

In one out of two cases, companies designated a team responsible for social procurement — either for the impact or an internal structure fully dedicated to social procurement. This commitment proactively creates the cultural understanding of what social procurement is and aligns the different teams on the strategy. As a corporate leader in a company based in the UK states: *“I tend to act as a kind of facilitator and introduce social enterprises to the procurement or operational teams. And then I work with them if there is an issue around the quality or price, I will help them to understand the wider value of working with the social enterprise and why that needs to be factored into their decision making.”*

We also heard that giving **transversal training on social enterprises** and social procurement is considered as a solid baseline to create corporate understanding. This implies creating an internal definition of social procurement, providing materials and training on the specificities of social enterprises and pro-actively addressing some of the myths and assumptions that stakeholders can have on social enterprises. Feel free to use our section ‘The Value of Social Procurement’.

Furthermore, a common best practice raised in our interviews was to designate **one single point of contact for the social businesses**. This is critical, as according to the Corporate-Ready Report of Acumen, the vast majority of surveyed social entrepreneurs (80%) rely mainly on their personal and professional networks to find corporate partners. Helping them to navigate through your corporate organisation with a clear point of contact helps them facilitate and fast-track social procurement agreements.

BEST PRACTICE INITIATIVE :



IKEA Social Entrepreneurship

IKEA Social Entrepreneurship¹⁸ is a cross company initiative with the aim to support vulnerable and marginalised people inside and outside the IKEA value chain. This is done through IKEA Retail and IKEA Range & Supply by business collaborations where social business produces products and services for IKEA customers. The business partnerships at IKEA Range & Supply produce raw material, food and home furnishing products that are international and/or globally available in the IKEA stores and online. At the local IKEA Retail market there are several partnerships where social entrepreneurs provide upcycled textile products, local food articles or services for the local market. This is a win-win situation, as the IKEA customers can buy affordable social impact products at the same time as IKEA contributes to work for people with low incomes and high barriers to the labour market.

IKEA Social Entrepreneurship B.V. runs accelerator programs and support, with financial tools, knowledge sharing and co-worker engagement. IKEA Social Entrepreneurship created a Social Entrepreneurship Handbook for all stakeholders in IKEA to share learnings and guidelines on social procurement





The 4 Phases of Social Procurement



Inception



Storytelling narratives and in-person visits

Lastly, corporate leaders mentioned the power of a strong storytelling narrative and the need to integrate impact stories into their strategy. To leverage the potential benefit of improved employee engagement (*mentioned as a benefit by 85% of our survey respondents*), **communicating about the tangible impact of your suppliers** has the potential to link their work back to purpose and meaning for everyone involved. Through the stories you tell – in addition to a great strategy and strong business case – you will have the chance to create a tremendous amount of excitement amongst your colleagues.

This can happen through **sharing the impact stories across the organisation - as more than a third of our interviewees mentioned it as a best practice**. The same way as the office of PwC in the UK labelled the soaps available at the office to show that it was sourced from Soap Co, a social enterprise that employs people with visual impairments, there are multiple ways to showcase the impact behind social procurement and make it real for all the employees.

A key success factor for many companies has been to **organise regular in-person visits**. Either it is the social entrepreneur coming to the office, or the other way around with internal stakeholders visiting social businesses and seeing the impact of their buying power.

“I think social procurement is the single best thing that we as an organisation can do to really help people feel part of something that's bigger than themselves.”

Tim Coldwell,
President Chandos Construction

BEST PRACTICE INITIATIVE :



“A practice that helped us tremendously before the COVID pandemic was having social enterprises come to our offices and present the social enterprise as well as the products. So we did for instance chocolate tasting, coffee or tea tasting. And employees actually became part of the procurement process because they selected the kind of teas and coffees and chocolates that they wanted to have in their office. We also had our procurement professional visit the social enterprise, and discover the work that they do from a social perspective. And this is through personal experience that things really click.”

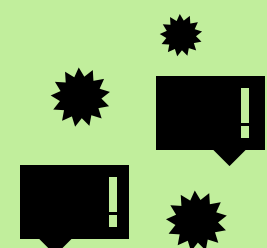
- **Alexandra van der Ploeg**, Head of Corporate Responsibility at SAP



The 4 Phases of Social Procurement



Identification



70%

Of companies mentioned that they struggled to find the right social business partners

Once you understand your objectives and criteria for social procurement, you will start searching for the right social businesses that fit those needs. However, 71% of companies mentioned that they struggled to find the right suppliers. Companies were not used to working with producer-level suppliers, they lacked the expertise to validate their impact or they simply lacked the relevant network in the target geographies or sectors.

Working with support organisations (or 'intermediaries') for social businesses on pipeline building enables corporations to leverage existing networks. They can ensure that there is a fit for both parties and help companies and social businesses to align on a common vision – which can be as crucial as finding the right supplier, if not more so. Refer to our ecosystem section in the appendix to find relevant partners for your geography or sector.

We identified 3 main success factors related to this phase:

- *Pipeline Building Leveraging Existing Resources*
- *Evaluation Criteria*
- *Build a Common Vision, Understanding and Trust*

Storytelling

1. Discuss openly with your social business suppliers to ensure alignment between impact and business purposes in the long-term

Strategy

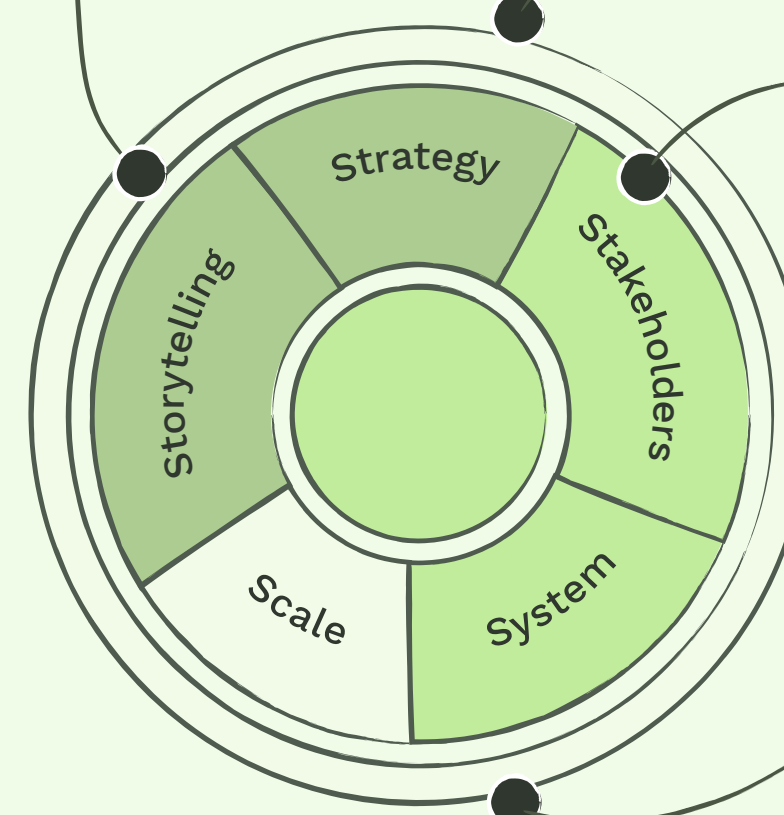
1. Work with intermediaries or participate to initiatives such as the Buy Social challenge to build your pipeline

Stakeholders

1. Organize events with your procurement managers, Tier-1 suppliers and peers to meet social businesses suppliers
2. Set up joint metrics with your social business suppliers to monitor the business and impact metrics for the partnership

Systems

1. Leverage existing directories and networks
2. Bring initial visibility on your social procurement processes that can be easily accessible and understandable for potential suppliers
3. Include specific impact criteria in the key evaluation metrics





The 4 Phases of Social Procurement



Identification



Pipeline Building Leveraging Existing Resources

50% of our corporate interviewees have worked with intermediaries or participated in a cross-industry initiative such as the Buy Social Corporate challenges, initially pioneered by Social Enterprise UK. Building a pipeline can be difficult, whether it is because there is a limited offer for the segment you are looking for, or because the companies are not mature enough to be partnering with you. However, the space is evolving quickly with intermediaries, dedicated programmes, events and networks to create more connections between companies and social businesses. Organisations like Acumen, Agora Partnerships, SEWF, Yunus Social Business, Euclid Network Ashoka, or the Buy Social campaigns are contributing to a maturing ecosystem. It is safe to assume that the sector will look very different in one or two years.

Leveraging existing directories and networks has been mentioned as one of the most efficient ways to find adapted and relevant social enterprises by the companies. For instance, to launch their ‘eBay for Change’ platform eBay UK partnered with the World Fair Trade Organization and Social Enterprise UK to identify the social enterprises that will be featured on their platform. As Chris Gale, the Head of Social Impact states: ‘Working with SEUK and WFTO was the best route for us to identify and find those social enterprises because they are the ones at the frontline’. The Canadian construction company Chandos combined the directories from both Buy Social Canada and the Canadian Council for Aboriginal Business to build their own internal database of social enterprises.

Finally, almost half of our corporate interviewees **organize events with their procurement managers, Tier-1 suppliers or even other corporations** where social businesses can pitch their offer and get to become more familiar with the procurement teams and corporate processes. Successful events have been organised in partnership with intermediaries or even local governments.

BEST PRACTICE INITIATIVE :



Grupo Éxito

The retail group Grupo Éxito developed a proactive strategy to source local and social suppliers. They partner with the Colombian Ministry of Agriculture and local Agricultural Chambers¹⁹ to develop their local and social suppliers pipeline. The authorities invite producers and Grupo Éxito’s procurement managers are able to evaluate the quality of the products and share the quality and volumes that they are looking for. This enables Grupo Éxito to create direct procurement opportunities with local and social suppliers, such as their partnership with the social business Pomario.





The 4 Phases of Social Procurement



Evaluation Criteria

More than half of our corporate interviewees had to adapt their supplier evaluation process to be able to include social enterprises in their procurement. This is critical as many social enterprises spend considerable time and resources on building relationships with corporations. Because of limited resources, it is usually the CEO of the social business who divides their time between running the company and engaging with the process of the partnership. A smooth and transparent process on the corporate side will make it easier for the social business to focus on the quality of its offer and ensure proper management attention to key topics. **Bringing initial visibility through a guide or toolkit for social suppliers available on the company's website** that explains the different steps and guidelines (*'How to respond to our RFPs'- type*) was mentioned as a best practice.

Many companies explained that once they identified the social enterprises, it was critical to **spend time with the social enterprises they identified in order to walk them through their procurement processes**. This can be done through employees who will guide social enterprises through the process and document lessons learned. This may be the procurement manager or an employee who serves as a mentor – for example as part of an employee engagement program, such as the 'Social Enterprise Champions' from Wates – to help the social business navigate your company's requirements.

Furthermore, **companies with successful social enterprise integration embedded the impact into their evaluation criteria**. Depending on the product category, this impact criteria can be defined and weighed according to the company's needs and strategy on social procurement. For instance, construction companies often include a social value criteria, up to 20%, in their tenders. This gives an edge to social enterprises who tend to score very well on these criteria, on top of an overall market competitiveness. To define and set up this impact evaluation, that can be on social and/or environmental metrics, many companies collaborate with intermediaries and third-party certification.

BEST PRACTICE INITIATIVE :



Buy Social Canada

Buy Social Canada is a social enterprise that helps companies and social enterprises to meet and work together²⁰. On top of providing social enterprises certification and building directories in Canada, they partner with companies to build social procurement policies and conduct audits to maximise social value through existing social procurement decisions. As Elizabeth Chick-Blount explains: "For instance in an RFP, everything has a weighing. We're adding a social value component in the existing purchases, and exploring what an organization feels comfortable weighting each criteria at. And we do say that it's going to be different depending on the type of contract, if it's a truck or landscaping service, there will obviously be different weights on social value compared to quality, technical and price weights."





The 4 Phases of Social Procurement



Identification



Build a Common vision, Understanding and Trust with the Social Enterprise

Social Procurement often brings together two different types of organisation with different frames of reference, language and focus. Investing into relationship building will benefit the long-term partnership significantly, even more than for a conventional supplier / buyer relationship.

Discuss openly where you want the partnership to go and how it fits with the purpose of the social enterprise.

Create a long-term vision beyond the first contract. Sumita Ghosh, Founder and CEO of RangSutra, outlines that the best partnerships cannot just be transactional, where someone likes the samples and first orders but the year after, they buy from somewhere else without having a conversation. *“We worked with about four or five smaller companies like that. It wasn’t useful for us. So I think the most important thing is that it should be a partnership – a true partnership.”*

During our interviews, **setting up joint metrics on both business and impact was mentioned as a key success factor.** A theory of change (also referred to as “logic model”) is a commonly accepted framework in the NGO and social business sector. It outlines the necessary steps to achieving a certain impact objective and includes metrics that measure progress²¹. When you combine financial metrics with impact metrics through frameworks like that, you ensure mission alignment between all parties and provide tangible metrics to your key stakeholders – not just for progress management but also for storytelling.

Too much too soon? Don’t overstretch the partnership.

