World's Largest Panel Survey of Social Enterprises
- 3rd edition 2015 -
SEFORÏS
Country Report
www.seforis.eu

CROSS-COUNTRY REPORT

A first cross-country analysis and profiling of social enterprises prepared by the SEFORÏS research consortium

September 2016

SEFORÏS

INTRODUCTION

Between April 2015 and December 2015, the SEFORÏS consortium surveyed over 1000 social enterprises in Hungary, Romania, Spain, Portugal, Germany, Sweden, the United Kingdom, Russia and China. This means that thanks to the diligent cooperation of social enterprises and funding from the European Union, we have been able to launch the world's largest and most rigorous panel database on social enterprises. This report presents key findings for all the countries investigated. Where possible, we compare findings to the 2009 SELUSI survey, the predecessor of the SEFORIS project.

What is the SEFORÏS Survey? - The SEFORÏS database is unique in its scope and depth – in our (admittedly, lengthy) conversations with social entrepreneurs, we discussed in detail topics, ranging from their innovation habits to their perceptions of the market in which they operate. It is also unique in its methodology – we adopted a special type of snowball sampling method, called respondent-driven sampling, which allowed us to survey a representative sample of social enterprises in each country through tapping into their networks. Finally, our database is unique in its rigour as we took meticulous steps to ensure highest data quality. For instance, our interviewers (analysts) were extensively trained and we conducted ongoing checks to ascertain that interviewers are consistent in the way they recorded the answers of social entrepreneurs.

Who should read this report? - This report is designed to help social entrepreneurs benchmark their organisation against fellow social enterprises worldwide. We hope the report can help social enterprises to better place their organisation (e.g. what makes it distinct; readily spot differences and similarities with their peers). The report will also be useful for support organisations and policy makers to obtain an overview of social enterprises across 9 countries. If this report can be put to any other good uses, we would be most delighted. Of course a rich database like ours contains many more insights and policy implications, which will soon be published on www.seforis.eu.

Please feel free to contact us with any questions or remarks. Below you will find the contact details of our team of Principal Investigators from the SEFORÏS Project. If you would like to read the country reports or find out more about the other research initiatives within SEFORÏS, please visit our website: www.seforis.eu.

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COUNTRY PROFILES

COUNTRY PROFILES

CHINA

General Information

Population (2015): 1.367 million

GDP (2015): €13,950 billion

GDP per capita (2015): €10.200

Source: World Bank

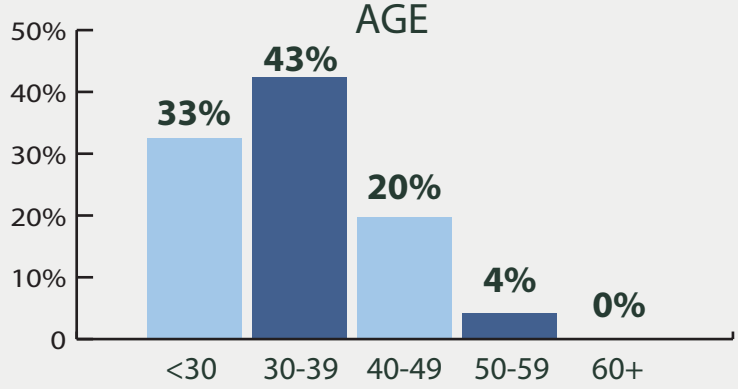
CEO PORTRAIT - CHINA

GENDER

Female 45%

Male 55%

AGE



GERMANY

General Information

Population (2015): 81,1 million

GDP (2015): €3.000 billion

GDP per capita (2015): €37.100

Source: Eurostat

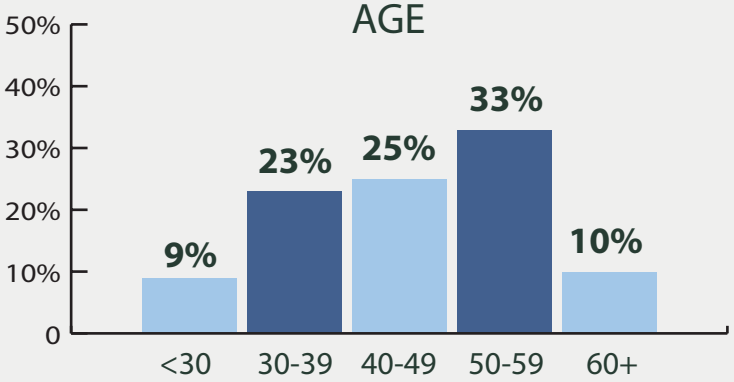
CEO PORTRAIT - GERMANY

GENDER

Female 45%

Male 55%

AGE



COUNTRY PROFILES (CONTINUED)

HUNGARY

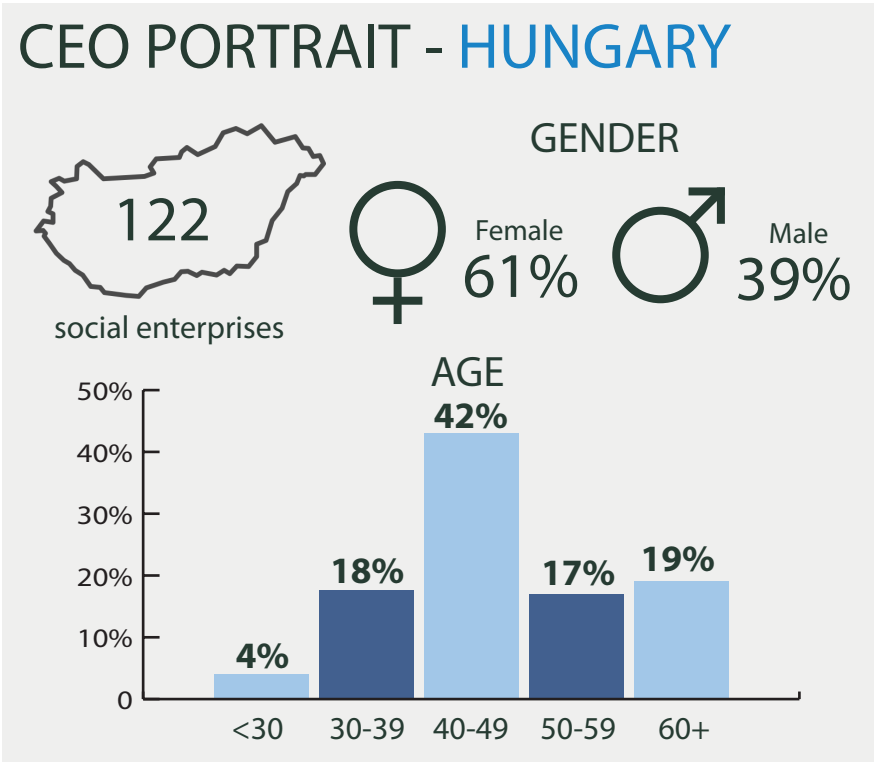
General Information

Population (2015): 9,85 million

GDP (2015): €108,75 billion

GDP per capita (2015): €11,100

Source: Eurostat



PORTUGAL

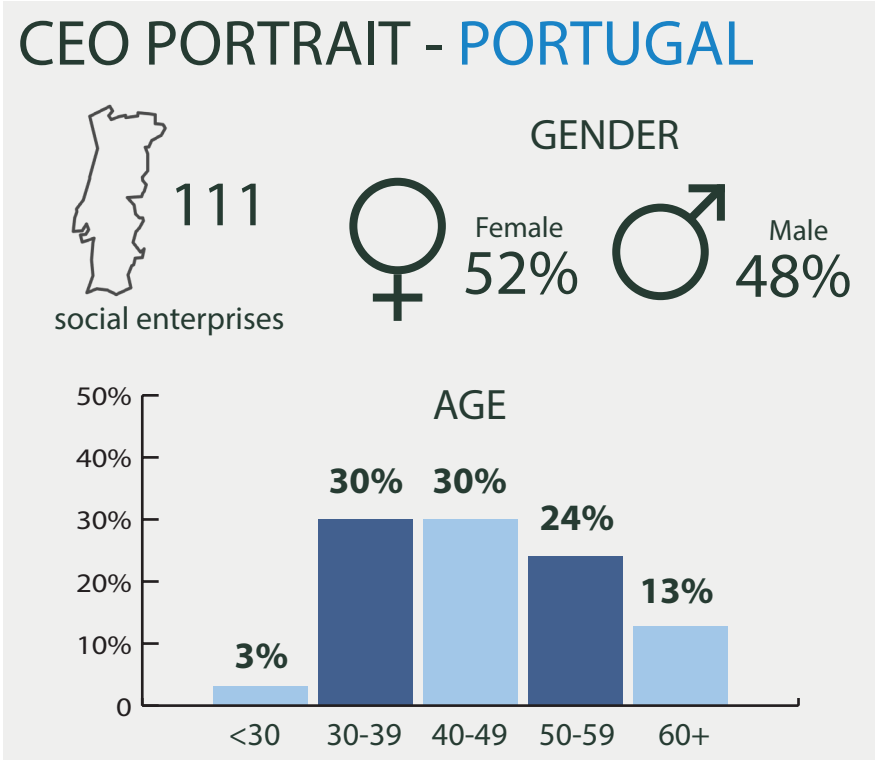
General Information

Population (2015): 10,37 million

GDP (2015): €179,37 billion

GDP per capita (2015): €17,300

Source: Eurostat



COUNTRY PROFILES (CONTINUED)

