If not for profit,
for what and how?

S O C I A L
E N T E R P R I S E

THE "INTERNATIONAL COMPARATIVE SOCIAL ENTERPRISE MODELS" (ICSEM) PROJECT

A broad research project supported by the Belgian Science Policy Office
to be extended to a large international research community
in partnership with the EMES European Research Network

Interuniversity Attraction Pole (IAP)
on social enterprise (SOCENT) – 2012-2017
in partnership with

EMES network

I. PROPOSED WORK PLAN FOR THE FIRST ICSEM WORKING PAPER

Part A: Understanding Concepts and Context

This first part (4-6 pages) deals with historical, contextual and conceptual issues about the emergence of social enterprise in your country. The following questions should be addressed in one way or another but contributions do not need to all follow strictly the same order:

1. Is the notion of social enterprise explicitly used (perhaps even legally acknowledged) in your country? If so, in which circles: academic spheres, policy makers, civil society organizations, etc…?

2. Which reasons and factors may explain the emergence/strength or the absence/weakness of the topic of social enterprise in your country?

3. What is (are) the major existing or emerging conception(s) of social enterprise in your country? Is it (are they) rooted in any specific social, political or cultural background? Please list existing research and authors who have already worked on social enterprise.

4. Which other terms or concepts tend to be used in your country (instead or besides that of social enterprise - for example social entrepreneurship, non-profit organization, social economy, voluntary organization, NGOs, etc.) to designate those realities you would consider as social enterprises or close to that concept?
Please explain the converging features you can identify.

5. Do public authorities tend to be interested in the notion of social enterprise? If so, which kind of conception tends to be adopted in their discourse or policies?

Part B: Identification of Social Enterprise (SE) Models

The objective of this second part (15 – 20 pages) is to identify and characterize various sets of social enterprises with their corresponding fields of activity, social mission, target groups, public or private supports, operational and governance models, stakeholders, etc.

It is expected that most countries will be fully covered through the identification of all major SE models in all main fields of activity. However, you may choose to focus on a more limited area, on one single field of activity, on SE models related to one single broad social/societal challenge (e.g. work integration, fair trade, environmental protection…), or on one specific law or public scheme. Although depending on the context and already available information, the following steps should help meeting the objectives of this second part:

1. Collect all kinds of existing literature and documentation on social enterprises or organizations in your country and/or in the chosen field(s).

2. Try to establish a first classification of the main groups/categories of social enterprises, either on the basis of existing classification(s) or through personal intuitive attempts.

3. Select the main indicators or variables expressing the main features that differentiate the various categories of social enterprise. This is of course a crucial step for which inspiration may be found in various existing works. Note that the ICSEM project does not impose any particular conceptualization of social enterprise. However, it is recommended to use at least most EMES indicators to characterize the various groups of social enterprises with respect to

three key dimensions: the economic project, the social orientation and the governance structure. More details on these indicators are presented in Appendix 1 of the ICSEM Project (full version).

The main reason for using EMES indicators is to insure a minimum basis of comparability across countries and fields. However, you are most welcome to cover dimensions that are not explicitly listed in the EMES approach, such as profiles of social entrepreneurs, the embedded social innovation, and so on.

4. Identify lacking information regarding these main indicators or variables and, to the largest possible extent, please carry out data collection to fill these gaps.

Based on these methodological steps, this section will:

- propose a more precise typology of the main social enterprise models by documenting their distinctive features the largest possible extent;

- summarize the very key variables expressing the main features that differentiate the various models of social enterprise.

Part C: Institutional trajectories of the main SE models

The objective of this third part (more or less 2 pages for each SE model identified in the previous section) is to identify and describe the main "institutions" (at large) shaping the profile of social enterprises: legal frameworks used by social enterprises, public policies and programmes, major financial supports, or other tools such as norms or accreditation, federations of which social enterprises are members, private charters to which they subscribe.

You should try to apprehend the extent to which these institutional frameworks influence the behaviour of social enterprises, especially their social mission, target group, operational models and so on, as well as the extent to which they are enablers or drivers of (social) innovation or, conversely, barriers to innovation in social enterprises.

If possible, try to locate the various social enterprise models in the whole economy as well as their trajectories according to the Welfare triangle which is presented in the Appendix 2 of the ICSEM Project (full version).

Important remarks about ICSEM partners' first contributions

Depending on the number of identified SE models, the importance of collected information and other factors, each partner keeps significant degrees of freedom in the actual writing of the first ICSEM Working Paper. More particularly, here are some examples of flexibility:

1. In case the number of identified SE models in a country is rather large, there is a possibility to write 2 or 3 WPs devoted respectively to different fields of activity. Another possibility would be to cover all SE models in a synthetic way in a first WP and to devote a second WP to a deeper analysis of SE models institutional trajectories.

2. In case it seems more meaningful to present SE models at the same time as their respective institutionalization processes, it is conceivable to merge parts B and C.

3. Partners should feel free to develop one section dealing with a topic not listed above which seems particularly important regarding most identified SE models. It could even be possible to develop a WP regarding such a specific topic provided this contributes in a coherent way to the overall enrichment of the ICSEM Project.