Some social businesses may simply not be ready for working in a global supply chain and need to start their collaboration with a smaller company. Some companies have worked with their up- or downstream suppliers to integrate social businesses at a different tier in the supply chain. Even if that is not possible, be transparent about their readiness and give them honest feedback. As Jennifer Exon, Director of Business and Enterprises at Social Enterprise UK explains: *“Social entrepreneurs are hungry for business. They would love an introduction to the likes of SAP. And I would love to give them our black book, but it's not going to benefit the enterprise if they fail at the first hurdle. It's a delicate balance wanting the contract so much that they say yes and not being upfront about the limitations of the business.”*

BEST PRACTICE INITIATIVE :



eBay for Change

Ebay for Change²² is a programme launched by eBay UK to support the growth of social entrepreneurs. On top of launching the first e-commerce start-up programme, eBay partnered with the World Fair Trade Organization and Social Enterprise UK, selecting social enterprises to be featured on a dedicated platform that sells only socially-made products. One of their first and most crucial steps was to build real trust with the social entrepreneurs, as Chris Gale, Head of Social Impact, remembers: “We knew that social entrepreneurs would have a certain perception of a big international business and we wanted to get them to meet the people behind the business. So we organized a webinar, co-hosted with our partners, to openly talk about our ambition, why are we doing this and how are we sticking with this over time because this is not a PR move. And building that relationship with the social enterprises was important, really asking ourselves, “Is this a good fit for you? And is this a good fit for us?”



²¹ Read more: Grant Change, 2006, “Mapping Change – Using a Theory of Change to Guide Planning & Evaluation”; here: https://grantcraft.org/wp-content/uploads/sites/2/2018/12/theory_change.pdf

²² Read more about the platform ‘eBay for Change’ here: <https://pages.ebay.co.uk/ebay-for-change/>



The 4 Phases of Social Procurement



Initiation

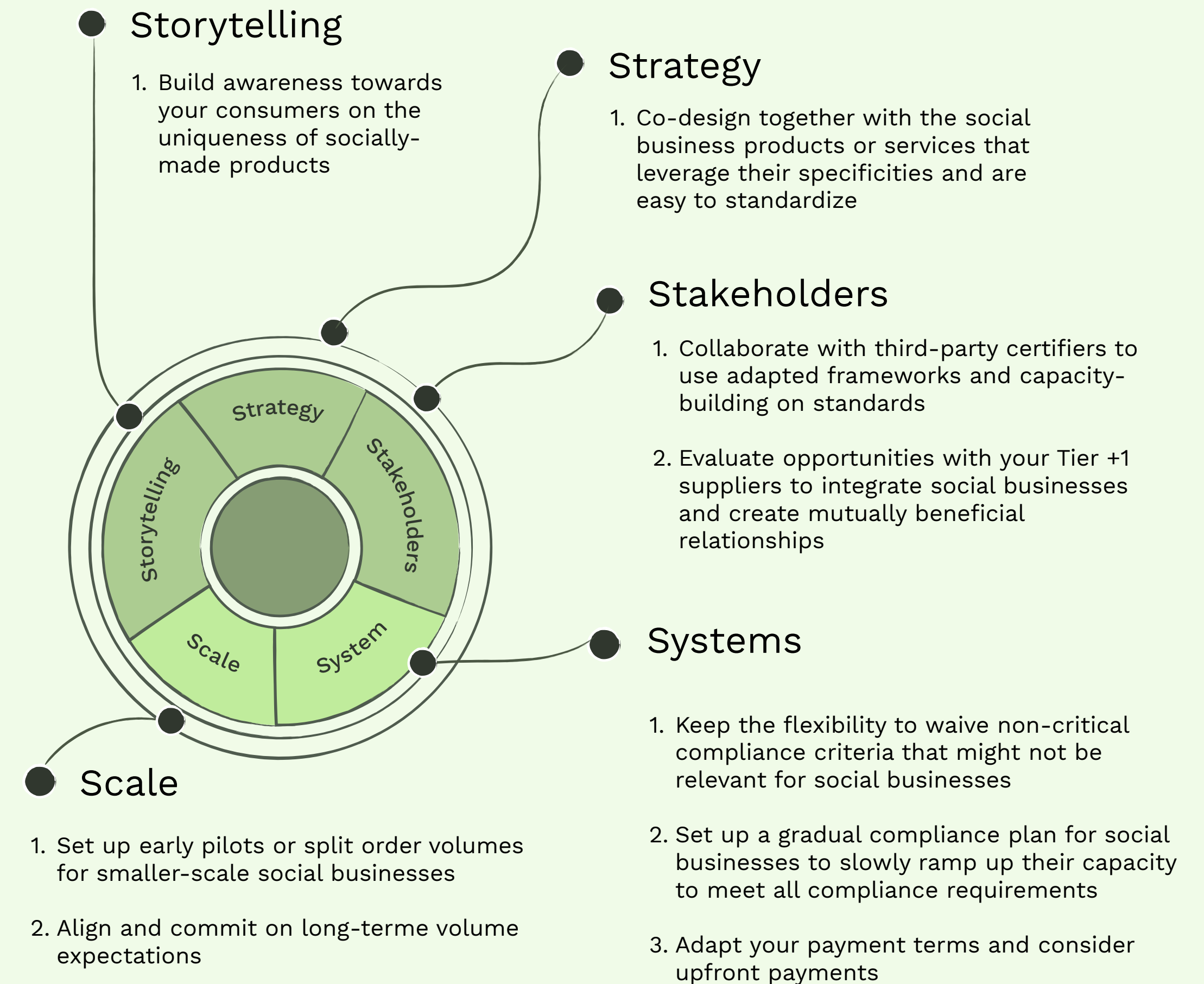


Volumes Requirements and Working Capital are the main challenges mentioned by our interviewees to initiate a partnership.

Adapting or reverse-engineering some of the corporate processes that are required to work with social businesses creates stronger partnerships and can kickstart an internal conversation about supply chain transformation. In the following section, we cover the four most common challenges faced by companies and social businesses to showcase different types of solutions and best practices that address those challenges. As we covered various industries and social procurement strategies, not all these challenges will be relevant for you when developing your own social procurement partnerships.

We identified 4 main success factors related to this phase:

- *Visibility and Facilitation on Compliance Requirements*
- *Volumes Ramp-Up*
- *Strengthen the Social Business on Standardised Quality*
- *Financial Terms and Working Capital for the Social Businesses*





The 4 Phases of Social Procurement



Visibility and Facilitation on Compliance Requirements

45% of survey respondents find that meeting the company's compliance requirements on social, safety, environmental and other standards' is a challenge for social enterprises. Indeed, every company comes with its own set of requirements and codes of conduct, on topics as wide-ranging as anti-corruption, environmental management, anti-modern slavery etc.

It is rare that a social business will tick all boxes straight away. Companies should generally expect a 1- to 3-year process of full compliance with all standard criteria. **Keeping the flexibility to waive non-critical criteria has shown significant promise in creating effective partnerships.** Minimum requirements may, for example, include registration to local authorities, compliance on anti-corruption, environmental management, and modern slavery as well as industry-specific minimum requirements (e.g. in the food industry).

Third-party certifiers can provide the framework and, if required, the capacity building support to assist the social business to comply with these criteria.

Companies should show flexibility in accepting equivalent certifications or proof of compliance that social businesses may already have – as they will have limited resources to complete an entirely new compliance or certification process. Malcom Curtis from Shared Interest Society suggests: *“Producers often have to collect many certifications – whether it is C.A.F.E Practices, or Fairtrade, or UTZ – because the buyer they are working with has a standard requirement. Some enterprises have six or seven different types of certifications! Corporate partners can differentiate themselves by understanding and integrating certifications that the enterprise already has wherever possible.”*

Most successful partnerships included **a gradual compliance plan for social businesses, giving them time to ramp up their capacity and fulfill all compliance requirements.** IKEA, for example, applies minimum criteria to its “IWAY” procurement guidelines that are necessary to engage with IKEA, and then works with all suppliers who engage with IKEA to develop a 1- to 3-year “development plan” to comply with the remaining requirements. The Director of Social Enterprises of the Jordan River Foundation, Mahfouz Said remembers: *‘Six months after signing the agreement, we failed the IWAY score, as we were at 54 out of a minimum 100. But we worked tirelessly on it with the help of IKEA. And after 3 months, we reached 100 and we have maintained that for the past two years’*

BEST PRACTICE INITIATIVE :



The Body Shop

The Body Shop²³ originally started their Community Fair Trade program in 1987. Building on this inheritance, it launched The Body Shop's Sustainable Sourcing Charter that provides clear guidelines and aspirational targets for its value chains and suppliers. For every new supplier in the program, they jointly create a 'Collaborative Action Plan' to improve their practices over time and bring support wherever it's needed. As Lee Mann, Head of Community Fair Trade, explains: 'Our Collaborative Action Plan, and not a Corrective Action Plan, is not just looking at the audit criteria and fallout. It also looks at their longer term mission, the long-term goal of the partnership, and how we can help support this goal with tools and capacity-building. It is done individually by The Body Shop and it brings a framework to our relationships.'





The 4 Phases of Social Procurement



Volumes Ramp Up

60% of interviewees identified volume requirements and production capacity as a challenge for social procurement. There is a general tendency to centralise procurement, consolidate the number of suppliers and, therefore, contract at high volumes.

Acknowledging this challenge means that both corporate partners and social businesses will have to **align on volume expectations for long-term planning and commitment on these volumes**. That way, social businesses can justify the investment into production and organisational capacities. Committing yourself to certain volumes – even if tied to conditions – will tremendously help the social business to build a long-term strategy to meet your volume requirements at a ‘healthy’ growth rate and generate investor interest to finance the required investments.

Early pilots at low volumes, with a bespoke product or limited markets can help evaluate and then address the key risks in scaling a partnership – especially when the ability of the social business to deliver large quantities at consistent quality is in doubt. However, in order to build a long-term partnership, agreements to test out a partnership should be tied to clear success metrics and follow-on commitments to increase orders once a pilot has been completed and has achieved those metrics.

A similarly effective approach is to **split order volumes so that they can be fulfilled by a mix of traditional and social business suppliers**. Once supply has proven to be consistent, the mix can tilt towards including more social businesses – or influence traditional suppliers to implement relevant impact activities and match the impact of social business partners.

If none of these strategies are applicable, companies tend to work with their tier-1 or tier-2 suppliers so that they can, in turn, integrate the social business partners. As Jeremy Willis from PwC UK explains: *“The largest social enterprises in the UK are £20 million organisations at best. but typically, you're looking at a £1-billion organisation as our tier-one supplier. So we also have to look at opportunities with tier-2, 3 or 4 suppliers. For instance, we sat down with our catering supplier and explained that we would value having some commitment to collaborate with us to bring more social enterprises in. And then they set up their own ‘Meet the Buyer’ forum, where, every quarter, they bring in six social enterprises specific to their service area. And we sit down with their procurement organisation and ours and the service owners responsible for that space”.*

BEST PRACTICE INITIATIVE :



Rangsutra

Rangsutra²⁴ is a social business that provides sustainable livelihoods for 2,500 rural artisans, mainly female, who are also direct shareholders of the social business. In 2013, RangSutra and IKEA began collaborating on first small batches and slowly increased volumes over the past 8 years. Sumita Gosh, Founder and CEO of RangSutra remembers: “Looking at our volume capacity, IKEA was very supportive. They told us, “Look, let's not start with big orders, start with a small order. And take time to do it, but do it properly.” So our first order was just 5,000 pieces, and we took six months to fulfill that. And now we are making around 460,000 pieces a year. This long-term growth helped us to increase capacity over time. For instance, we started weaving our own fabric for IKEA, which means that we are no longer sourcing it from other suppliers.”

NB: Rangsutra is a portfolio company of Yunus Social Business Funds.





The 4 Phases of Social Procurement



Strengthen the Social Business on Standardised Quality

Half of our interviewees find that social businesses may struggle with their ability to deliver standardised quality. They may not have the capacities for industrial processes (financial, administrative or personnel resources). Corporate leaders often emphasise that companies can add significant non-financial value to the social businesses by helping them scale their process and, thus, volumes through standardization – while keeping their impact models in mind, which often rely on hand-made work or inclusive employment, which requires them to embrace diversity in skills and backgrounds.

In order to achieve scale, **companies co-design products with social businesses and provide capacity-building**. For instance, field visits with experts and designers to better understand the model of the social business enables companies to tailor the design and production process, while leveraging the particularities

of the social business. Therefore, it makes scaling easier for them through standardization. Virginia Rollando used to be Sustainability Manager at Saitex, a sustainable jeans manufacturer, which recently launched the social business “Rekut”²⁵: *“Often designers sit on the other side of the world. They don't really know what their decisions mean for the supply chain. It is just amazing when a company gets involved in the product design and the manufacturing process to really understand what it means for us and how they can leverage our impact.”*

Some of our interviewees also outlined the intrinsic need to **build awareness towards corporate buyers and end consumers to embrace uniqueness** as quality does not necessarily mean standardisation (and vice-versa). Socially-made products and services can have slight variations. That may include chocolate with different tasting notes depending on the harvesting season; or

hand-made cushions with distinctive knots; or a distribution service that employs workers with disabilities that will differ from traditional services. Gonzalo Pertile, CSR Director at Madewell, highlights: *“It's not the same as working with conventional factories that have very strict quality checks and quality assurance processes. If we're working with artisans, we know that due to the handmade nature of the product, there may be slight differences between products. We are very transparent with our customers, we let them know that we are working with handcrafted products, that they are made by hand by artisans. So if there may be a slight variation, it shouldn't be a problem”*. Approaching variations as a sign of authenticity can also give social businesses a competitive edge in the premium and luxury markets with products that are designed to be unique and hand-made.