ROMANIA

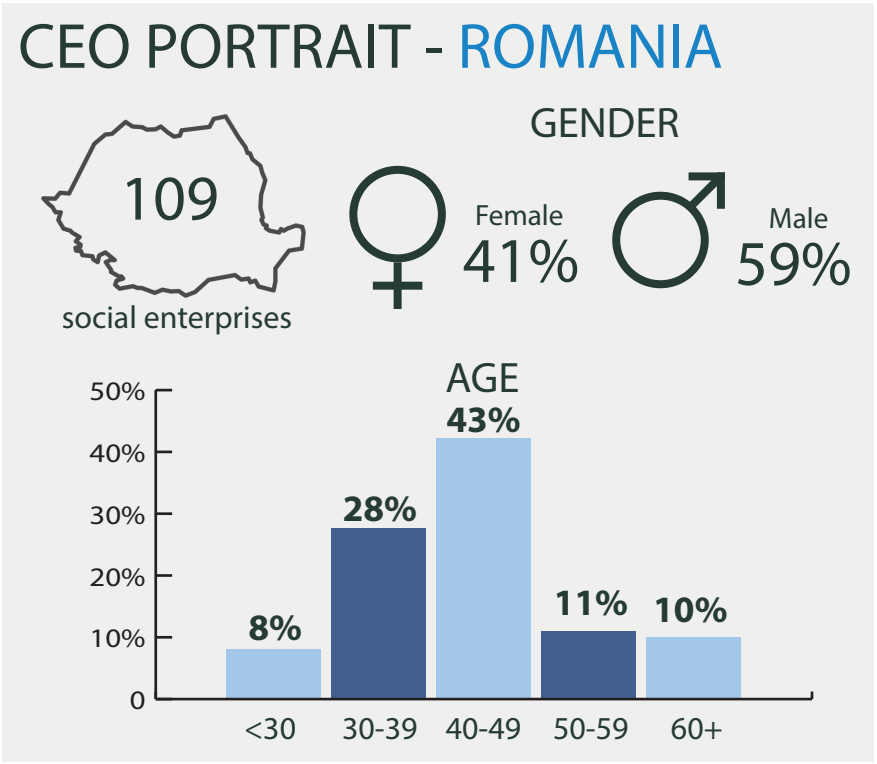
General Information

Population (2015): 19,87 million

GDP (2015): €160,35 billion

GDP per capita (2015): €8.100

Source: Eurostat



RUSSIA

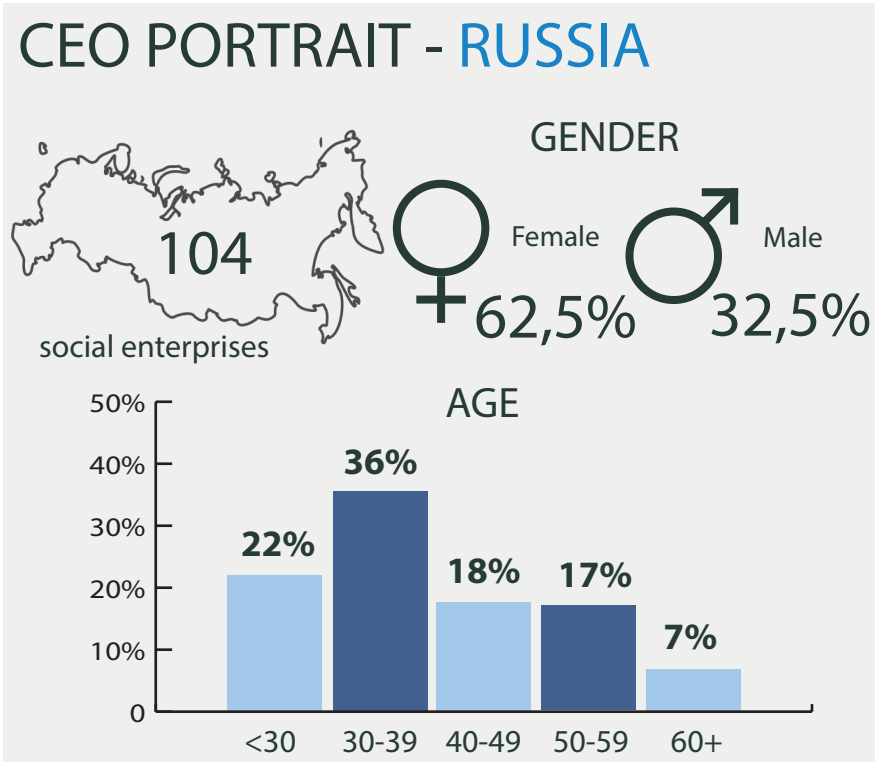
General Information

Population (2015): 146,3 million

GDP (2014): €1.194 billion

GDP per capita (2014): €8.161

Source: World Bank



COUNTRY PROFILES (CONTINUED)

