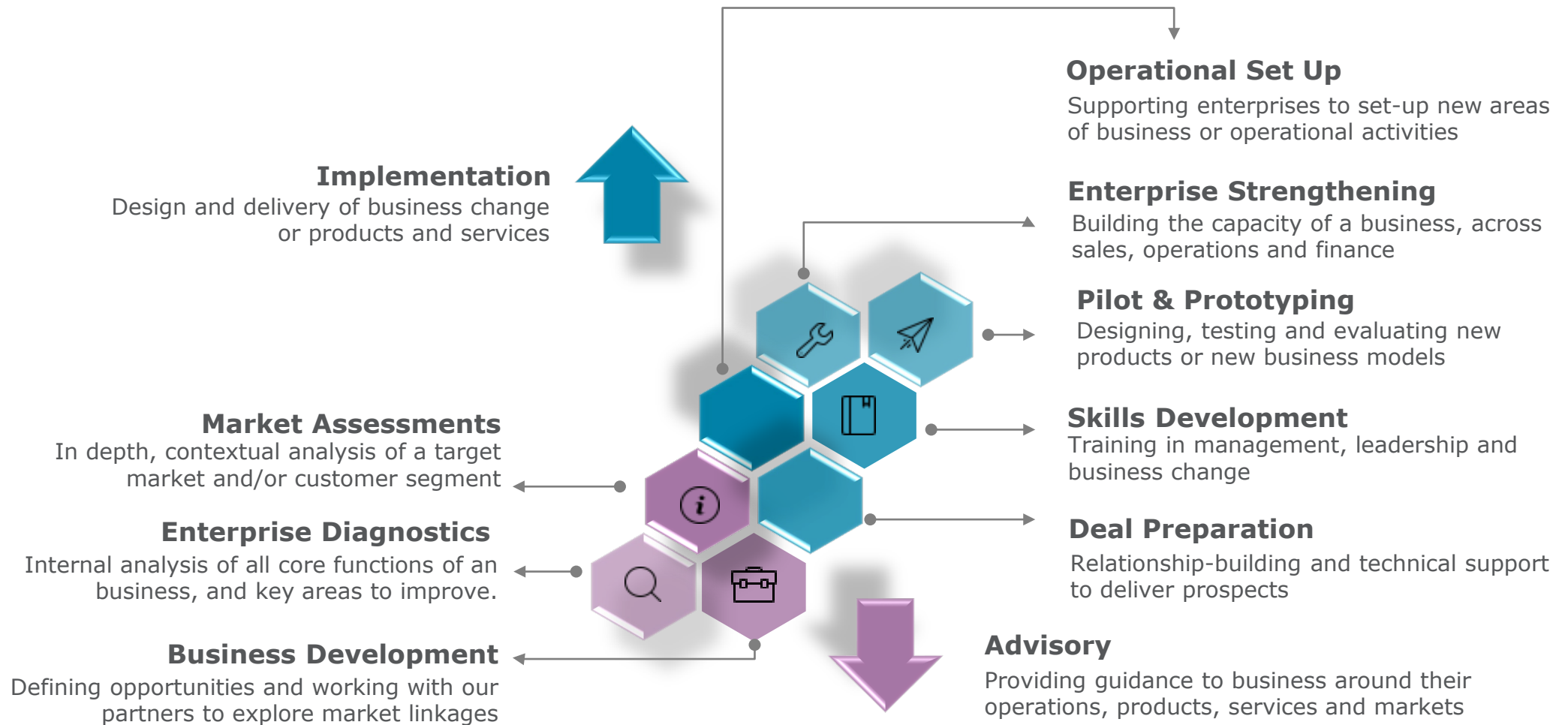




**Challenges  
Group**

***International growth for social enterprise:  
Mindset and culture***

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# Social Enterprise Internationalisation Infrastructure Programme

Our overall ambition is to provide an agile, value-for-money infrastructure that builds and develops international-ready Scottish organisations equipped to achieve sustainable impact and commercial viability in the Southern Hemisphere

# *Internationalisation Key Reflections*

## **What is motivating the desire to achieve international impact and commercial viability?**

- Is it based on an intimate knowledge of the challenges within complex systems and an insatiable need to overcome them?
- Or is it based on technical expertise, a more general desire to 'do good'?
- Are ecosystem support players enabling a 'design-first, fit later' approach?

# *Internationalisation Key Reflections*

## **The consequences of internationalisation without the correct information:**

- **Dunning-Kruger Effect also to blame?**
- One-size-fits-all technologies inadequate to meet local market/impact
- Unsustainable business models
- Wasted time and resources and ultimately unmet local impact promises



# *Internationalisation Key Reflections*

**Do founders have good self-awareness of the value they bring? (especially important for start-ups with internationalisation ambitions)**



# *Internationalisation Key Reflections*

## **In summary:**

- **Are we starting impact ventures with international scope for the right reason?**
- **Are we ensuring we are building our international models on the right information?**
- **Are we building the right skillset to maintain the role of CEO within an internationalised organisation?**