BEST PRACTICE INITIATIVE :



Williams-Sonoma

The brand West Elm, part of the American retailer group Williams-Sonoma²⁶, has collaborated with Allpa Peru since 2013. Allpa Peru²⁷ is a social enterprise that works with companies and various Peruvian artisans, helping them to create premium handmade craft, such as alpaca textile, ceramics or mirror frames. West Elm co-designs the products for every collection with Allpa Peru. *“Every season, our design team works with a certain concept and we consider the work of Allpa Peru, thinking about how we can integrate their products into that concept. We make extra effort to develop products with them, and provide guidance to them. This results in these beautiful unique artisanal products that are a defining characteristic of the brand.”*

Jennifer Gootman, Vice-President of Sustainability at Williams-Sonoma

²⁵ Learn more about Saitex, a sustainable jean manufacturer, on their website here: <https://www.sai-tex.com/> and their social business Rekut here: <https://www.sai-tex.com/rekut/>

²⁶ Read more about William Sonoma sustainability commitment on their website here: <https://sustainability.williams-sonomainc.com/>

²⁷ Allpa Peru's work on their website here: <https://allpaperu.com/>



The 4 Phases of Social Procurement



Financial Terms and Working Capital for the Social Businesses

‘Cash-flow, the ability to absorb payment terms with working capital’ is mentioned by around 75% of our interviewees to be one of the main challenges for social businesses. Furthermore, in the Acumen's research on corporate-readiness, 47% of the social businesses mentioned that cash-flow is a barrier to take on corporate partnerships. A 90-day payment term upon invoicing can effectively mean up to six months of pre-financing requirements for the delivery of a service or product. Such amounts of cash can come at steep interest expenses for social businesses in low- and middle-income countries. At the time of writing this report, for example, the lending interest rate in Kenya – with a relatively well-developed banking sector – was 12% p.a. At a contract value of €100,000, this would mean €6,000 financing costs for 6 months – cutting deep into the margins for both sides.

Companies will significantly improve their relationship with social businesses – and potentially their opportunities to negotiate prices – by reviewing their payment terms and, where possible, allowing social businesses to charge parts of the contract volume upfront. **More than half of the companies we interviewed adapted their payment terms** to allow advance payment, either upon request, during a certain period early-on in the partnership or as an embedded process when working with social businesses. Advance payment usually covers 10% to 50% of contract volume. Social businesses, in turn, may offer early payment discounts or percentage payments to their corporate buyers. Specifically to product offers, sample payment is another common practice for social procurement that is highly valued by social businesses as it decreases the entry barrier for them to take on corporate buyers.

Furthermore, to carry on their social procurement strategy and contribute to strengthening their social business partners, both on access to CAPEX and working capital some companies **provided additional financial support**. For instance, FabIndia directly invested in RangSutra in 2010 through their ‘Artisans Microfinance’ subsidiary. They also stepped up as a guarantor to RangSutra’s bank loans for working capital. IKEA Social Entrepreneurship B.V. provides financial support tailored to the supplier’s needs – including **grants, loans and equity investments**.

Finally, consider **partnering with third-parties** that can help social businesses to bridge the financing gap. While there are some long-standing financing organizations in ethical trade – such as Shared Interest Society (cf below) – many opportunities remain to involve impact investors and other financing actors to provide trade financing.

BEST PRACTICE INITIATIVE :



Shared Interest Society

Shared Interest Society²⁸ is an ethical investment cooperative that has been providing financial solutions to ethical producers and buyers since 1992. They support social enterprises through term loans to purchase equipment and infrastructure as well as order pre-financing. They usually cover up to 60-80% of the order value. And this is crucial for social businesses, as Malcolm Curtis, former Head of Lending, explains: “Day to day cash flow is the number one priority [for social enterprises]. They can often find ways of raising money for a new building or a particular training. But when it comes just to coping with the day to day running of the business and managing the growth, having the money available or facilities available that enable them to cope with that is the key issue.”

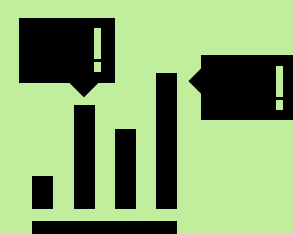




The 4 Phases of Social Procurement



Integration



80%

Of our interviewees agreed that in order to significantly scale social procurement, we need more corporate demand.

A second gap mentioned by half of all interviewees is the need for more breadth in the “supply”, i.e. more “corporate-ready” social businesses in diverse sectors.

Most of the companies in our sample have successfully started partnerships with social businesses and reached volumes that were significant to the social businesses and therefore were able to advance their impact. But there is still lots of progress to be made in order to scale social procurement to a level where it shares a significant volume of the global corporate procurement markets. In the Integration phase, we explore different pathways to scale that are observable today. But we also look into long-term opportunities to scale the sector of social procurement as a whole.

We identified 3 main success factors related to this phase:

- *Scaling Strategies that Combine Impact and Business Purpose*
- *Scaling in Breadth and in Depth*
- *Rising Roles of Intermediaries*

Storytelling

1. Discuss openly with your social business suppliers to ensure alignment between impact and business purposes in the long-term

Strategy

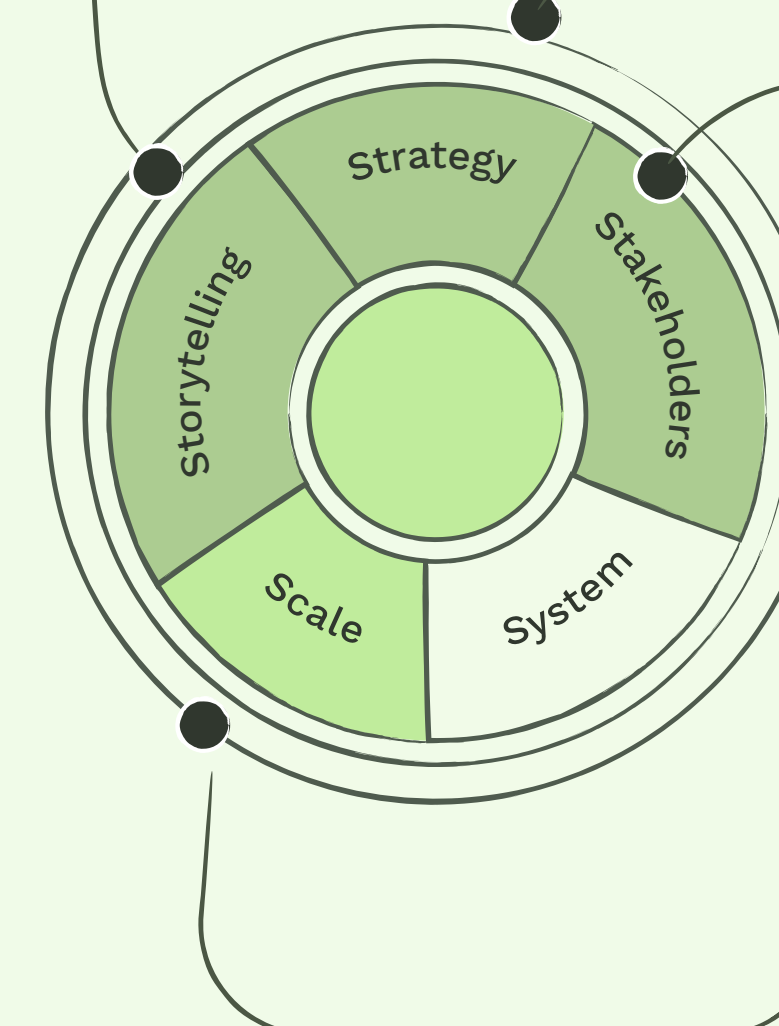
1. Plan on an soft exit strategy in case that the partnership ends

Stakeholders

1. Participate to the ecosystem strengthening through partnerships with intermediaries and aggregators

Scale

1. Set up a customer diversification (long-term) target to ensure that your social business supplier is not overly dependent on the partnership with you
2. Leverage your existing suppliers through in-depth scaling strategies
3. Continuously learn and improve your integration of social businesses when scaling in breadth





The 4 Phases of Social Procurement



Integration

Scaling Strategies that Combine Impact and Business Purposes

The necessary adaptations and processes that social businesses have to go through during the social procurement process may actually endanger their social purpose and mission and lead to so-called ‘Mission Drift’. We wanted to a) understand how minor or major drifts may occur during the social procurement process; and b) identify effective strategies to manage the risk of mission drift for both companies and social businesses. **In almost 90% of the cases included in our research did not observe mission drift or were able to identify and address the risk of it.**

Nevertheless, it is a topic that requires attention from social businesses and corporate leaders in partnership. As previously mentioned, **setting up both business and impact metrics from the beginning** is an effective strategy to ensure mission-lock between commercial and impact objectives.

One of the key risk drivers for mission drift is an overall dependency of the social businesses on one corporate client. **To mitigate this risk, companies have implemented “diversification targets”**. These targets require social business suppliers to diversify their revenues sufficiently so that no individual client exceeds a certain percentage of their overall revenue. It is best practice to implement these targets over a period of time and not as an upfront criteria. For instance The Body Shop has set up a target of 30%, and has also developed a **“soft exit strategy”** with its suppliers to manage the transition at the end of a supplier relationship. Lee Mann at The Body Shop explains: “Let's say I buy tea tree oil from Kenya, and our trade is bringing many benefits for smallholder farmers, but they're only selling to The Body Shop. The following year, the EU may decide that tea tree oil is banned as an ingredient. Now, I have no option but to stop buying. That entire infrastructure that is relying on my business is gone. Diversification takes many forms. For instance, we may actively support our suppliers to create new income streams through other agricultural crops.

Indeed, successful cases of social businesses that effectively leverage corporate partnerships to scale their impact develop diversified income revenues. For instance, continuing or launching a B2C activity with a strong brand is mentioned as a key success factor, as Erinch Sahan confirms: *“In our experience, social enterprises who become anonymised suppliers to corporate brands have done less well in the long-term. In order to realize the intrinsic value of social enterprise producers, it is paramount to build the brand of the social enterprise.”* **Encourage or, if you can, actively support your social business partner to invest in their brand by e.g. leveraging employee volunteering. Use your network to increase their visibility.** Both approaches will strengthen their autonomy, it will pay into your procurement criteria and increase the impact created through the partnership. That way, you can maximize the impact premium of social procurement through communication opportunities and employee engagement.

BEST PRACTICE INITIATIVE :



Jordan River Foundation

The Jordan River Foundation²⁹ is a non-profit organization chaired by Queen Rania Al Abdullah of Jordan. Among other social activities, it created social businesses in handicrafts, textile and food to provide jobs for women refugees and for Jordanian women in need of work. In 2017, JRF signed a partnership with IKEA to provide embroidered cushions, at the beginning of a limited regional collection. It has since scaled into a global range of products. As they grew, they faced multiple challenges to maintain their social impact. Sometimes, these challenges were due to minor details that turned out to be crucial. “For instance many of the Syrian refugees [we work with] live in the Zaatari camp which is one hour and a half away from our center. They do not have cars, they cannot walk, they have to take public transportation and it's not cheap. We didn't forecast this and therefore it would impact our margins, but we worked around this to ensure that we will pay them a transportation allowance. This is just an example of how we regularly have to favour the social part over the financial aspect.”, Mahfouz Said, Director of Social Enterprises, Jordan River Foundation





The 4 Phases of Social Procurement



Scaling in Breadth and in Depth

Over the course of the research, we have identified two main pathways that companies take in order to scale their social procurement. Some companies focus on one or a few social business suppliers and expand their existing partnership through capacity-building and gradually scaling contract volumes - **increasing the depth of social procurement**. Other companies choose to scale the number of partnerships in their value chain and integrate as many social businesses as possible to ultimately get to significant scale and integration - **expanding the breadth of social procurement**.

55% of our interviewees experienced a longer onboarding period of social business suppliers (from first contact to first order delivery). It may take several years just for the social business to be validated in the list of approved suppliers. To eventually capitalize the resources and time spent during the onboarding period and capacity-building, scaling depth is key. This is especially true for manufactured products, where economies of scale make the partnership sustainable only after reaching significant volumes. Some companies also increased the range of products or services sourced from their social business suppliers, which increased the footprint that the social business suppliers would have in their value chain. Others accompanied the social business to expand to new geographies. Some established joint ventures with the social business to support this expansion through financial and non-financial means. An example of that with Groupe Arès can be found below.

Scaling through **the breadth-model requires a continuous process of learning and improvements to integrate a growing number of social businesses**. The 5S framework informs this process along the four procurement phases we have outlined. Taking on new partners will become more efficient as the sector itself evolves and matures. In addition, many corporate leaders notice that social businesses themselves are maturing and are onboarding them more quickly. Mahfouz Said at Jordan River Foundation confirms: “[after partnering with IKEA], we have all the infrastructure in place and all the know-how. What took 3 or 4 years previously could now probably happen in a year.”