SPAIN

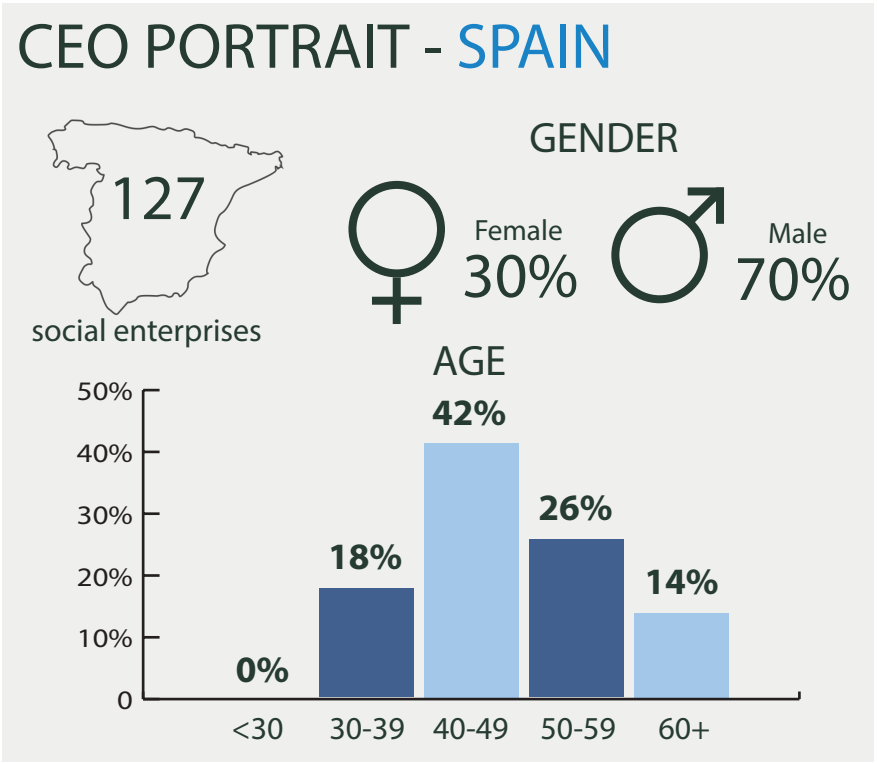
General Information

Population (2015): 46,45 million

GDP (2015): €1.081,19 billion

GDP per capita (2015): €23.300

Source: Eurostat



SWEDEN

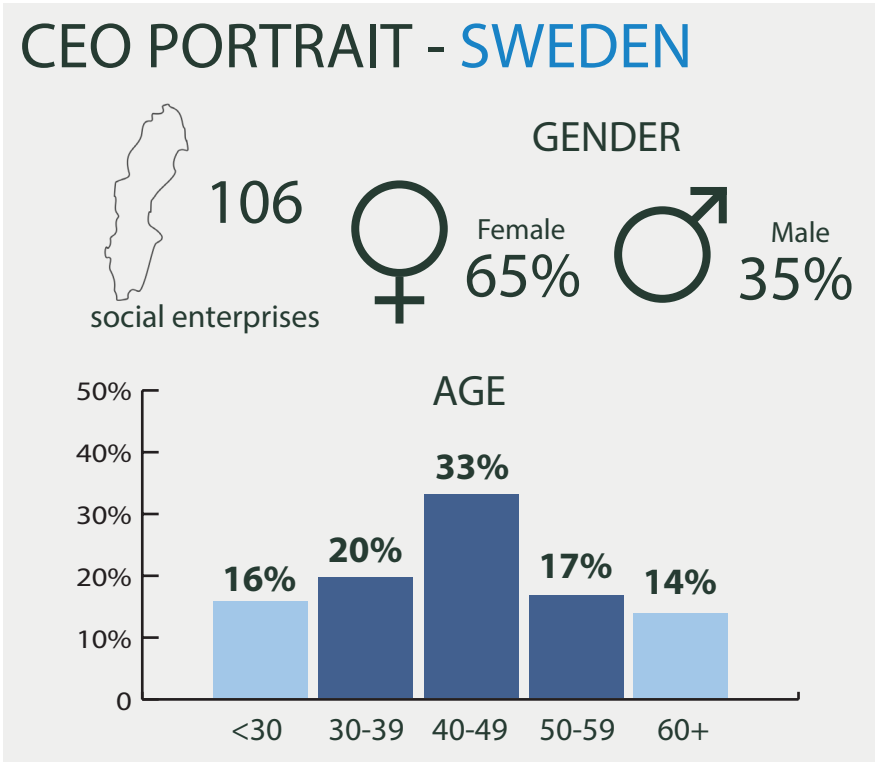
General Information

Population (2015): 9,74 million

GDP (2015): €444,62 billion

GDP per capita (2014): €45.400

Source: Eurostat



COUNTRY PROFILES (CONTINUED)

UNITED KINGDOM

General Information

Population (2015): 64,76 million

GDP (2015): €2.575,72 billion

GDP per capita (2015): €39.600

Source: Eurostat

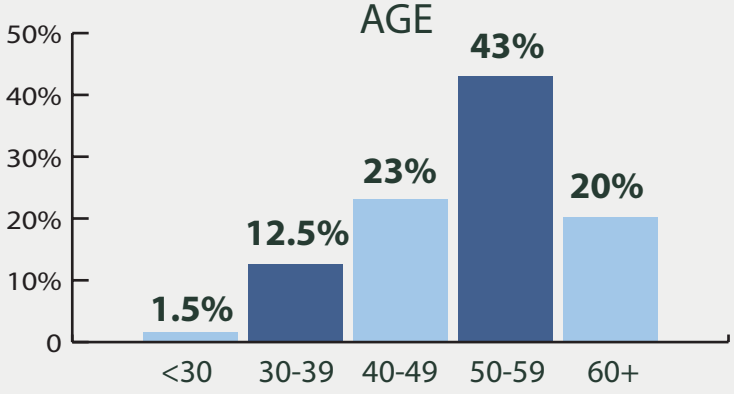
CEO PORTRAIT - UK

GENDER

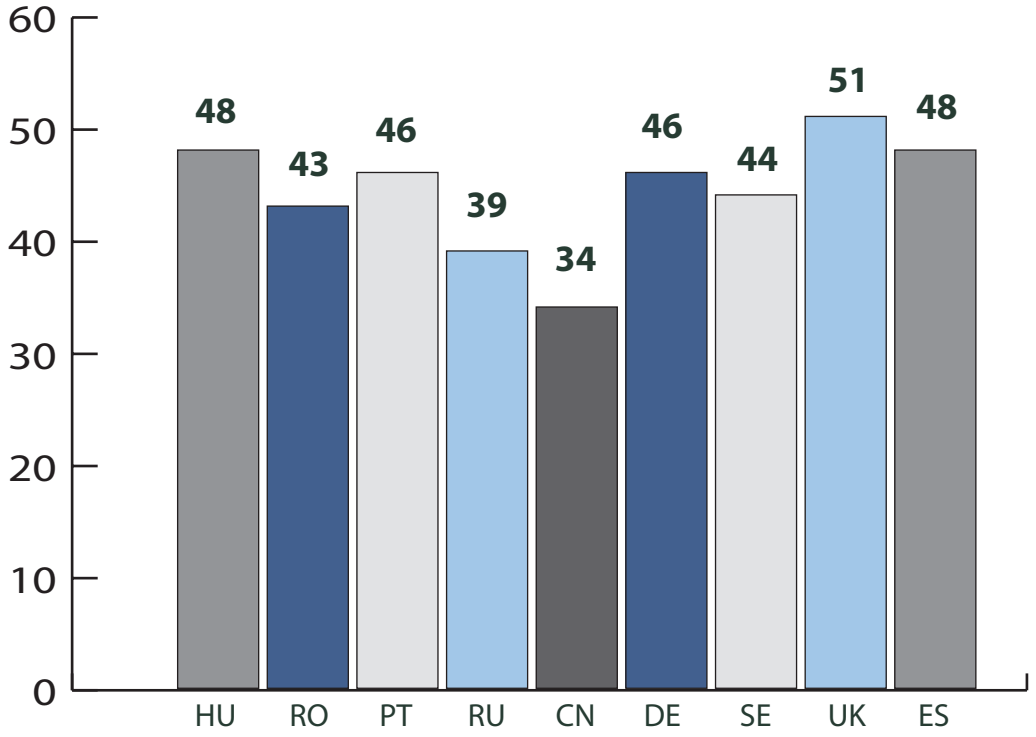
Female 41%

Male 59%

AGE



AVERAGE CEO AGE



Sample Size:
Hungary: N = 122
Romania: N = 109
Portugal: N = 111
Russia: N = 104
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Sweden: N = 103
UK: N = 135
Spain: N = 126

Figure 1: Average CEO's age.

CROSS-COUNTRY ANALYSIS

0. CEO PORTRAIT

How to read the analysis?

At the beginning of each topic section, we introduce the data tables and briefly recap how to interpret the data summarised in the graphs or visuals. In case you are interested in more detail on how we analysed the information, you will find a more detailed description in the individual country reports. We interviewed over 1.000 social enterprises across countries. Please note though that the total sample size we base this report on varies slightly across the different sections; this is due to some missing data, some questions not being applicable to all social enterprises, and some questions having multiple answers.

CEO EDUCATION DEGREE

Countries	Education CEO - Degree (Top 3)						
	Secondary School	Professional/ Vocational Degree	Bachelor	Master	MBA	Doctorate	Other
China	-	11%	45%	26%	11%	-	-
Germany	-	-	-	60%	-	18%	8%
Hungary	-	16%	20%	42%	-	-	-
Portugal	-	-	43%	32%	6%	-	-
Romania	-	-	47%	29%	-	8%	-
Russia	-	6%	11%	70%	-	6%	-
Spain	-	-	40%	26%	14%%	-	-
Sweden	14%	14%	42%	-	-	-	-
UK	-	16%	34%	18%	-	-	-

Sample Size:
Hungary: N = 122
Romania: N = 109
Portugal: N = 111
Russia: N = 104
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Germany: N =107
Sweden: N = 103
UK: N = 135
Spain: N = 126

Table 0a: Main 3 types of degrees of CEOs across countries.

Most of the CEOs we interviewed in most countries have completed a Bachelor degree. The exceptions are Hungary, Germany and Russia, where most of the CEOs have completed a Master Degree. In Germany, Romania and Russia a significant part of the respondents were also awarded a Doctorate. In the comparative overview, Sweden stands out with 14% of respondents having completed secondary education, while 8% of German respondents indicated they have another type of degree in accordance to the German academic system before the Bologna reform. Overall, it is visible that the CEOs of the social enterprises in the study have an overall high degree of education and that this finding is consistent throughout all countries.

CEO PORTRAIT (CONTINUED)

CEO EDUCATION AREA

Sample Size:
Hungary: N = 122
Romania: N = 109
Portugal: N = 111
Russia: N = 104
China: N = 102
Germany: N =107
Sweden: N = 103
UK: N = 135
Spain: N = 126

Table 0b: Main 3 areas of education of CEOs across countries.

Countries	Education CEO - Area (Top 3)							
	Social & behavioural studies, public administration, media, culture, sport and leisure studies, etc.	Economics, commerce, business administration, accountancy, etc.	Teacher training or education	Humanities – languages, classics, history, theology, etc.	Technical & engineering, including architecture and planning, industry, craft, building trades, etc.	Medical, health services, nursing, etc.	Science, mathematics, computing, etc.	Other
China	20%	33%	-	-	-	-	12%	-
Germany	36%	21%	-	14%	-	-	-	-
Hungary	25%	16%	14%	-	-	-	-	-
Portugal	28%	23%	-	9%	9%	-	-	-
Romania	26%	23%	-	-	9%	-	-	-
Russia	17%	21%	-	16%	-	-	-	-
Spain	17%	34%	-	-	12%	-	-	-
Sweden	34%	10%	-	-	-	11%	-	-
UK	-	31%	-	14%	-	-	-	10%

In China, Russia, Spain and the UK most CEOs have a degree in economics and business related disciplines, while in the other 5 countries most of them have a degree in social studies. This reflects relatively well the dual orientation of social enterprises towards social as well as commercial activities. Some countries also stand out with a large part of the CEOs having degrees in teacher training or education (Hungary), in medical or health services (Sweden) and science and mathematics (China). The humanities degrees were also very well represented especially in Germany, Portugal, Russia and the UK, as well as technical and engineering degrees in Portugal, Romania and Spain. Overall, there is visibly diversity among the educational backgrounds of the CEOs we interviewed with a strong inclination towards the social sciences and the humanities.