4. However, it is obvious that the comparability of country contributions requires all partners to cover all three parts described here above.

II. TOWARDS A WORLDWIDE TYPOLOGY OF SE MODELS

Objective: the aim is to develop a *database* on the social enterprise models identified by all partners of the ICSEM Project, in order to highlight SE models in an international perspective, to conduct comparative analysis across fields and regions and to build a strong and reliable worldwide typology of SE models.

To move beyond the kind of plausibility which is typical in research based on case studies, it is of foremost importance to develop a database gathering information on a large sample of social enterprises. The ambition of the ICSEM Project is not to build a statistically representative sample of social enterprises at the international level. Nevertheless, it is to gather the same types of information on all SE models identified by ICSEM partners.

Moreover, given theoretical arguments and increasing evidence about the influence of institutional environments on SE models, comparisons across a variety of institutional settings are required from an analytical point of view.

The coding of the data

To set the foundations of strong comparative analysis, a systematic coding of data derived from part B (above) will be organized:

- For each identified SE model, you should code the information collected on 3 or 4 specific social enterprises which seem emblematic of this model.

- For each SE model, you should try to give at least an approximate number of SE belonging to this model (if possible).

The coding guidelines will be designed in the coming months on the basis of key dimensions and variables to be selected in the perspective of comparative analysis. As a result, a precise coding book will be provided to all partners in January 2014. However, a first indicative list of variables is given hereafter. Comments and suggestions are welcome as the coding book will be prepared through a collaborative process.

From a practical point of view, an Excel mask will be provided for the electronic coding of the collected data.

The social mission
- Types of social goals
- Groups of stakeholders targeted by the social mission (principal, secondary)
- …

The economic project
- Types of activities, centric/related/unrelated to the social mission
- Annual budget
- Resource mix
- Type of income: earned income, public grants, donations, fees, income from assets
- Origins: individuals, enterprises, third party payer, government
- Use of profits
- Number of employee (FTE) and volunteers
- Entrepreneurial orientation (innovation, experimentation, risk-taking…)
- …

The governance structure
- Type of founding members: group of citizens, NPO, FPO, public bodies…
- Legal form
- Distribution of profit (prohibited, capped, unlimited)
- Asset lock
- Distribution of voting power in the GA and the board
- GA and board composition
- Composition of other formal bodies
- …

The institutional setting
- Federative bodies to which SE belongs
- Accreditation: public, private
- Supported by public scheme or subsidies (voucher,…)
- …

Treatment of data

The kind of database to be built will make it possible to highlight general patterns as well as key distinctive features among SE models, even if the sample is not statistically representative. For that purpose, we plan to use Multiple Correspondence Analysis (MCA) and clustering techniques.

The Correspondence Analysis is a statistical technique designed for analysing the structure of datasets. It helps identifying associations that exist among "categorical variables" (referred to as indicators). Correspondence analysis will thus be used as a data reduction technique that allows grouping correlated categories of variables. This first step will allow identifying which variables (dimensions of SE) are highly inter-correlated.

While correspondence analysis allows summarizing the structure of the dataset, it is a good practice to use the correspondence analysis output as the input for a cluster analysis. Indeed cluster analysis allows assigning actual observations to clusters. This second step will allow gathering social enterprises in clusters and to provide strong empirical evidence about their common characteristics.

III. PRACTICAL INFORMATION

Participation in the ICSEM Project is on a voluntary basis, without any remuneration offered to partners, which of course does not prevent the latter, the coordinators and the EMES Network from looking for some funding.

This proposal is addressed to participants in the Kick-off Meeting (5th of July 2013) as well as to those scholars who have expressed a strong interest in the Project without being able to take part in this meeting. Other partners may join at later stages of the Project and their potential contributions will be defined according to the work planned by the already involved partners.

Becoming a research partner in the ICSEM Project does not necessarily mean covering all social enterprise models in a country. A partner may focus on one or several geographical parts of his or her country, on some specific fields of activity or some other sets of social enterprises defined according to a specific social or societal challenge, a specific public policy framework, etc. In such cases, collaboration among partners of a same country or at least discussions to make contributions as complementary as possible are encouraged.

An ICSEM Symposium will be organized in July 2014, most probably in Belgium. Another one is being considered in Eastern Asia for those partners coming from Asia and Australia.

All partners will be invited to these symposiums. However, in order to have their contribution presented at a Symposium, partners are requested to provide a full draft of their first ICSEM Working Paper by **March 30th 2014**. For April 20th, authors will know if their WP reaches the quality standard with regards to the guidelines. For those accepted papers, the coordinators do commit themselves to reviewing drafts in order to have revised versions published in the ICSEM WP Series. Further steps of the ICSEM project and other channels of publications (special issues of reviews, books…) will be discussed at these symposiums. Authors of non-accepted drafts will be offered further discussions with the coordinators. More generally, the latter remain at the partners' disposal for all questions, remarks, suggestions to be made in the coming months.

To contact the ICSEM Project's coordination:

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