BEST PRACTICE INITIATIVE :



Groupe Arès’ Joint-Venture Model

Groupe Arès³⁰ is a leading social business group in France dedicated to inclusive job opportunities, providing logistics, circular economy and IT services to many large corporations in France (with clients such as L’Oréal, La Poste, Fnac-Darty, Suez etc.). Going one step further, they deepened the partnership with several corporations by creating a social joint-venture (with Accenture, SEB, Vinci, XPO Logistics). For instance, Groupe Arès worked with Vinci for 15 years on construction logistics to address inclusivity requirements of Vinci’s public contracts - reaching up to €1M in revenues. In 2017, Vinci and Groupe Arès decided to create a social joint-venture, called Liva, dedicated to construction logistics, which not only serves Vinci but also other clients. Through investments in operations and digital tools, Liva expanded its activities and reached €4.5M revenues in 2020, covering up to 35% of Vinci’s contracts employing more than 100 workers with inclusion contracts (with 46% of refugees). Guillaume Hérison, Director of Groupe Arès, explains the benefits of this model: “Through this type of joint-venture model, we are moving from short-term contracts to long-term commitments with our corporate partner. That enables us to better guarantee and improve the quality of our services and our social impact.”





The 4 Phases of Social Procurement



Integration

Rising roles of intermediaries and aggregators

When asked about the main barriers to significantly scale partnerships, our interviewees highlighted two clear gaps: 1) the need to **increase corporate demand and social business “supply”**; and 2) to provide **access to finance for working capital and trade finance**. As mentioned in the Initiation phase, there are very few impact-oriented third-parties offering trade or invoice financing and access to working capital. This is especially true in developing markets and thus a major issue for many social businesses. This presents an opportunity for the sector, bringing together corporate buyers, intermediaries and social businesses to build relevant tools and solutions to help B2B social businesses to raise mission-aligned financing.

There are also opportunities to strengthen the sector by providing **non-financial support and capacity-building to social businesses**. While many impact accelerators have been focusing on making social businesses investment-ready, there is an increasing focus to link social businesses to global markets and corporate buyers. The Acumen-Unilever Social Innovation Challenge on Plastics is one such example. There is also interest in match-making programmes that work with both sides, which prepare pre-selected social businesses to better understand corporate processes and compliance, financial capabilities and volumes. At the same time, programs are needed to educate corporate partners on how to most efficiently work with social businesses as they will have to reverse-engineer some of their processes to be more relevant for social business suppliers and therefore maximise the impact of these partnerships.

Finally, many interviewees outlined the potential of **aggregating the offer and providing a shared-services platform for social businesses**. This may include specific services such as legal and administrative processes, quality control, export and customs processes or even product design to build an attractive B2B portfolio for new corporate clients. Many of these services require experts with extensive experience that social businesses often can not afford. An alliance to co-fund and develop these resources through shared-service providers would significantly accelerate the readiness of social businesses. Similarly, aggregating supply through social businesses partnering with each other and offering an integrated service for corporate clients can increase attractiveness. Jeremy Willis, PwC UK, suggests: *“I’d love to have a social enterprise come to me and say: “for your events, we’ll deliver the whole kit, catering, artists, venue, printed invitations, design etc. a complete social enterprise package, there you go.”*

BEST PRACTICE INITIATIVE :



Idea for the future

In parallel with this research, Yunus Social Business has been exploring routes together with sector organizations such as Agora Partnerships, Euclid Network, SAP and the COVID Alliance for Social Entrepreneurship at the World Economic Forum for strengthening the ecosystem and supporting social procurement initiatives. Through its corporate access cluster, which also includes Acumen, SEWF, EY, IKEA and Unilever, the COVID Alliance has been contributing to building out this specific space and has brought together partners to design a first-of-its-kind program, tentatively called ‘Unusual Partners’. While the program is still in a shaping process at the time of writing this report, its partners see opportunities to build a cross-sector Social Sourcing Accelerator focusing on fast-tracking social enterprises to become suppliers/service providers for corporate partners and their suppliers – and thus, scale their impact. If you are interested, feel free to reach out. ³⁶

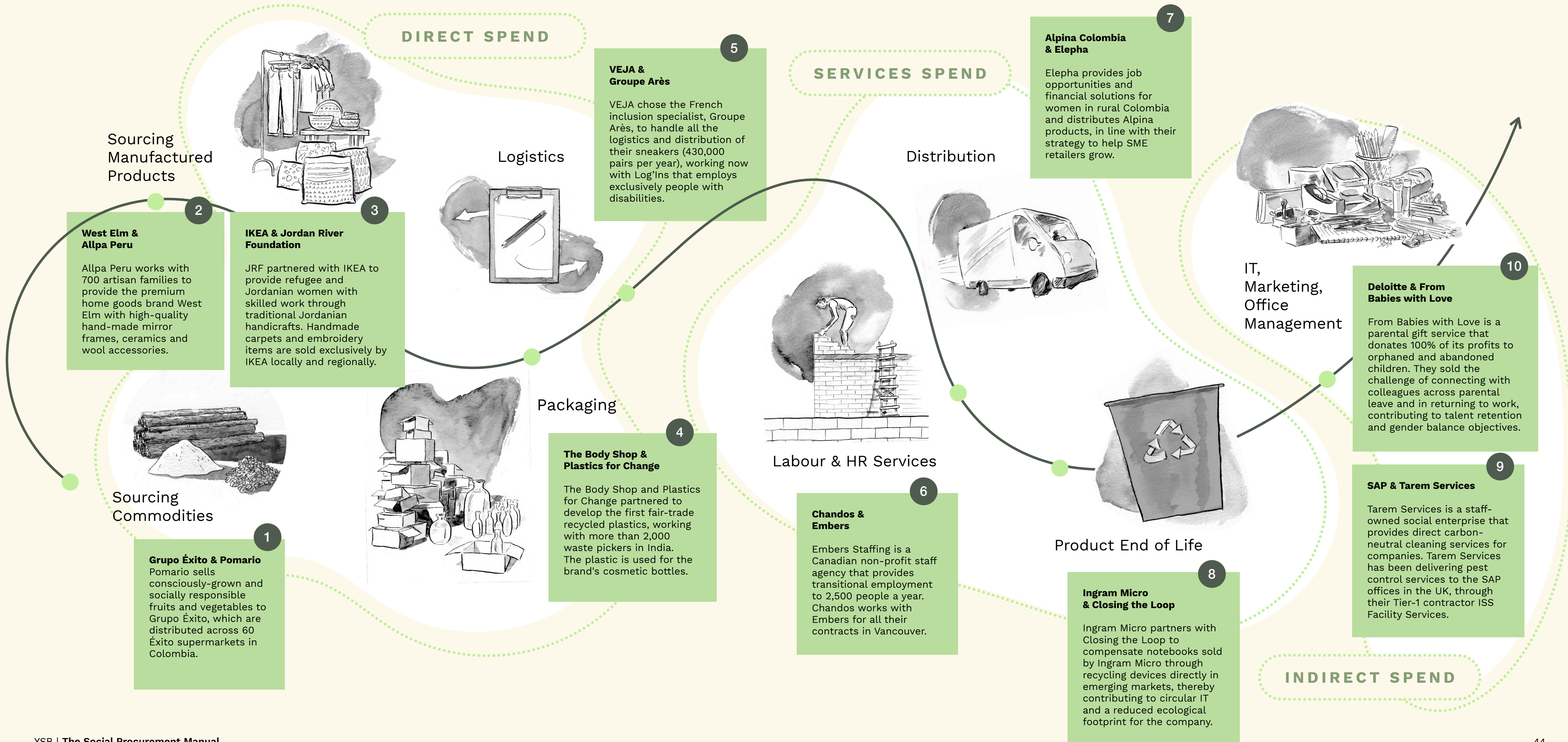




The **Social Procurement** Manual:

10 Inspiring Social Procurement Cases

10 Inspiring Social Procurement Cases



10 Inspiring Cases



WHERE IN THE VALUE CHAIN: Raw Commodities

CASE 01

Grupo Éxito & Pomario

INDUSTRY

Food Retail



DESCRIPTION

Pomario trains and employs smallholder farmers from the conflict regions in Colombia in the cultivation of organic vegetables and edible flowers. This social business was created by 4 brothers united in the same dream: bringing healthier food in as many kitchens as possible, while promoting conscious agricultural practices and dignifying the work of small producers along the way. The employees are paid double the average salary of rural workers and provided with full social benefits and educational opportunities. They sell fruits & vegetables to Grupo Éxito that are distributed across 60 Éxito supermarkets in Colombia.

GEOGRAPHY

Colombia



IMPACT BENEFITS:

- ✓ Supporting 30 workers from communities previously growing illegal crops and involved in the guerrilla groups.
- ✓ 10 tons of produces grown per month in a sustainable way.

BUSINESS BENEFITS:

- ✓ Participate in the local sourcing strategy: 92% of fruits and vegetables of Grupo Éxito are locally sourced.
- ✓ Participate to the direct sourcing strategy: 82% of fruits and vegetables are sourced without intermediaries.
- ✓ Employee motivation.

2015:
Pomario reached out to Grupo Exito

2017:
Geographical expansion, reaching Bogotá.

2019:
New packages. More than 50 % on plastic savings and reusable packaging.

2021:
Pomario expanded to medium-size cities.

2016:
Partnership initiated

2018:
New product lines were developed: functional salads with protein and iron sources.

“Our partnership with Pomario is related to our national sourcing strategy: developing local agricultural products and moving to a cleaner production in the agricultural sector in Colombia. And Pomario is very structured and well-capacitated compared to many other local suppliers we’re working with: on every single aspect that you look at them, you will say they are doing what we all should be doing.”

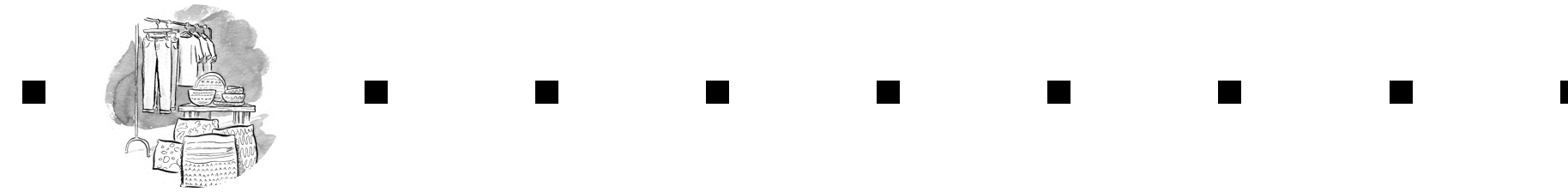
Pablo Montoya Dávila,
Director of Sustainability at Grupo Éxito

Since 2016, hand-in-hand with Grupo Éxito, we entered the retail market with products that had never been on a gondola in our country before. Grupo Éxito opened the door to these type of products, and the truth is that they were the spearhead for companies like us and products like ours to get into the retail market.

Luis Miguel Botero,
co-founder at Pomario



10 Inspiring Cases



WHERE IN THE VALUE CHAIN: Manufactured Products

CASE 02

West Elm & Allpa Peru

INDUSTRY

Home Goods



DESCRIPTION

Allpa is a Peruvian export social enterprise with its headquarter in Lima. The company works with a network of small workshops to produce jewellery, ceramics and wooden mirror frames as well as Home Accents and accessories made of alpaca wool. Allpa preserves traditional handicraft production and secures the livelihoods of small family businesses. The social enterprise is a member of the World Fair Trade Organization (WFTO) and operates according to the ten principles of fair trade.

GEOGRAPHY

Peru



IMPACT BENEFITS:

- ✓ Allpa works with family workshops that impacts 700 families and provides sustainable livelihoods in Peru
- ✓ Allpa relationship with artisans workshops is about innovation in production, design and management allow them to empower themselves
- ✓ Free interest loans to employees for housing or for schooling.

BUSINESS BENEFITS:

- ✓ Unique items using traditional techniques
- ✓ Storytelling for West Elm to connect with individual artisans

2013:

The design team from West Elm were looking to collaborate with artisan groups and producers.

2016:

The partnership continues to grow.

2014:

Two-year development cycle creating the design, sampling and issuing the first purchase order.

2017:

West Elm sponsored Allpa in the Nest Program, so they became Seal Eligible in 2019.

2021:

The partnership reached almost **\$ 2 million US dollars.**

"Allpa really stands out as a leader because they are really good at what they do. We are a large multi-billion dollar global retailer. And so the products we sell have to go through our supply chain, normally fulfilled by large-scale factories. Allpa enables these smaller workshops to be part of our larger supply chain and deliver high quality design, production and shipping all according to our standards."

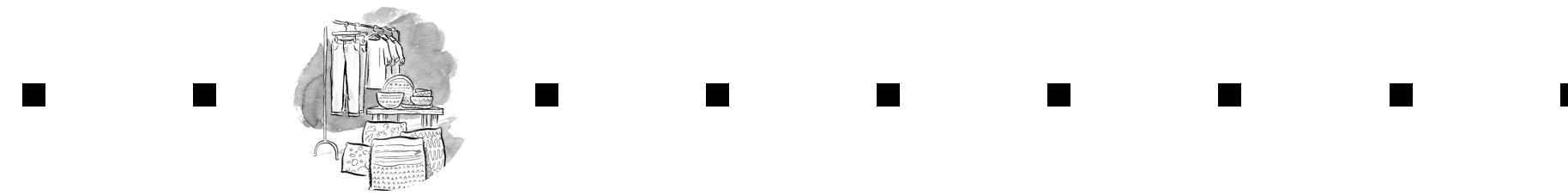
Jennifer Gootman,
Vice-President Sustainability at Williams- Sonoma

"Our partnership with West Elm came about because they were interested in the quality of our products. It's a win-win because when we can deliver larger quantities, that allows our producers to buy additional land, or allow producers to improve the conditions in the workshop, or pay even better. That is a very important part for us."