1. ORGANISATIONAL GOALS: MISSION AND VISION

ORGANISATIONAL GOALS: MISSION AND VISION

A distinct feature of social enterprises is their pursuit of social goals. We were interested in capturing the goals that social enterprises aim to achieve more broadly and so asked social entrepreneurs to tell us about their organisation's mission and vision.

Countries	Organisational goals		
	Average social focus	Average economic focus	Average geographic change and focus
China	4	3	2,5
Germany	4	3,5	4
Hungary	4	3	3
Portugal	4	2,5	3
Romania	3	3	4
Russia	4	4	3
Spain	4	3	3
Sweden	4,5	3	3
UK	4	3	2,5

▲

Table 1: Organisational goals: mission and vision.

Sample Size:
Hungary: N = 122
Romania: N = 103
Portugal: N = 110
Russia: N = 104
China: N = 101
Germany: N =107
Sweden: N = 106
UK: N = 133
Spain: N = 112

1. Social goals – capturing to what extent an organisation focuses on achieving societal change.
2. Economic goals – capturing to what extent the organisation focuses on economic success and financial viability such as developing revenue-generating activities to cover its costs and generating surpluses.
3. Geographic and social change focus – capturing to what extent the organisation works locally vs. internationally and aims to transform and empower individuals, communities or society as such.

The respondents were asked to describe the mission and vision of their organisation and the analysts then scored them on a scale from 1 (lowest value) to 5 (highest value) in relation to their social, economic, geographic and social change focus. There is a very high average value of the social focus of the social enterprises, with Romanian organisations registering the lowest average value of 3. The average economic focus across all countries is lower or equal (in the case of Romania) to the average value scored for the social focus, which illustrates a stronger emphasis on social activities of the interviewed organisation compared to the commercial ones. The results for the geographic and social change focus are mixed, as organisations have very diverse geographical levels at which they operate, as well as different ambitions in terms of the level of change they want to achieve (local, regional, national or international).

METHODS BOX A

A mission elaborates on an organisation's purpose of being and captures organisational goals, while a vision captures the closely related goals an organisation strives to achieve in the future. SEFORÏS analysts scored mission and vision reports of the interviewed social enterprises using a total of 8 rating scales (scores ranged from 1 to 5). The rating scales were developed based on extant theories of social enterprise and previous research into organisational goals. We factor-analysed the ratings to summarize the 8 scales according to their common underlying dimensions. The three underlying dimensions are: social goals, economic goals and geographic focus. These dimensions are summarised above and are described in more detail below.

The dimensions reflect:

1) SOCIAL GOALS

A score of 5 reflects strong social goals, in that the organisations mission and vision centre entirely on the alleviation of a social issue. This is reflected in great concern about the well-being of others, social justice concerns and/or environmental concerns. A high score in this dimension also reflects that the organisation had specified a theory of change, i.e. the logic of how it works to bring about societal change. A score of 3 reflects moderate and less specific social concerns, for instance when the target group or the social issue which the organisation aims to deal with are not clearly specified. A score of 1 reflects virtually no social goals.

2) ECONOMIC GOALS

A score of 5 reflects strong economic goals, in that the organisation's mission and vision put a high emphasis on economic success and financial viability of the organisation, such as earning high profits which can then be used to grow the organisation and scale social impact. A score of 3 reflects moderate economic goals, for example when the organisation addresses a social issue in a self-sustainable way such that it covers all its costs through own revenue-generating activities. A score of 1 reflects low concern for self-sustaining economic success, as is often the case with pure non-profits which are close to 100% grant financed or subsidised.

3) GEOGRAPHIC AND SOCIAL CHANGE FOCUS

A score of 5 reflects that the organisation operates internationally (across continents). Our analysis finds that these organisations typically aim for systemic societal change, i.e. aim to change society as such and in a way that the social issue that the organisation addresses would no longer exist. A score of 3 reflects that the organisation aims at community change, typically at a national level. In other words the organisation seeks to transform a community or segment of the population, with the aim of empowering that group. A score of 1 reflects that the organisation aims to change and empower individuals. These organisations typically work locally, e.g. within a certain city or town (not a region).

2. OPERATIONAL MODEL OF MAIN ACTIVITY

INDUSTRIAL & SOCIAL SECTORS

Table 2a: Main 3 industrial sectors of activity of social enterprises

Sample Size:
Hungary: N = 122
Romania: N = 109
Portugal: N = 111
Russia: N = 104
China: N = 102
Germany: N =107
Sweden: N = 106
UK: N = 135
Spain: N = 111

Countries	Industrial Sectors (Top 3)				
	Other community and social services	Health and social work	Education	Industry, construction and extractive industries	Business activities & business-related services
China	21%	-	21%	-	29%
Germany	27%	-	27%	-	22%
Hungary	44%	18%	16%	-	-
Portugal	19%	24%	30%	-	-
Romania	42%	19%	-	24%	-
Russia	27%		10%	-	41%
Spain	-	14%	17%	-	40,5%
Sweden	23,5%	19%	19%	-	-
UK	26%	-	13%	-	34%

In our phone survey, we asked about the products and/or services social enterprises provide. Specifically, we asked what the organisation does, what its core services and/or products are and how the organisation self-generates revenues. We used the 'Statistical Classification of Economic Activities in the European Community' (NACE) to classify business activities across 19 categories. In 8 out of 9 countries main 3 industrial sectors belonged to only 4 industry sectors: (1) 'Business Activities and Business Services' (specifically, business-related services, e.g., consulting, legal advice advertisement), (2) 'Other Community and Social Services' (e.g., associations, parties, churches, museums, libraries, sport clubs), (3) 'Education' (nursery, kinder gardens, schools, other education), and (4) 'Health and Social Work'. 'Industry, Construction, and Extractive Industries' sector was identified as one of the tops sectors only in Romania. The 1st and 2nd sectors listed above where the top sectors in 4 countries each. While 'Business Activities & Business Related Services' sector was not among top 3 sectors in 4 out of 9 countries, 'Other community and Social Services' sector was among top 3 sector in 8 out of 9 countries.

2. OPERATIONAL MODEL OF MAIN ACTIVITY (CONTINUED)

Table 2b: Main 3 social sectors of activity of social enterprises

Countries	Social Sectors (Top 3)					
	Social services	Health	Education & research	Environment	Philanthropic intermediaries and voluntarism promotion	Development and housing
China	-	-	19%	19%	12%	-
Germany	-	15%	22%	-	-	25%
Hungary	27%	12%	-	-	-	24%
Portugal	19%	-	20,5%	-	-	29%
Romania	46%	-	11%	-	-	22%
Russia	26%	-	15%	22%	-	-
Spain	-	-	17%	18%	-	38,0%
Sweden	-	14%	15%	-	-	44%
UK	14%	-	11%	-	-	49%

Sample Size:
Hungary: N = 122
Romania: N = 108
Portugal: N = 111
Russia: N = 104
China: N = 102
Germany: N =107
Sweden: N = 106
UK: N = 134
Spain: N = 111

To classify social activities of social enterprises, we relied on 11 categories from the International Classification of the Nonprofit Organisations (ICNPO). In 8 out of 9 countries, main 3 social sectors belonged to 5 social sectors: (1) 'Development and Housing', (2) 'Social Services', (3) 'Education & Research', (4) 'Environment', and (5) 'Health'. 'Philanthropic Intermediaries and Voluntary Promotion' was identified as one of the main sectors only in China. The 'Development and Housing' sector was identified as the top sector in 5 countries, 4 of which identified it as a strongly dominant sector. 'Social Services' sectors was the top sector in 3 countries, but only Romania identified it as a clearly dominant sector.

METHODS BOX B

Social enterprise represents a unique hybrid organisational form that combines aspects of charity and business at its core. To help give you a sense of the range of activities that the surveyed social enterprises undertake, we therefore draw on two established classification systems.

1 **Industrial sectors**

The Statistical classification of economic activities in the European Community, abbreviated as NACE, was developed since 1970 in the European Union and provides a framework for collecting and presenting comparable statistical data according to economy activity at European and in general at world level.

2 **Social sectors**

The International Classification of Nonprofit Organisations (ICNPO), was developed in the early nineties through a collaborative process involving the team of scholars working on the John Hopkins Comparative Nonprofit Sector Project and provides an effective framework for classifying non-profit organisations across countries.

OPERATIONAL MODEL OF MAIN ACTIVITY (CONTINUED)

OPERATIONAL MODELS

Figure 2: Entrepreneur Support and Market Intermediary model

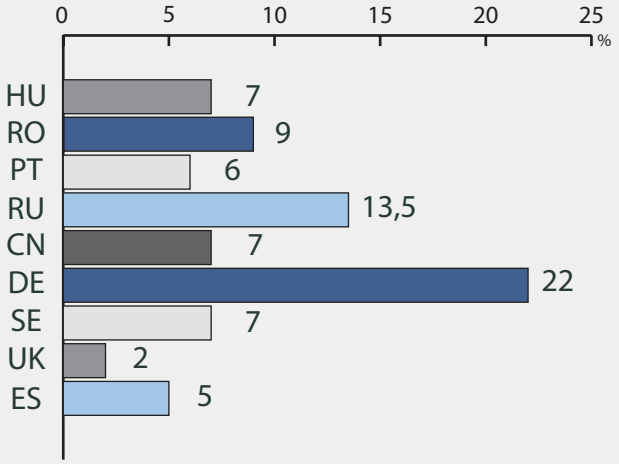


Figure 3: Employment model

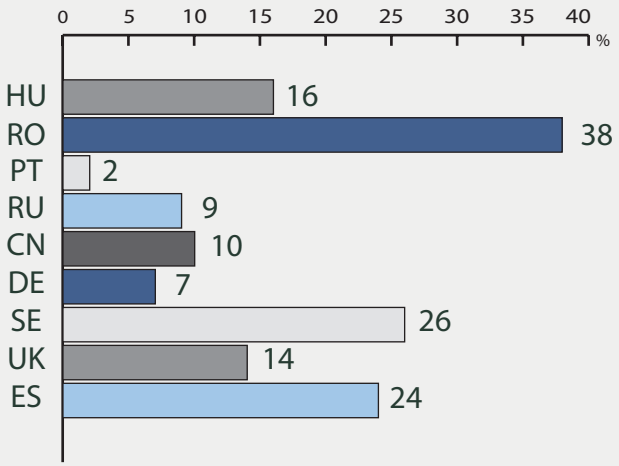


Figure 4: Fee-for-service/product model

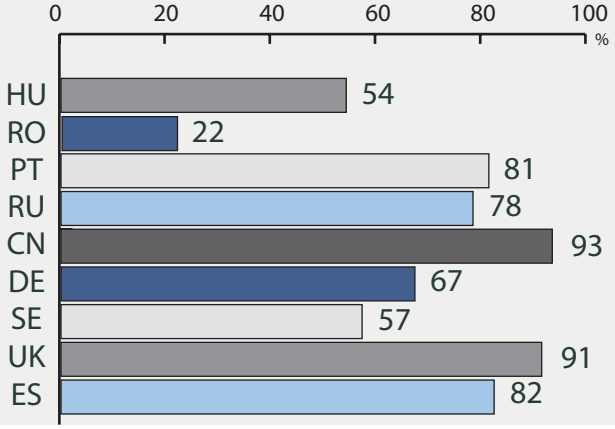


Figure 5: Service-subsidisation model

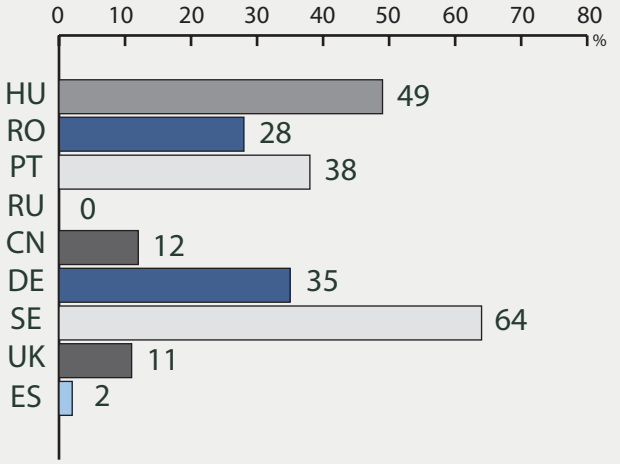
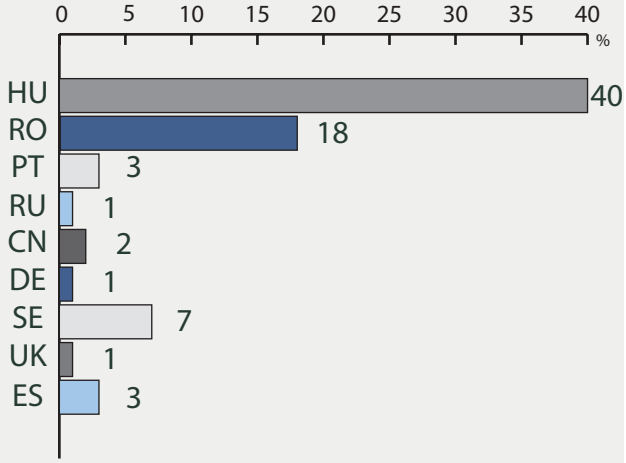


Figure 6: Cooperative model



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Top Operational Models. We adapted the typology of operational models developed by Alter (2008).

Although we were able to identify all 5 operational models in 8 out of 9 countries (in Russia we did not identify any social enterprise using 'Service-subsidization Model'), there were some important differences in prevalence of the models. 'Fee-for Service/ Product Model' emerged as a dominant model identified as the top operational model in 7 out of 9 countries. 'Service-subsidization Model' was the top model in Sweden, while 'Employment Model' was the top model in Romania. Although 'Cooperative Model' was much less frequently identified, it was 3rd most frequently employed operational model in Hungary. Similarly, 'Entrepreneur Support and Market Intermediary Model' was among top three models in Russia (2nd) and Germany (3rd).

METHODS BOX C

Operational models illustrate configurations of how organisations create social value (societal impact) and economic value (earned income). They are designed in accordance with the social enterprise's financial and social objectives, mission, marketplace dynamics, client needs or capabilities, and legal environment. Fundamental models can of course be combined and enhanced to achieve maximum value creation (Alter, 2008). Our analysts recorded social entrepreneurs' answers verbatim, and used these answers to identify the enterprise's main operational model.

1. Entrepreneur-support & market-intermediary model

a) The Social Enterprise selling business support and financial services to its target population or "clients," which are other self-employed individuals or firms. Social enterprise clients then sell their products and services in the open market. Income generated through sales of its services to clients are used to cover costs associated with delivering the support services and the business' operating expenses.

b) Similar to a), the SE providing services to its target population/clients, small producers (individuals, firms or cooperatives), to help them access markets. The SE services add value to client-made products, typically these services include: product development; production and marketing assistance; and credit. Unlike a) the market intermediary SE purchases the client made products or takes them on consignment, and then sells the products in high margin markets at a mark-up.

2. Employment model

The Social Enterprise provides employment opportunities and job training to its target populations or people with high barriers to employment such as the disabled, homeless, at-risk youth, and ex-offenders. The SE operates as an enterprise employing its clients and sells products in the open market.

3. Fee-for-service model

The Social Enterprise commercialises its social services, and then sells directly to the target populations or "clients," individuals, firms, communities, or to a third party payer. Income generated through fees charged for services.

4. Service-subsidisation model

The business and social function of the social enterprise are separate. The SE sells products or services to an external market and uses the income it generates to fund its social programs.

5. Cooperative model

The Social Enterprise provides direct benefit to its target population/clients, cooperative members, through member services: market information, technical assistance/extension services, collective bargaining power, economies of bulk purchase, access to products and services, access to external markets for member-produced products and services, etc.