Luis Heller
Managing Director at Allpa Peru

west elm **allpa**

10 Inspiring Cases



WHERE IN THE VALUE CHAIN: Manufactured Products

CASE 03

IKEA & Jordan River Foundation

INDUSTRY
Textiles



DESCRIPTION

Jordan River Foundation (JRF) is a non-profit, non-governmental organization established in 1995 with a focus on child safety and community empowerment, it runs a social enterprise arm which specialises in hand embroidery and handicrafts. JRF partnered with IKEA to provide refugee and Jordanian women with skilled work through traditional Jordanian handicrafts. The collections and running range articles, sold exclusively by IKEA locally and regionally are handmade carpets and embroidery items.

GEOGRAPHY Jordan



IMPACT BENEFITS:

- ✓ Since the first collection was launched in 2017 with 110 artisans involved, JRF has produced 3 additional collections and 1 global single article which has created jobs for 225 women.

BUSINESS BENEFITS:

- ✓ Unique, handmade pieces, which are difficult to create in a large-scale factory setting
- ✓ Products with a story behind

2017:
First exchange with IKEA, agreement signed with the Jordan River Foundation.

2017:
TILLTALANDE collection launched in IKEA Jordan.

2018:
Capacity building from IKEA to adapt to IKEA requirements and compliance.

2020:
JRF produce global products for IKEA.

"When we started working with the Jordan River Foundation, they were small but extremely skilled in handicrafts. They were absolutely beautiful but not suitable for a large retail chain like IKEA. Over the last three years we have gone through a journey together, looking into their production centre bottlenecks and opportunities to increase their productivity and thereby also increase volume and no of women in production. As JRF grew from a foundation, their social impact side was very advanced already with many programmes for women's economic empowerment and we worked with JRF to scale their business as well as social impact by connecting them to the IKEA marketplace. Now they are producing a global range - just three years since we launched the first very limited collection in Jordan made by Syrian refugee women and Jordanian local women."

Ann Sofie Gunnarsson,
Partnership & Development Leader, - Global Sustainability, IKEA of Sweden

The number one success factor for this partnership was flexibility on both sides. Instead of leaving us behind when we didn't pass the first audit, they worked with us on an action plan, and that action plan was audited on a weekly basis, sometimes on daily basis with WhatsApp - whatever it took to make it happen. Now we have reached the stage where Jordan River Foundation is an approved global supplier to IKEA. We have collections of cushions that are embroidered by artisans all over the kingdom, exported to IKEA stores worldwide."

Mahfouz Said,
Director of Social Enterprise at Jordan River Foundation

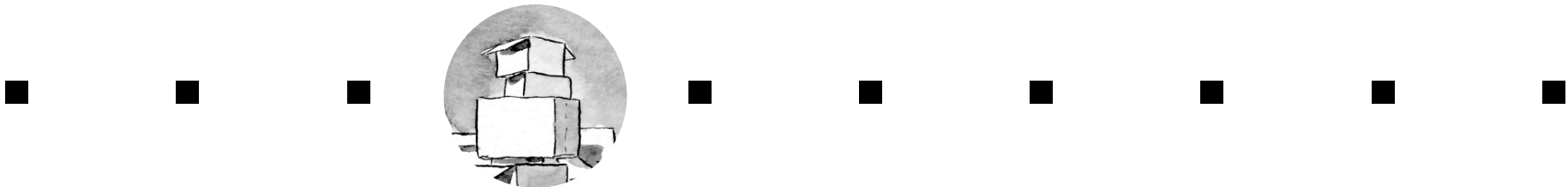


Social Entrepreneurship



مؤسسة نهر الأردن
Jordan River Foundation

10 Inspiring Cases



WHERE IN THE VALUE CHAIN:

Packaging



CASE 04

The Body Shop & Plastics for Change

INDUSTRY
FMCG



DESCRIPTION

Plastics for Change aims to create better and safer livelihoods for informal waste collectors in global supply chains. The first recycler to be verified by the World Fair Trade Organization, they partner with local NGOs in India to give waste pickers better and more stable prices and training. They offer companies a marketplace platform of ethically sourced and high quality recycled materials.

They started a partnership with The Body Shop to launch their services at a larger scale. Together they built a robust quality assurance process as well as creating a social and environmental impact, in line with The Body Shop’s values and their Community Fair Trade program.

GEOGRAPHY India / Global

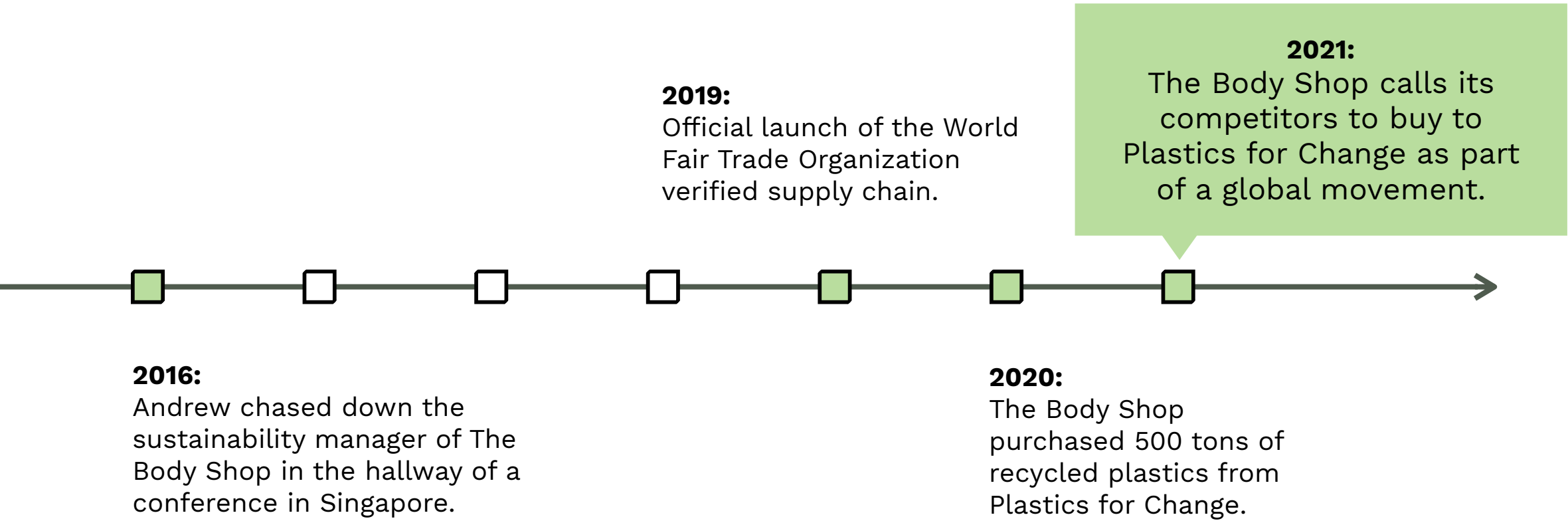


IMPACT BENEFITS:

- ✓ 33 employees at the factory
- ✓ +2,000 informal waste pickers
- ✓ 300 tons CO2 saved
- ✓ 12 million PET bottles recycled

BUSINESS BENEFITS:

- ✓ Communication: 600+ press articles
- ✓ Employee and consumer engagement
- ✓ Social Goodwill
- ✓ Brand differentiation



“We were lucky to get in-kind support from The Body Shop and transparency on their requirements. Most other companies don’t do that level of engagement because in the plastics industry, it’s a really long sales cycle. The brand only buys the finished goods, so there are three degrees of separation between the brand and the person that actually is buying the scrap plastic. But The Body Shop gave us seed funding in 2016, that allowed us to work on all the requirements of their sustainable sourcing charter, a big, comprehensive audit with one hundred plus line items of things that need to be compliant. We hired dedicated staff to orchestrate the supply chain and get ready for this partnership. That whole learning curve and process took about two years.”

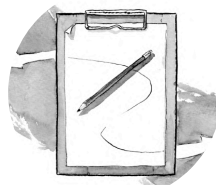
Andrew Almack,
Founder/CEO at Plastics For Change

“We developed the world’s first, ever fairly traded recycled plastic. It was a big deal on many levels. We wanted to continue being the activist brand again and saying, actually, we’re going to do plastic but we’re going to do it this way. And we’re going to tell you why we’re doing it this way. Now, part of my work to support Plastics for Change as a new business, helping them with their business plans and strategies is to be able to introduce them to a wider customer network.”

Lee Mann
Head of Community Fair Trade at The Body Shop



10 Inspiring Cases



WHERE IN THE VALUE CHAIN:

Logistics

CASE 05

Veja & Groupe Arès

INDUSTRY
Textiles



DESCRIPTION

Group Ares is a French groupement of social enterprises created in 1991 that spreads its mission of fighting against exclusion through labour through 11 ventures across France, including Ateliers sans Frontières (Workshop with Borders’) and Log’Ins. Atelier sans Frontières provides transitional employment and community inclusion through community activities with impact: recycling, circular economy, and reused materials. They took care of the logistics of VEJA - a sustainable sneaker company - receiving sneakers from Brazil, preparing orders and shipping them all over the world.

In 2020, VEJA partnered with Log’Ins to expand the logistics of their growing activity. Log’ins, , a joint-venture created in 2011 with XPO Logistics. employs people with a mild disability through an adapted work environment and takes care of their social inclusion.

GEOGRAPHY France



IMPACT BENEFITS:

- ✓ +200 workers have found work after working with Ateliers sans Frontières on Veja’s logistics
- ✓ 100% of Ateliers sans Frontières employees have a vulnerable status, ans 60% have not worked for more than two years
- ✓ 100% of Log’ins employees are disabled, except management
- ✓ Each year, 90 workers with inclusion contracts at Log’Ins work with Veja’s logistics
- ✓ 69% of the employees find a dynamic exit with either a work contract or training

BUSINESS BENEFITS:

- ✓ Contributes to the overall sustainability
- ✓ Brand differentiation
- ✓ VEJA teams mobilized for a partnership that has meaning and gives a feeling of pride

2004:
VEJA partners with Ateliers sans Frontières to manage their logistics (starting with 5,000 pairs of sneakers, in a 50m2 storage).

2020:
As Ateliers sans Frontières reached its capacity, VEJA moves to the 4,500m2 warehouse of Log’Ins, another social business from Groupe Arès (430,000 pairs of sneakers per year).

2004-2019:
Ateliers sans Frontières slowly grows activities with VEJA, up to 2,000 m2 warehouse moves VEJA’s activities into a 1000m2 warehouse.

“Log’ins is changing the way people perceive disabilities, and facilitates the social inclusion of collaborators with physical or mental impairment. By managing the logistics of a renowned brand such as VEJA, I’m really proud that Arès and XPO Logistics are able to prove the benefits of a completely inclusive team.”

Guillaume Herisson,
Managing Director of Groupe Arès

“We can rely on Log’Ins team support and quality of service. This partnership is an excellent way for us to prove that a fashion brand can have an impact on their entire supply chain, while promoting social inclusion at the same time.”

Sebastien Knopp,
Co-founder of VEJA



10 Inspiring Cases



WHERE IN THE VALUE CHAIN: HR & Labour Services

CASE 06

Chandos & Embers

INDUSTRY
Construction



DESCRIPTION

Embers Staffing is a community economic development corporation and a division of Embers (Eastside Movement for Business & Economic Renewal Society), a charity based in Vancouver, Canada. Embers Staffing is an agency that connects companies with high-quality workers in construction, hospitality, warehousing and security. They provide individuals with temporary and transitional jobs, acting as a bridge to full-time employment. All of their profits are channelled back into their workers through services like training, free equipment rental, and transportation. Embers Staffing provides regular staff to multiple construction projects operated by Chandos - the first B-corp certified contractor in Canada.

GEOGRAPHY Canada



IMPACT BENEFITS:

- ✓ 680 individuals worked on Chandos projects.
- ✓ \$1.5 million paid in wages and benefits on Chandos projects.
- ✓ \$11.8 million in wages and benefits paid to all EMBERS workers in 2020.
- ✓ Average pay was \$20.16 in 2020.

BUSINESS BENEFITS:

- ✓ No extra costs
- ✓ High-quality resources
- ✓ Employee motivation and morale
- ✓ Differentiation for public and private clients
- ✓ Communication

2001:
Embers Charity formed to help low-income entrepreneurs starting their own micro-businesses.

2012:
First partnership with a construction company that was tied to a Provincial project that required a percentage social hiring.

2020:
Embers Staffing employs 2,300 people in a year.

2008:
After someone shared the need of a non-profit staff agency during a public meeting, Embers Staffing was created.

2019:
partnership with Chandos started.

"We take a very exploitive day labour model and turn it upside down to create a supportive model for people whose lives really are in transition. They need that connection with our temporary placement agency to get their foot in the door with an outside company, so they can prove themselves on the job and gain experience and skills to move forward in their careers."

Marcia Nozick
Founder & CEO at Embers

We work with our client and the design team to develop scopes of work ideally suited to social enterprises. In many instances, our client does not know social procurement is possible at zero premium cost. We help clients understand what is possible and work with them to jointly set goals for social procurement aligned with the capacity of the social enterprise ecosystem. In addition, we include incentive mechanisms in contracts that rewards the project participants for achieving the social procurement goals set for the project.