OPERATIONAL MODEL OF MAIN ACTIVITY (CONTINUED)

PRIMARY BENEFICIARIES

Table 2c: Primary Beneficiaries

▼

Sample Size:

Hungary: N = 122 | Russia: N = 104 | Sweden: N = 106
Romania: N = 109 | China: N = 102 | UK: N = 135
Portugal: N = 111 | Germany: N =107 | Spain: N = 125

Countries	Primary Beneficiaries (main 5)									
	Children and youth	Citizens	Unemployed	People with disorders	Other social organisations or enterprises	Social sector practitioners	People leaving institutions	People in low-income households	Elderly	Single parent families
China	30%	22%	-	13%	21%	-	-	-	12%	-
Germany	32%	26%	-	-	36%	13%	-	11%	-	-
Hungary	17%	-	10%	38%	-	-	-	-	-	37%
Portugal	36%	32%	-	15%	14%	13%	-	-	-	-
Romania	27%	17%	10%	35%	-	-	-	17%	-	-
Russia	9%	-	-	29%	23,5%	5%	4%	-	-	-
Spain	10%	22%	11%	20%	17%	-	-	-	-	-
Sweden	42%	20%	23%	18%	-	-	-	-	-	-
UK	17%	17%	14%	13%	25%	-	-	-	-	-

The top six primary beneficiary groups identified by social enterprises were (in brackets number of countries that identified the beneficiary group among main 5 groups): 'Children and Youth' (7), 'Citizens' (6), 'Other Social Organisations or Enterprises' (6), 'People with Disorders' (6), 'Unemployed' (3), and 'Social Sector Practitioners' (3). 'Families, Parents', 'People Leaving Institutions', 'People in Low-Income Households', and 'Elderly' were identified much less frequently among five main beneficiaries. 'Children and Youth' was the main beneficiary group in 3 countries (CN, PT, and SE), while 'Other Social Organisations or Enterprises' was the dominant group in 2 countries (DE, and UK). It is also worth observing, that in almost all countries there are between 1 and 3 clearly dominant beneficiary groups, much more frequently identified as the primary beneficiary groups than the rest of the groups.

3. LEGAL FORMS

Table 3a: 5 Main First Legal Forms

▼

Sample Size:
Hungary: N = 122 | Romania: N = 109 | Portugal: N = 111 | Russia: N = 104 | China: N = 102 | Germany: N =107 | Sweden: N = 106 | UK: N = 135 | Spain: N = 125

Legal Forms (%)								
Hungary	Romania	Portugal	Russia	China	Germany	Sweden	UK	Spain
Nonprofit kft. 'Nonprofit limited liability company' (79%)	Nonprofit (92,5%)	Instituição Particular de Solidariedade Social (IPSS) (32%)	Limited liability company (51%)	You Xian Gongsi 'Limited Liability Company' (53%)	Eingetragener Verein (e. V.) 'Registered Association' (45%)	Ideell förening 'Non-profit organisation' (40,5%)	Private company limited by guarantee (ltd.) (41%)	Fundación (sin ánimo de lucro) 'Foundation' (25%)
Szociális Szövetkezet 'Social cooperative' (9%)	S.R.L. (Societate cu răspundere limitată) 'Ltd.' (5,5%)	Associação (27%)	Social organisation (13%)	Minban Fei Qiye Danwei 'Private Non-Enterprise Unit' (33%)	Gemeinnützige GmbH (gGmbH) 'Limited Liability Company with public benefit status' (17%)	AB (Aktiebolag) 'Ltd.' Minimum capital SEK 50,000 (20,5%)	Charity (36%)	Asociación 'Association' (20%)
kft. (korlátolt felelősségű társaság) 'Ltd.' (6,5%)	Other (2%)	Cooperativa (15%)	Autonomous Non-commercial Organisation (9,5%)	Geren Duzi Qiye, Hehuo Qiye 'Sole Proprietorship or Partnership Enterprise' (3%)	Gesellschaft mit beschränkter Haftung (GmbH) 'Limited Liability Company' (15%)	Ek. för. (Ekonomisk förening) 'Economic association' (20%)	Community Interest Company (10,5%)	Cooperativa de Trabajo Asociado (19%)

LEGAL FORMS (CONTINUED)

Table 3a: Continued

Hungary	Romania	Portugal	Russia	China	Germany	Sweden	UK	Spain
bt. (betéti társaság) 'Partnership, at least one un-limited/general partner and one limited partner' (2%)	-	Other (9%)	Fund (9,5%)	Shehui Tuanti Faren 'Social Organisation' (3%)	Other (6%)	Stiftelse 'Foundation' (11%)	Private company limited by shares (ltd.) (8%)	S.L.N.E. (Sociedad Limitada Nueva Empresa) (17%)
Other (2%)	-	Sociedade Unipessoal por Quotas (7%)	Non-profit partnership (6%)	Jijinhui 'Foundation' (2%)	Gesellschaft bürgerlichen Rechts (GbR) 'Private Partnership' (5,5%)	Aktiebolag (SVB), aktiebolag med särskild vinstutdelnings-begränsning (3%)	Industrial and Provident Society (1,5%)	Other (5,5%)

The majority of the social enterprises interviewed in Hungary, Romania, Portugal, Germany, Sweden and Spain are registered as non-profit organisations, while most of the ones from the UK, China and Russia are registered as limited liability companies.

LEGAL FORMS (CONTINUED)

SECOND LEGAL FORM

Table 3b: Social Enterprises Opting for Second Legal Form

▼

Countries	Second Legal Form (%)
China	20
Germany	11
Hungary	-
Portugal	14
Romania	-
Russia	
Spain	3
Sweden	19
UK	40

In 6 out of the 9 countries social enterprises have also a second legal form with their proportion in the sample varying between 3% in Spain up to 40% in the UK. This helps them better their social and economic activities while also complying with the regulatory environment in which they are active. Even in the UK where there is a special legal form for social enterprises (the Community Interest Company) most of the organisations in the sample do not opt for this legal form. This strengthens the overall finding that social enterprise operate under a variety of both for-profit and non-profit legal forms and that what really distinguishes them from other organisations is their simultaneous focus on achieving a social mission through economic activity within the legal frameworks available to them.

4. ALIGNMENT

ALIGNMENT

Table 4: Alignment Between Revenue-Generation Activity And Social Impact Activity. Frequency of observations.

Countries	Alignment					
	1	2	3	4	5	Average
China	1	5	18	32	45	4,1
Germany	6	10	14	11	54	4,1
Hungary	6	12	17	22	32	3,7
Portugal	1	3	19	47	40	4,1
Romania	5	10	17	34	34	3,8
Russia	1	3	13	32	46	4,3
Spain	5	21	13	27	53	3,9
Sweden	2	12	14	38	39	4
UK	1	9	25	42	53	4

Sample Size:
Hungary: N = 89
Romania: N = 100
Portugal: N = 110
Russia: N = 95
China: N = 101
Germany: N =95
Sweden: N = 105
UK: N = 130
Spain: N = 119

Alignment captures the extent to which the economic and social activity of the social enterprise coincide and cannot be readily separated. We asked: If you only ran your revenue generating activity, to what extent would you also generate social impact? The answers were given on a scale from 1 to 5, where 1 stood for "to no extent" and 5 for "to the largest extent." The table presents the frequencies for each response category, as well as the average alignment score. Clearly, social enterprises tend to exhibit high alignment, and this holds true across all countries. The average alignment score in Hungary and Romania is comparatively somewhat lower. This may well reflect the observation that many social enterprises in Hungary and Romania evolved from a traditional NGO model, adding on an economic activity that can help finance their core social program.

5. ENTREPRENEURIAL ORIENTATION

ENTREPRENEURIAL ORIENTATION

Table 5a: Breakdown of Entrepreneurial Orientation in its Five Components

Countries	Entrepreneurial Orientation				
	Innovation (outputs)	Experimentation	Proactiveness	Risk-taking	Competitive Agressiveness
China	4,7	4,4	5,6	4	3,8
Germany	3,7	4,9	5,4	3,9	2,5
Hungary	3,7	4,9	5,1	4	3,5
Portugal	3,9	4,9	5,6	3,8	2,9
Romania	3,3	4,8	5,2	3,6	2,8
Russia	4,6	5,1	5,4	4,5	2,6
Spain	4	4,9	5,1	3,9	2,5
Sweden	3,7	4,6	5,4	4,2	3
UK	3,7	4,6	5,4	4,2	3,5

Sample Size:
Hungary: N = 98 Russia: N = 91 Sweden: N = 101
Romania: N = 89 China: N = 101 UK: N = 126
Portugal: N = 101 Germany: N =107 Spain: N = 107

Entrepreneurial Orientation captures how "entrepreneurial" social enterprises are along five dimensions: Innovation, Experimentation, Proactiveness, Risk-taking and Competitive Aggressiveness. The Method Box D, overleaf, describes the 5 components in more detail. The higher the values in Table 5 below, the more "entrepreneurial". (The lowest possible value is 1, the mid-point is 4 and the possible value is 7). Overall and across countries, social enterprises describe themselves as rather "entrepreneurial" especially with regard to proactiveness and experimentation. Indeed the strong proactive approach stands out. Rather than 'wait-and-see' what happens, they try to initiate change and are often the first to introduce new services or products into the market. Similarly, social enterprises across countries tended to exhibit an experimenting approach. Experimentation with new ways of doing things, new processes, services and products, is a core driver of innovation. However, when it comes to launching new service, product or process innovations (the innovation outputs) dimension, we see more variation across countries. Social enterprises in China and Russia have been relatively more engaged in launching innovations compared to their counterparts in the European countries (and especially Romania). The country differences in risk-taking show roughly a similar picture with Russian social enterprises describing themselves as relatively more risk-taking. Whilst the Chinese social enterprises report relatively speaking the most competitively aggressive stance towards organisations similar to them. Note however, that the scores are overall on the 'low' end, i.e. indicating that a more collaborative stance towards similar organisation dominates in all countries. It may be that the country differences reflect greater pressures to innovate in Russia and China and the fact that social enterprise appears to be an emerging concept in these countries.