Tim Coldwell,
President at Chandos Construction



10 Inspiring Cases



WHERE IN THE VALUE CHAIN: HR & Labour Services

CASE 07

Elepha Alpina

INDUSTRY

Retail / FMCG



DESCRIPTION

Elepha is a social enterprise that creates job opportunities for women living in rural areas in Colombia. It's a network of women who carry out door-to-door sales in rural areas, allowing members of the network to be part of training spaces, a source of additional income, and access to credit when purchasing products. Through Elepha essential products reach remote areas.

Alpina Colombia has partnered with Elepha to carry on a door to door program in rural Colombia. Elepha distributes products from Alpina as part of their portfolio.

GEOGRAPHY Colombia



IMPACT BENEFITS:

- ✓ More than 10,000 women entrepreneurs have higher incomes in more than 400 municipalities in Colombia.

BUSINESS BENEFITS:

- ✓ Incremental sales in rural markets with an effective last-mile distribution
- ✓ Contribute to strategic priorities for Alpina, such as:
 - Bringing nutrition to more than 1,100 locations in Colombia
 - Eradicating hunger in our country
 - Driving innovation to offer more alternatives to consumers who seek a broader, more differentiated product portfolio.

2017:
an initiative from the Clinton Giustra Enterprise Partnership in Colombia is turned into a social business: Elepha.

2020:
in the middle of the COVID-19 pandemic, Elepha's revenues grew from 45%, distributing Alpina products as well as other top CPG brands.

2018:
Partnership started with Alpina.

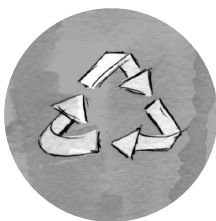
We understood the value that each of us brings. Alpina as a supplier with national good-quality brands, and Elepha as a distributor with a go-to-market strategy that is very nimble and creates incremental sales for them as they don't reach these markets themselves. And because I started Elepha to create impact in the last-mile distribution, all my administrative, IT, or logistics systems are designed for this. It's much better than a traditional retailer trying to adapt to this channel.

Sebastian Zapata.
Founder and CEO of Elepha

At Alpina, we are passionate about our mission to nurture a more sustainable world giving flavour to life. We are aware of our responsibility to bring quality products of high nutritional value to all corners of the Colombian territory, and we found in Elepha a perfect partner to implement our last-mile distribution programme. Conventional retailers selling to Mom-and-Pop shops were not a traditional channel for us and women entrepreneurs usually require credit lines and special management. We decided to start a pilot with Elepha and grew together from there.

Carlos Roncallo
Chief Commercial Officer at Alpina Colombia





WHERE IN THE VALUE CHAIN:
Product End Of Life

CASE 08

Closing the Loop & Ingram Micro

INDUSTRY
IT



DESCRIPTION

In 2019, over 2.2 billion new phones, tables and laptops were sold across the globe. Less known is the market for reusing and refurbishing devices, but it is growing fast. Reusing electronics makes sense from an economic and social perspective. Selling an used device means getting cash for stuff you don't need. And it often gets a second life in the hands of someone that would not have been able to afford a new product.

Dutch company Closing the Loop offers a 'circular service' that allows for waste-free reuse. It collects and recycles an end-of-life device for each used device sold on the global market. And here's the unique part: Closing the Loop collects solely out of countries where electronic waste collection is not formalized.

This type of 'e-waste compensation' has been adopted by organisations across the globe, such as Ingram Micro. It has been recognised as a way forward in 'circularity', the economic model that prevents waste.

GEOGRAPHY Netherlands



IMPACT BENEFITS:

- ✓ 27,000 recycled phones from Ghana
- ✓ 20 tons of CO2 saved

BUSINESS BENEFITS:

- ✓ 30+ press articles, including in the largest newspaper in the Netherlands.
- ✓ Improved employee engagement
- ✓ Participate in sustainability and consumer engagement strategy of T-Mobile
- ✓ Strong involvement of partners such as Samsung
- ✓ Contribute to advance the circular economy strategy

2018:
Launch of the partnership between Ingram Micro and Closing the Loop.

2021:
Ingram Micro and Closing the Loop work on expanding partnership and marketing value.

2020:
Closing the Loop was nominated for the Responsible Business Awards in category 'Social Impact'.

"While we know the notebooks we recycle internally go through a responsible disposal process, we don't have control over the disposal of notebooks we resell. So, we decided to take proactive measures to compensate them. By reselling them for re-use and working with Closing the Loop, we're not only giving the notebook computers a second or third life, we're also ensuring an equivalent amount of electronic waste is removed from the global waste stream in the event future owners of the notebooks don't recycle them responsibly – and the devices end up in a landfill."

Todd Zegers
Global Vice President of ITAD,
Ingram Micro

"E-waste is often seen as a problem, but it also represents opportunities for making existing IT processes greener, or waste-neutral. Shifting e-waste to where it can be recycled in a responsible manner gives valuable resources a new life, keeping them in the loop of the circular economy,"

Joost de Kluijver
Founder, Closing the Loop



10 Inspiring Cases



WHERE IN THE VALUE CHAIN: Indirect Spend

CASE 09

SAP & Tarem Services

INDUSTRY
Facilities management



DESCRIPTION

Tarem Services is a social enterprise based in London that provides direct cleaning services for companies, from office cleaning to waste management and pest control. The cleaning industry represents 350,000 workers in the UK and severe pay issues, dangerous working conditions and very poor job security are commonly experienced by the workers. Tarem Services aims to tackle in-work poverty by doing the opposite of the industry practices. Tarem is effectively owned by its staff with all employees receiving shares in the business after six months of employment as well as a monthly percentage of the profit share for the contracts that they work on. This results in an exceptional low staff turnover and very high quality standard. Tarem Services also gives donations to other charities and makes cleaning contracts carbon neutral.

Tarem Services has been delivering pest control services to the SAP offices in the UK through their Tier 1 contractors ISS Facility Services and JLL.

GEOGRAPHY UK



IMPACT BENEFITS:

- ✓ 210 people impacted
- ✓ £725 donated to support local food banks and or organisations tackling in work poverty
- ✓ 4 tons of CO2 offset in the delivery of the pest control services

BUSINESS BENEFITS:

- ✓ High quality of services
- ✓ Engagement with the Tier-1 supplier
- ✓ Employee motivation

2019:
ISS investigated the suitability of using Tarem Services after SAP joined Social Enterprise UK Buy Social Corporate Challenge in 2019.

MAY 2020:
Contract replication with JLL.

DEC 2019:
Contract with ISS.

“Working in partnerships with ISS and SAP, and then JLL and SAP enables us to impact the community we work in, such as donations to Foodbank’s and organisation’s tackling in work poverty. Social impact continues to remain of high importance for this partnership and as a social enterprise, the more contract we secure the greater social impact we have. This clearly shows that this type of engagement with our partners is really a great opportunity to achieve this.”

Titus Komolafe
Business Director, Tarem Services Ltd

“We are proud to have Tarem Services working at our Feltham and Maidenhead sites, and were extremely pleased JLL contracted with Tarem Services when we switched from our local ISS contract to a regional contract with JLL. Apart from Tarem Service’s social impact and sustainability achievements, they provide quality and services superior to what we previously received and also have competitive prices”.

Kelvin Ward
Procurement Manager, SAP UK



10 Inspiring Cases



WHERE IN THE VALUE CHAIN: Indirect Spend

CASE 10

From Babies with Love

INDUSTRY
Textile



DESCRIPTION

From Babies with Love’s parental leave gift service helps solve the challenge of connecting with colleagues across parental leave and in returning to work, contributing to talent retention and gender balance objectives.

From Babies with Love donates 100% of its profits to orphaned and abandoned children; the story of how it’s clients’ gifts, celebrating and appreciating their colleagues, and at the same time helping vulnerable children, creates poignant employee engagement. Their services transform out-dated practice, commonly existing spend, spent in an ad-hoc fashion, into a strategic communication and inclusive part of working parent programmes.

As a multi award-winning social enterprise, From Babies with Love supports 26,000 children in over 35 countries, and serves hundreds of corporate clients around the world, among them, Deloitte, SAP and Microsoft.

GEOGRAPHY UK / Global

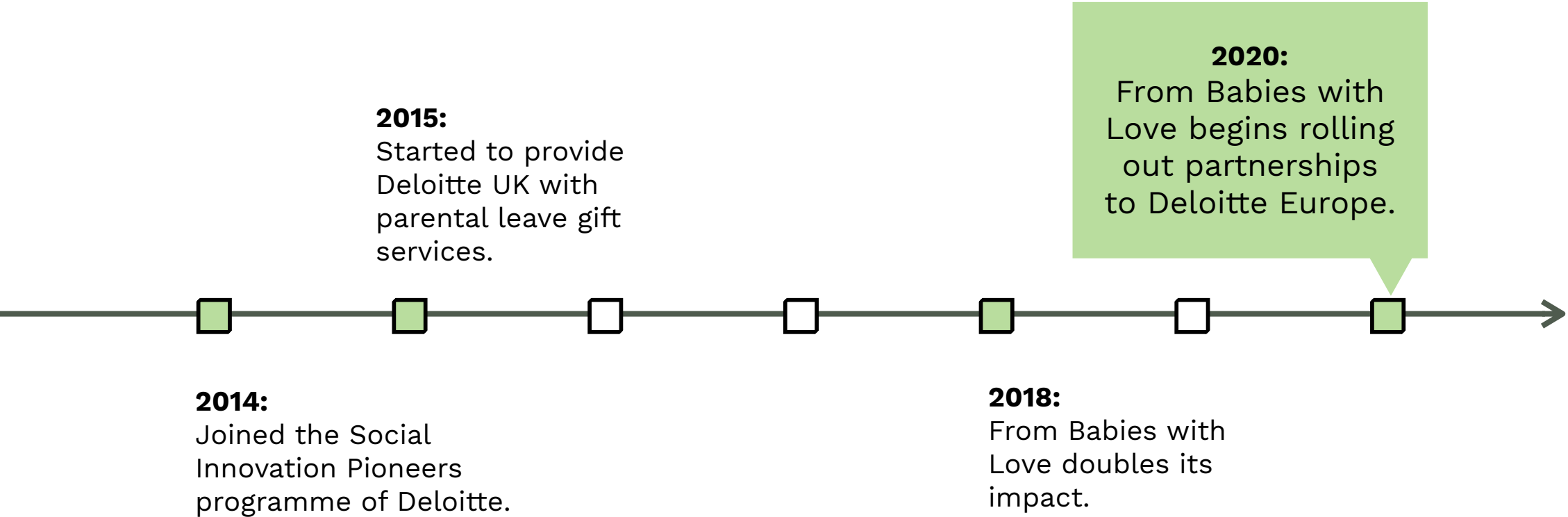


IMPACT BENEFITS:

- ✓ 27,000 children supported in over 35 countries
- ✓ Contributing to seven SDGs, in particular 1 – 5

BUSINESS BENEFITS:

- ✓ Improves employee engagement
- ✓ Contributes to employee retention and gender diversity
- ✓ Streamlines the business process for employee gifts
- ✓ Transforms commonly existing spend to deliver for key objectives in People Strategy.



“Back in 2015 I was wrestling with a particular issue in the UK, which was how to make sure that our women that were going on maternity or parental leave stayed engaged with the firm. This was a key element of our gender balance focus as attrition at that time showed that this was a ‘pain point’. And around that time, one of our corporate social responsibility team picked up the phone to me and said, “You have to meet this incredible person, Cecilia, who’s set up this business called From Babies with Love.” That meeting was the start of something that I would say is probably one of the single most engaging things that we do for our people in the UK. We have around 800 of our people every year that start a family or add to their family and the impact of our parental gift giving has been overwhelmingly positive.”

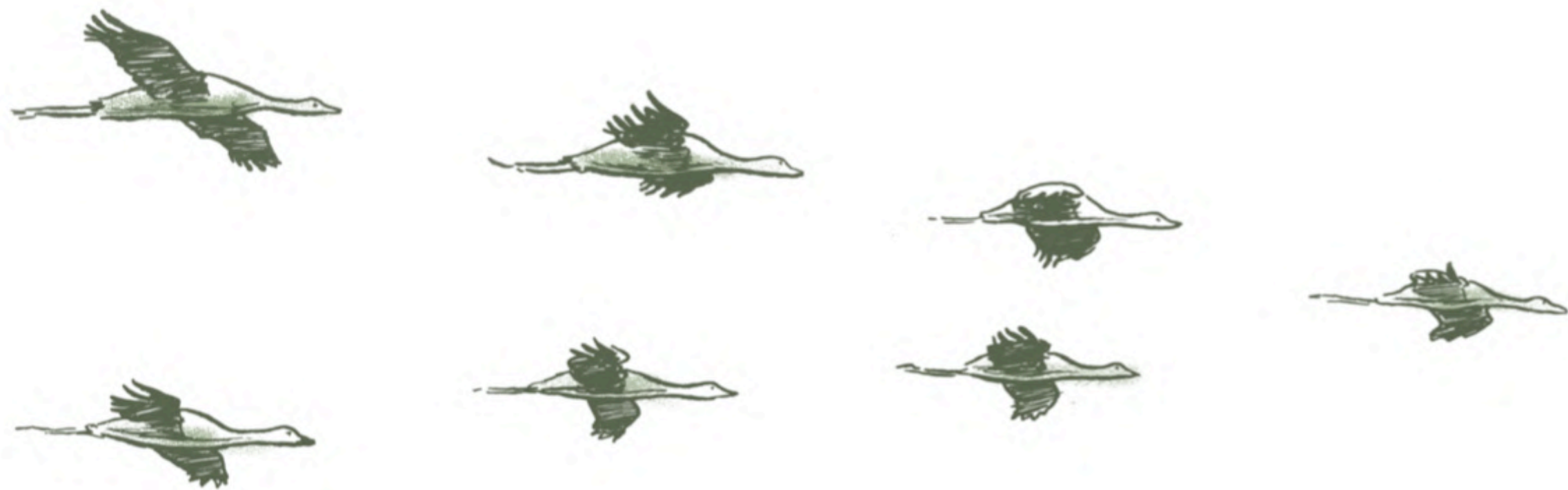
Emma Codd
Global Inclusion Advisor, Deloitte

“We transform spend that so often already takes place, on flowers, or products that don’t have Sustainable Development Goals at their heart. We transform that spend to become a consistent, inclusive, and a strategic part of your company’s Working Parents Programme. We help our clients make an impact, at a defining moment.”

Cecilia Crossley,
Founder of From Babies with Love

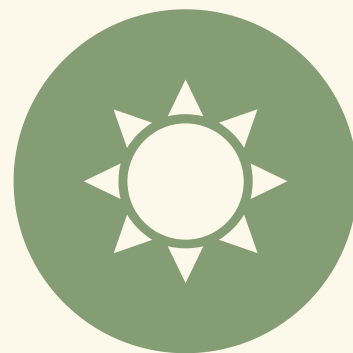


Deloitte.



The **Social Procurement** Manual:

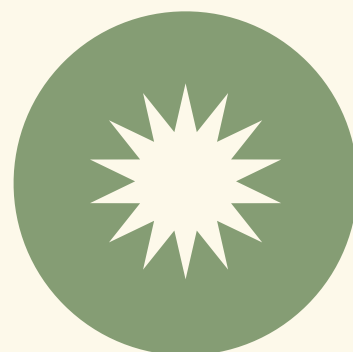
Conclusion



A frontier topic – When we set out to understand social procurement, we were inspired by a few individual cases from peer organisations, corporate partners and our own work at Yunus Social Business. But as we progressed through the interviews with companies, intermediaries and social businesses alike, we understood that corporate social procurement is well set to become a frontier topic for inclusive value chains going forward.



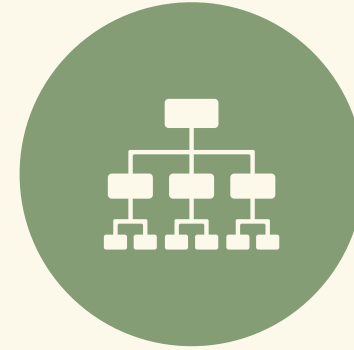
A maturing sector – Right now, this momentum is owed to a few corporate leaders paving the way through concrete commitments for social procurement – already creating a revenue opportunity for social businesses worth billions of USD each year. On the other hand, this demand for social procurement is met by an increasingly mature sector: Intermediaries are offering specific non-financial support for social procurement, impact investing provides ever-increasing access to finance for mission-driven entrepreneurs and social businesses themselves are becoming more and more competitive on price, volume and quality. Inspiring initiatives like the COVID Response Alliance for Social Entrepreneurs at the World Economic Forum have brought together diverse groups of companies, intermediaries and experts. Such cross-sector initiatives will further contribute to the development of the ecosystem.



Busting myths – Specifically on the latter, our research has been able to bust the myth that social businesses are not competitive, that they cannot deliver volume or that they cannot ensure consistent quality. We are calling for additional research that builds on our restricted sample set to create more quantitative data about competitiveness as a basis for corporate decision making. We believe that such research can further contribute to engaging more and more companies in social procurement – and expand it beyond the early leaders.



Hybrid business cases – We have also seen that best-of-class companies build a hybrid business case for social procurement beyond pure financial metrics. They work with stakeholder engagement and storytelling to reap additional benefits such as employee engagement, increase in brand equity, communication opportunities, insights for innovation and increased margins due to higher willingness to pay. Understanding this hybrid case and involving a range of stakeholders is the key to successful social procurement – and also one of its key challenges.



Supply chain education – The prevailing metric in procurement is and remains cost – driven by incentives for supply chain managers that almost exclusively include financial metrics. But as ESG criteria are becoming increasingly relevant for capital markets, non-financial procurement metrics will become differentiating factors for companies and their suppliers. At the moment, however, procurement and supply chain managers are ill-equipped and -educated to act on these future trends. Few procurement managers understand how to address the inherent social and environmental risks in their value chains through social procurement. And even fewer know about the opportunities for positive impact by partnering with social businesses – such as providing access to incomes for the most vulnerable.

Similarly, there is little transparency about the connection between investors' appetite for ESG and the influence of procurement to improve such ESG ratings. Our research suggests that building this knowledge base and creating education opportunities for corporate supply chain managers will be the next frontier for intermediaries in the sector.



Matching demand and supply – We have also seen that – while the sector is maturing – companies are still struggling with finding and assessing suitable social businesses to meet their specific procurement needs. Surfacing social businesses and building a repository of social business suppliers is a key task for intermediaries going forward – one that they seem to be taking on by force. More and more sector organizations engage in social procurement and launch initiatives like the Buy Social campaign; or they engage in research such as Euclid Network, Social Entrepreneurship UK or Social Entrepreneurship NL; or they work with corporate partners to create new procurement opportunities such as Acumen, Agora Partnerships, Nesst or we at YSB ourselves.



Ecosystem innovation – Once companies identify and partner with social businesses, payment terms, financing, impact management and general contract terms have proven to be prohibitors for scale and long-term partnerships. Some of these elements can be addressed through increased flexibility, education or relationship-building by either side – companies and social businesses. But these challenges are also opportunities for innovation: As social procurement takes hold, demand for innovative services around trade and working capital financing, independent impact measurement and evaluation or export and certification services will become a key piece of the puzzle for the social procurement ecosystem.



The **Social Procurement** Manual:
Annex



No endorsements

The companies, intermediaries and social enterprises mentioned in this report have been identified through previous desk and literature research. We as authors are in no way endorsing any specific initiative nor the companies behind these initiatives. Our observations are based on the interviews we have conducted, supplemented by research of publicly available information.

Social Business Definition

We at Yunus Social Business define social business as a business that is created for the sole purpose of solving a social or environmental problem. Investors may recoup their investments. All profits generated beyond this initial investment are reinvested into scaling the impact that it creates (Yunus definition).

Our definition of social business is part of a broader spectrum of social entrepreneurship, which may include initiatives that create impact as well as financial returns for its investors. It may also include initiatives that cover only part of their operating expenses and are otherwise reliant on donations.

Throughout this research, we have adopted a broader definition of social entrepreneurship in an effort to provide a complete picture of the social intrapreneurship space. This means that this research includes initiatives that do not adhere to our strict definition of social business.

As an organisation, we strongly believe in the purity of Prof. Yunus' definition of social business. We only enter joint ventures with companies that commit themselves to this definition of social business.

Yunus Social Business, 2021.

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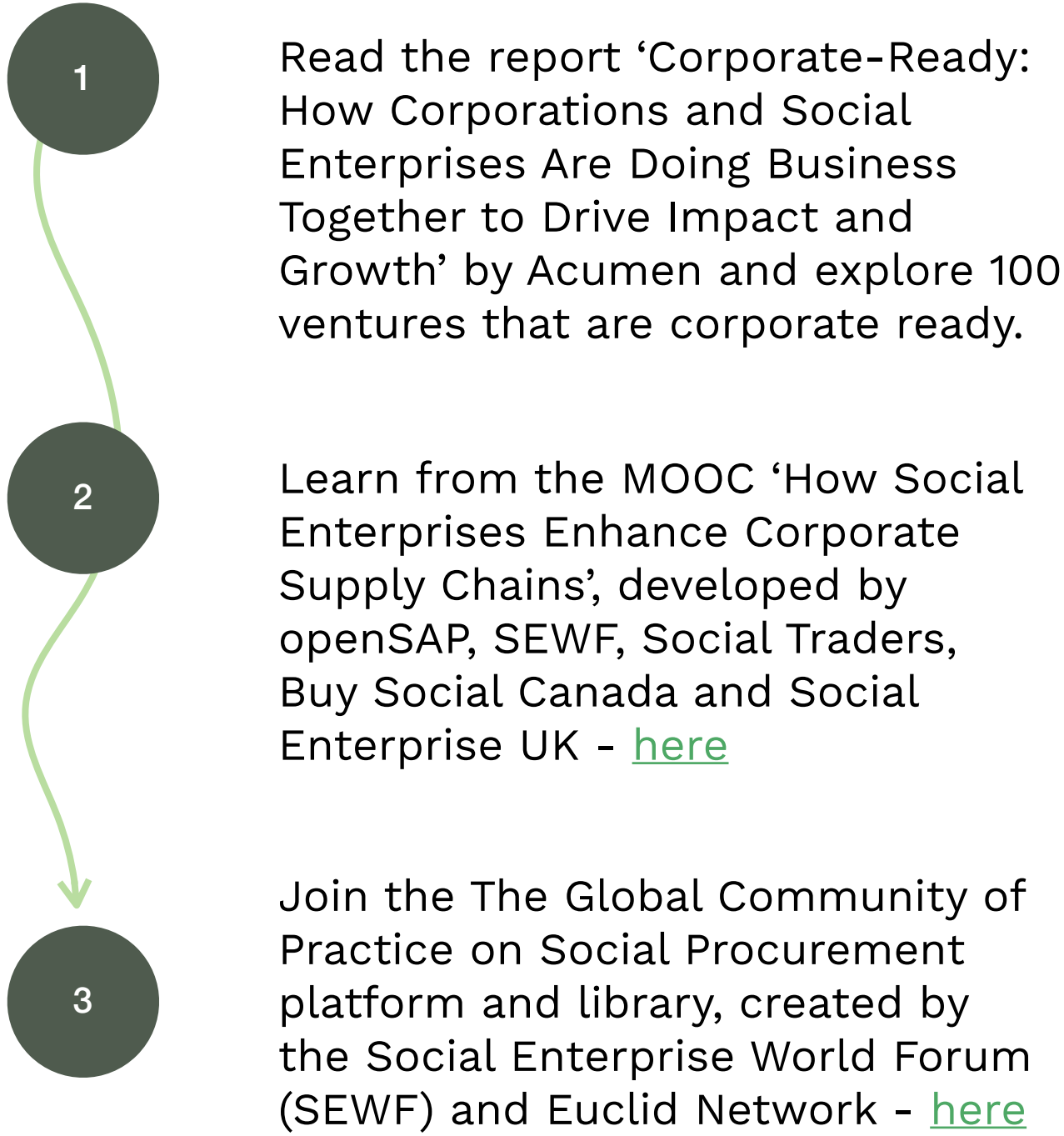
- Ann-Cathrin Darcis, Heinrich-Heine-Universität
- Cecilia Foxworthy, Agora Partnerships
- Elisa Alt, King's College
- Erinch Sahan, former of World Fair Trade Organization
- Gerry Higgins, Social Enterprise World Forum
- Heiko Spitzeck, Fundacao Dom Cabral
- Jennifer Exon, Social Enterprise UK
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- Jennifer Gootman, Williams Sonoma
- Jeremy Willis, PwC
- John Van't Slot, Earthworm
- Joost de Kluijver, Closing the Loop
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- Su Pickerill, Wates
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- Suzanne Wisse-Huiskes, Euclid Network
- Tim Coldwell, Chandos
- Titus Komolafe Tarem Services Ltd
- Todd Zegers, Ingram Micro
- Virginia Rollando, former of Saitex
- Wolfgang Lehmacher, former World Economic Forum
- Yasmina Zaidman, Acumen
- Yezid Navas, former Unilever Colombia



Resources that we want to highlight:

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- Acumen Ernst & Young, [Inclusive Business Playbook](#), 2021
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- Ecovadis, [Sustainable Procurement Action Kit](#), 2021
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- IKEA, [Social Entrepreneurship Handbook](#), 2020
- KPMG, [Future of Procurement](#), 2021
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- Social Enterprise Netherlands, [Social Enterprises as Influencers of the Broader Business Community](#), 2021
- Social Enterprise UK, [The Social Enterprise Supply Chain Guide](#)
- United Nations Global Compact, [Supply Chain Sustainability, A Practical Guide for Continuous Improvement](#), 2015
- Wates, [Impact Evaluation of Wates Relationship with Social Enterprises](#), 2017





While there is a distinction between social business and social enterprise (see below), for the purpose of this report, we chose to include both definitions and refer to ‘social business’ and ‘social enterprise’ synonymously, as the outcome of the research was not impacted by a differentiation between these two terms.

Social Business:

a concept coined by Nobel Peace Prize laureate Prof. Muhammad Yunus, a social business is a company 100% dedicated to addressing a social or environmental problem — rather than maximising profits for shareholders. After recouping the original investment, all further profits are invested back into the venture for expansion and improvement, and no dividends are taken.

Social Enterprise:

a broader definition of altruistic organizations that exist primarily to deliver a specific social or environmental goal. This can include businesses which give dividends, social businesses, which do not give dividends, or partially sustainable models, such as innovative NGOs with a revenue aspect.

SB = SE

Is Social Procurement limited to companies?

- While this report is mainly focused on cases of social procurement with large corporations, it is relevant as well for small and medium enterprises, nonprofits and public organisations. In many countries, the public sector actually pioneered social procurement, integrating social and inclusive criteria into their contracts. In that way, the public sector acts as an influencer for corporate social procurement. While there are many insights and studies on public social procurement, our goal with this research is to help companies to engage into social procurement and therefore we decided not to cover public procurement in this report. For ease of reading, we refer to ‘Corporate Social Procurement’ and ‘Social Procurement’ synonymously.