METHODS BOX D

Organisations are typically understood to have an 'Entrepreneurial Orientation' when they act in the following ways (e.g. Rauch, Wiklund, Lumpkin and Frese, 2009):

Components of Entrepreneurial Orientation (EO):

1. They regularly introduce innovations in the market such as new products, services and processes.
2. They experiment with new ways of doing things such as developing unique methods and processes to solve problems.
3. They behave proactively in the market, i.e. they are typically the first organisations to introduce a new product, service or process in the market – ahead of similar organisations and/or competition.
4. They are risk-taking, i.e. have a proclivity to engage in high-risk projects, and don't shy away from bold actions in uncertain situations.
5. *They have a competitive aggressive attitude, i.e. an attitude that prefers an aggressive stance toward similar and competing organisations rather than collaboration.

Investigating EO in Social Enterprises (SEs):

To obtain data on these four components, Innovation, Experimentation, Proactiveness and Risk-taking, we derived a series of questions from well-established measures of entrepreneurial orientation, commonly used in business studies. Social entrepreneurs were asked to indicate on a scale from 1 to 7 how much their organisation behaved like described in each of those questions. Statistical analyses such as factor analyses confirmed that these four aspects of entrepreneurial orientation were indeed meaningful in the context of social enterprises.

*** Competitive Aggressiveness and SEs**

Interestingly, competitive aggressiveness, emerged as a distinct aspect, not at all associated with the standard four aspects of a social enterprise's entrepreneurial orientation. This suggests that the entrepreneurial orientation profile of social enterprises shares with that of commercial enterprises the emphasis on innovation, experimentation, proactivity and risk-taking, but is also distinct since an aggressive stance towards competition, i.e. one in which a enterprise tries to 'outcompete' and 'fight' similar organisations in a field, is not integral to the entrepreneurial behaviours of social enterprises.

6. SOURCES OF LIQUIDITY

SOURCES OF FINANCING (2014)

Figure 7: Fees And Sales

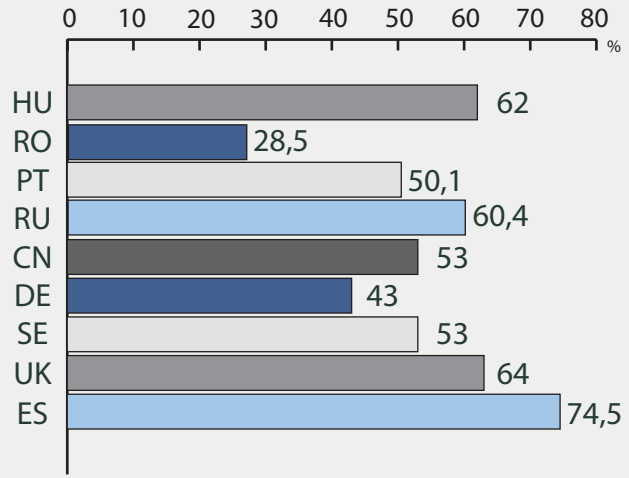


Figure 9: Grants

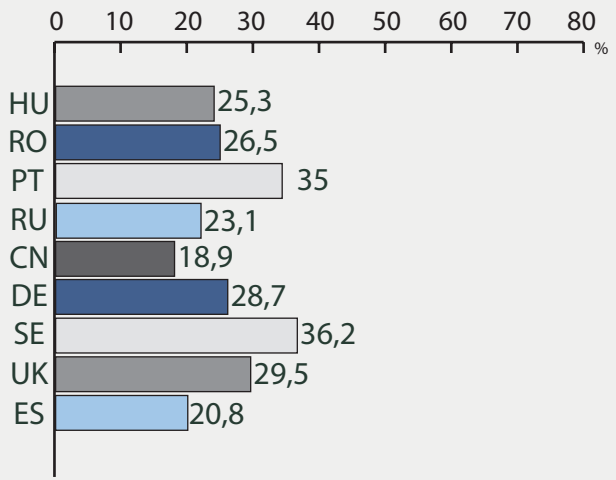


Figure 8: Investment

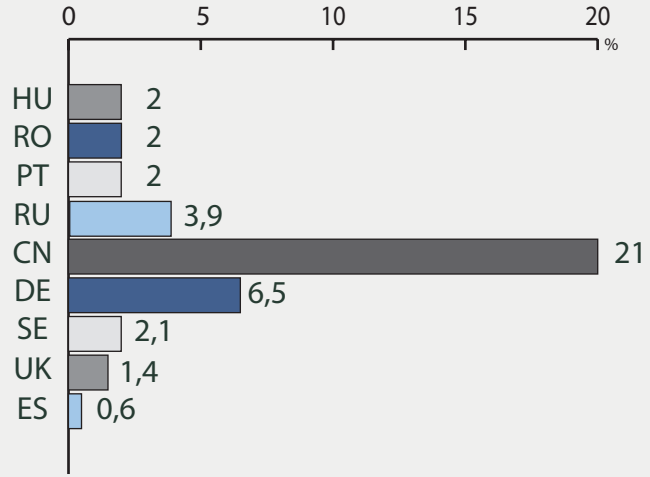


Figure 10: Donations

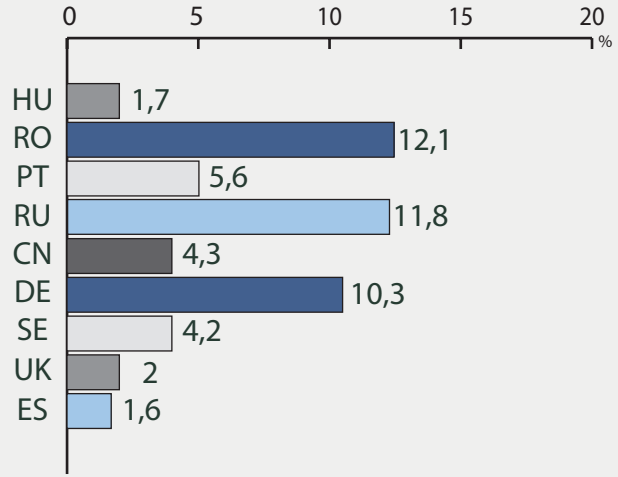


Table 6: Remaining sources of liquidity

Countries	Sources of Liquidity (%)		
	Loans	Membership Fees	Other
China	1	-	2
Germany	3	1	7
Hungary	1	3	5
Portugal	0,5	1	6
Romania	-	1	9
Russia			
Spain	-	1,5	0,5
Sweden	4	-	1
UK	1	0,5	2,5

Sample Size:

Hungary: N = 122
Romania: N = 52
Portugal: N = 111
Russia: N = 104
China: N = 83
Germany: N =101
Sweden: N = 101
UK: N = 135
Spain: N = 117

As can be seen in the graphs, fees and sales are the most popular sources of financing for social enterprises in all of the investigated countries, followed by grants. Of all the countries, Spain has the largest percentage of enterprises with fees and sales as liquidity sources (74,5% of enterprises), whereas Sweden has the largest percentage of enterprises with grants as liquidity source (36%). Compared to the other countries, investment is most common in China (20%), and donations are the most common in Germany (10,5%). Across the countries, loans and membership fees as liquidity sources are all relatively rare.

7. REVENUES

TOTAL REVENUES

Countries	Total Revenues (%)				
	< 80.000	80.000 to < 200.000	200.000 to < 500.000	500.000 to < 1.000.000	> 1.000.000
China	52	24	7	5	12
Germany	27	8	12	12	41
Hungary	26	23	23	13	15
Portugal	21	9,5	10,5	15	44
Romania	33	18	23	12	14
Russia	59	22	9	5	5
Spain	20	13	13	11	43
Sweden	14	33,5	19	12	21,5
UK	5	8	20	11,5	55,5

Sample Size:
Hungary: N = 112
Romania: N = 109
Portugal: N = 111
Russia: N = 81
China: N = 89
Germany: N =101
Sweden: N = 99
UK: N = 131
Spain: N = 126

▲ **Table 7a: Total Revenues (EUR) in 2014. Table shows percentage of social enterprises in each revenue category. Revenue categories were chosen taking into account revenue development across the entire sample of analysed countries. Caution should be applied when interpreting these numbers as PPP conversion rates have not been applied.**

In Germany, Portugal, Spain, and the UK the largest percentage of social enterprises have revenues of more than 1.000.000 EUR. On the other end, in China, Hungary and Russia, social enterprises mostly have revenues below 80.000 EUR. Compared to the other countries, Russia is the country with the highest percentage of enterprises with revenues below 80.000 EUR (59% of enterprises), Sweden is the country with the largest percentage of enterprises with revenues between 80.000-200.000 EUR (33,5%) compared to the other countries, and Hungary has the largest percentage of social enterprises with revenues between 200.000-500.000 EUR compared to the other countries. When it comes to revenues between 500.000-1.000.000 EUR, Portugal has the largest percentage of all countries of enterprises within this span. Finally, UK has, of all the countries, the largest percentage of social enterprises with revenues higher than 1.000.000 EUR.