What is the specificity of Social Procurement compared to ‘Sustainable Procurement’ or other terms?

- There are many initiatives around the integration of sustainability into supply chain and procurement processes and decisions, such as certification programmes or social programmes that are implemented with conventional suppliers. Such initiatives can be referred to by companies as ‘Sustainable Sourcing’, ‘Social Sourcing’, ‘Responsible Procurement’ etc.
- We intend with this report to place ‘Social Procurement’ as a subset of these initiatives, that is solely focused on the commercial partnerships between companies and social businesses, as defined in the previous page.
- We use the term ‘Procurement’ in its broader sense, encompassing all types of goods and services that are needed for the company’s activities (direct and indirect spend), and all activities that are related to the purchase of these goods and services (from supplier identification and integration to relationship management).

Our Research: Methodology and Sample



To write ‘the Social Procurement Manual’, we conducted qualitative interviews with 44 social entrepreneurs, corporate leaders and intermediaries (see details below). We selected our participants based on their action leadership in initiating and/ or building out successful corporate- social enterprise partnerships. For this research, we have focused our attention on understanding the particular challenges large multinational corporations face in creating these partnerships. However, we’ve explored partnerships across a range of geographies and industries, and those integrated into different parts of the corporate value chain. We attempted to supplement primary interview data with a follow up survey to validate and quantify key insights and received an additional 22 responses.

Our sample set is limited in its ability to representative of the corporate sector because of its small size. However, we believe the quality of action leadership and experience it represents does provide indicative, experienced based practitioner insights and tools that will allow other corporates to get started on or accelerate their social procurement journey.



12 Social Entrepreneurs



20 Corporate leaders



12 Intermediaries

PERSONA

1 Food



1 Textile / Apparel



3 Home Goods



5 FMCG



3 Construction



2 Industry



2 Retail

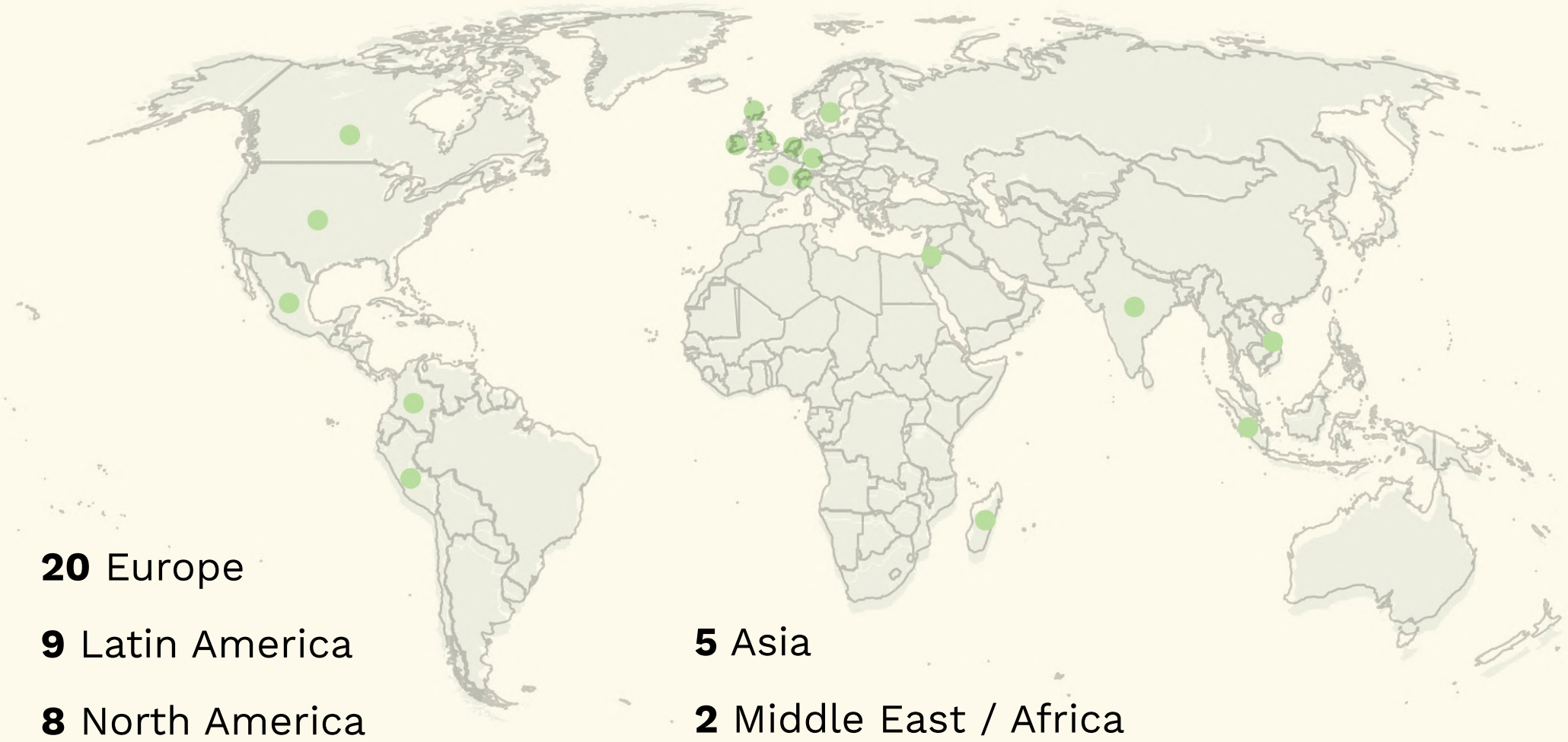


3 Services



SECTOR

of the 20 Corporate Leaders interviewed

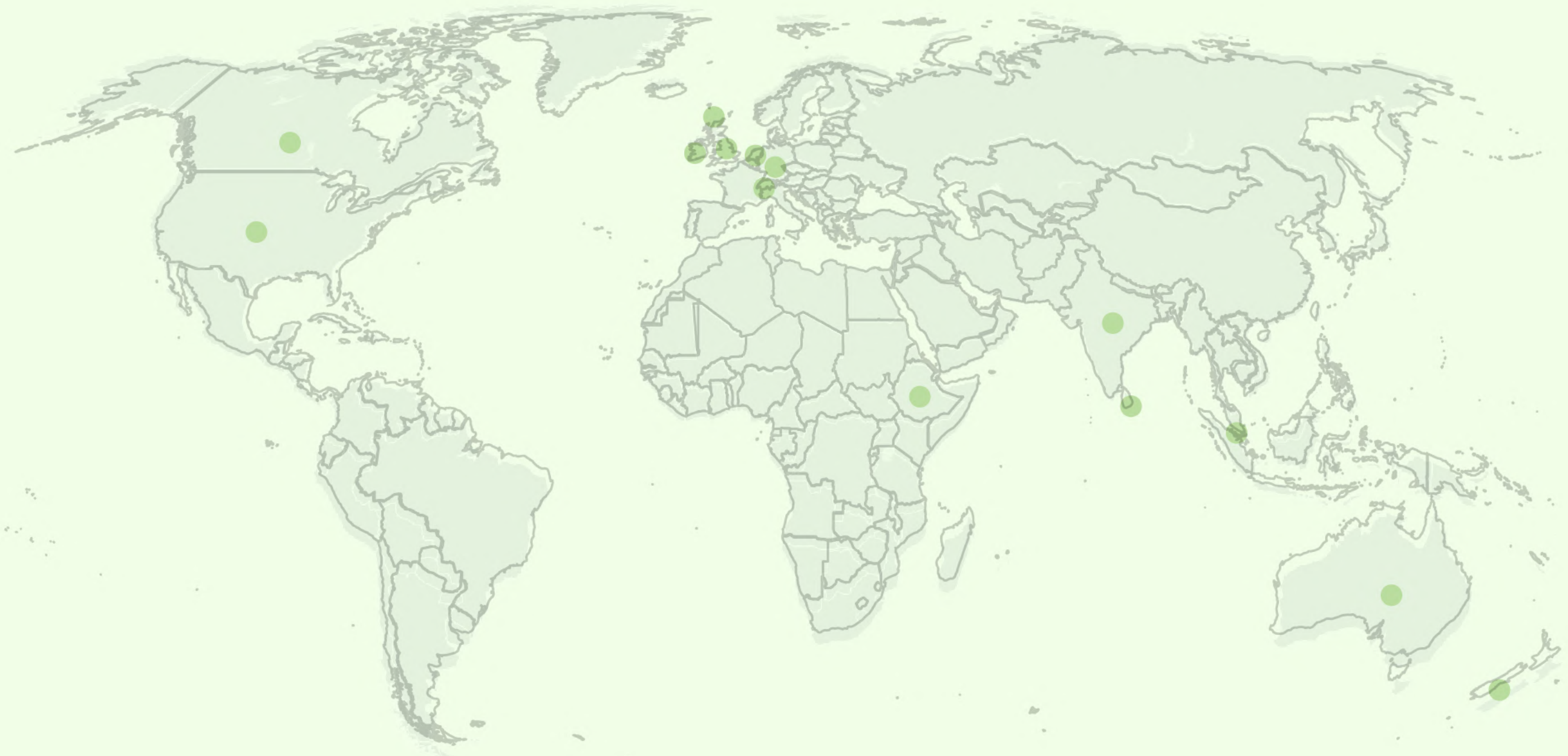


GEOGRAPHY

Social Procurement Ecosystem - Excerpt



ORGANIZATION	TYPE OF SERVICES	GEOGRAPHY
Acumen	Identification, Verification, Non-Financial Support, Financial Support	LATAM, East Africa, India, West Africa, Pakistan, USA
Agora Partnerships	Identification, Verification, Non-Financial Support	LATAM
Catalyst 2030	Peer Exchange, Influence	Global, predominantly high-income markets
CODESPA	Identification, Verification, Non-Financial Support, Financial Support	Global, predominantly emerging markets
COVID Alliance for Social Entrepreneurs	Peer Exchange, Influence, Financial Support, Non-Financial Support	Global
Euclid Network	Identification, Verification, Non-Financial Support, Network of Intermediaries, Peer Exchange, Influence	Europe
Moving Worlds	Identification, Verification, Peer Exchange, Non-Financial Support	Global
Schwab Foundation for Social Entrepreneurs	Identification, Verification, Peer Exchange, Influence	Global
Social Enterprise World Forum	Peer Exchange, Network of Intermediaries, Verification, Community of Practice	Global
World Fair Trade Organization	Identification, Verification, Non-Financial Support, Peer Exchange	Global, predominantly emerging markets
Yunus Social Business	Identification, Verification, Non-Financial Support, Financial Support	LATAM, East Africa, India
Ashoka	Peer Exchange, Network of Intermediaries, Identification, Verification, Non-Financial Support	Global
Business for Inclusive Growth	Peer Exchange, Influence	Global
UNDP Business Call to Action	Peer Exchange, Influence	Global, predominantly high-income markets



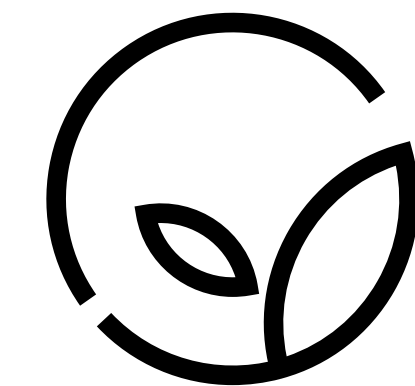
NATIONAL ORGANIZATIONS:					
Social Enterprise UK	Buy Social USA	Common Goods Solution Canada	Social Traders Australia	Good Market Sri Lanka	Social Entrepreneurship Network Germany
Netherlands	Canada	Community Enterprises Scotland	fwd New Zealand	MaGIC Malaysia	Ireland
Scotland	Scotland		Akina New Zealand	Selco Foundation India	Switzerland
Ethiopia					



In 1983, Prof. Muhammad Yunus founded the Grameen Bank, beginning a microfinance revolution which in 2006 earned him one of humanity's most prestigious awards, the Nobel Peace Prize. Grameen grew from a microcredit bank into a group of enterprises created with the specific intention of solving human problems. These embodied the first cases of a new, emerging model: Social Business.

Yunus Social Business was founded in 2011 by Peace Nobel Laureate Prof. Yunus, Saskia Bruysten and Sophie Eisenmann to expand the success of social business from Bangladesh around the world. At Yunus Social Business we harness the power of business to end poverty and climate change. Co-founded and chaired by Nobel Peace Prize Laureate Prof. Muhammad Yunus, we develop market-based solutions for social or environmental problems. Yunus Funds finances and grows social businesses while Yunus Corporate Innovation transforms leading corporations into a force for good.

To date our social business portfolio has served over 13 million people in low income countries and created higher incomes for 50,000+ people. We have supported 1000+ social businesses to grow. Yunus Social Business has offices in Sao Paulo, Bogota, Mumbai, Bangalore, Kampala, Nairobi and Berlin. We are currently a global team of 60+ people with experience in entrepreneurship, consulting, venture capital, business incubation, finance and international development. We also work with an amazing community of freelance impact and business consultants, design thinking experts, startup catalysts and mentors.



Contact

If you would like to get in contact with the Yunus Social Business team, email us at corporate@yunussb.com

The full report can be found at www.yunussb.com/business-as-unusual