REVENUE DEVELOPMENT

Sample Size:
Hungary: N = 108
Romania: N = 109
Portugal: N = 101
Russia: N = 104
China: N = 67
Germany: N = 84
Sweden: N = 90
UK: N = 131
Spain: N = 118

With regards to the revenue development between 2013 and 2014, the enterprises in all countries (besides China) have, to the largest extent, experienced a moderate revenue growth (i.e. growth not exceeding 20%) during the years 2013 and 2014. China is the country with the largest percentage of enterprises with a significant positive growth of 40% or more (42% of enterprises). A cross-country comparison shows that Russia has, of all countries, the largest percentage of enterprises with a strong growth (20% or more) (24%). Compared to the other countries, Spain is the country with the most enterprises with a moderate positive growth (72%). Finally, compared to the other countries, Portugal and Hungary are the countries with the largest percentage of organisations with a weakly negative or stable growth (i.e. up to 0%) and strong negative growth change (less than -20%), respectively (18% od enterprises in Portugal and 11% of enterprises in Hungary).

Countries	Revenue Development (%)				
	Less than -20%	-20% to < 0%	0% to < 20%	20% to < 40%	40% or more
China	1	3	34	19	42
Germany	3	6	61	11	19
Hungary	11	16	51	12	10
Portugal	7	18	48	7	20
Romania	13	15,5	27,5	21	23
Russia	9	4	32	24	31
Spain	4	7	72	6	11
Sweden	8	11	39	12	30
UK	10	15	48	18	9

▲ **Table 7b: Revenue Change from 2013 to 2014. Figure shows percentage of social enterprises in each category.**

8. AGE AND LABOUR FORCE

ORGANISATIONAL AGE DISTRIBUTION

Figure 11: ≤1 YEAR

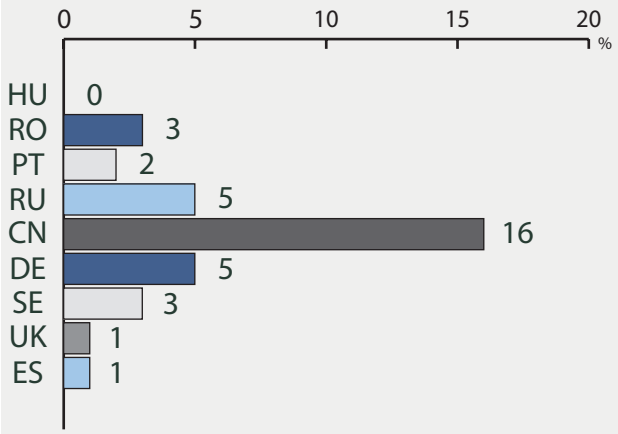


Figure 12: 2-4 YEARS

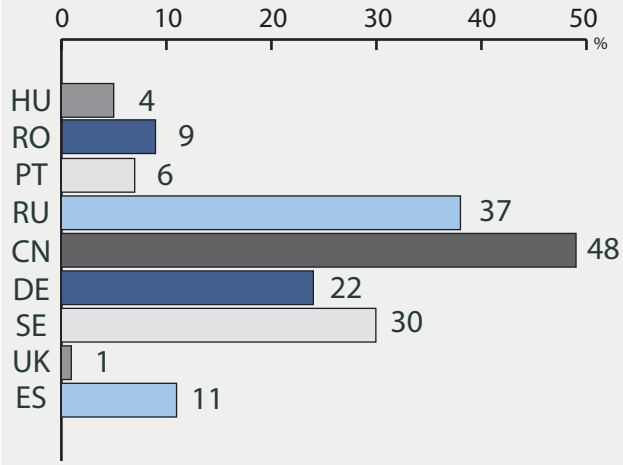


Figure 13: 5-10 YEARS

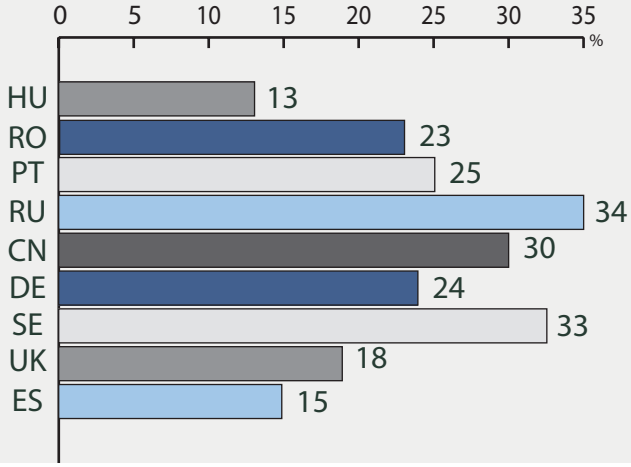


Figure 14: 11 - 20 YEARS

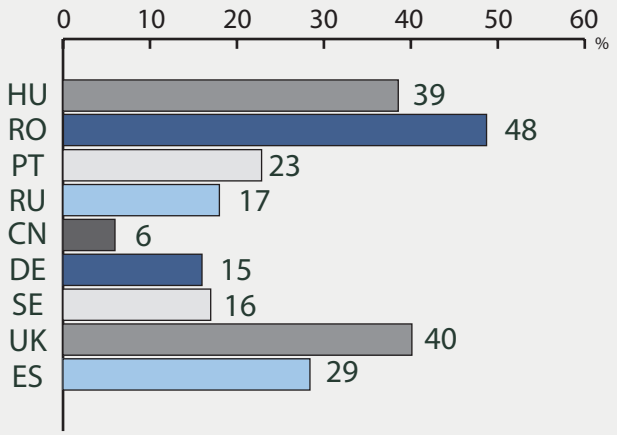
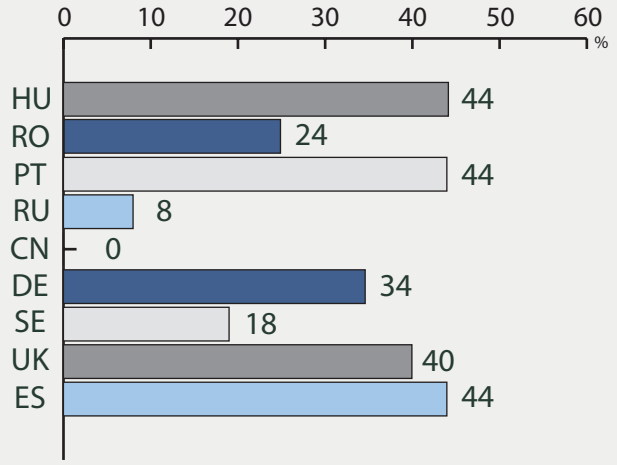


Figure 15: > 20 YEARS



Sample Size:
Hungary: N = 118
Romania: N = 107
Portugal: N = 111
Russia: N = 104
China: N = 102
Germany: N =107
Sweden: N = 106
UK: N = 135
Spain: N = 127

In the survey, we asked the participating social enterprise the year when it was formally established by registering with the appropriate government agency. In 5 out of 9 countries (HU, PT, DE, UK, and ES), the largest number of interviewed social enterprises was in the '>20 years' age group, averaging between 34 % (DE) and 44% (HU, PT, and ES) of the total sample size. The least represented was '<=1 year' age group. It is likely that our inclusion criteria as well as Respondent Driven Sampling methodology have contributed to such a low number of very young social enterprises in our sample. The notable exception was China, where that age group was the 3rd most frequent, accounting for 16% of the total sample indicating relative youth of the social entrepreneurship field in that country. Similarly, it should not be surprising that dominant age group in China and Russia was '2-4 years' group accounting between 37% (RU) and 48% (CN) of the total country sample.

AGE AND LABOUR FORCE (CONTINUED)

NUMBER OF FULL-TIME EQUIVALENTS (FTEs)

Table 8a: Number of FTEs

Sample Size:
Hungary: N = 121
Portugal: N = 111
Russia: N = 101
Germany: N =107
Sweden: N = 104
Spain: N = 120
Romania: N = 109
China: N = 102
UK: N = 128

Countries	Number of FTEs (%)			
	Fewer than 10 FTE	10 to 49 FTE	50 to 249 FTE	250 and more FTE
China	54	34	12	-
Germany	50	34	10	6
Hungary	50	32	10	3
Portugal	34	34	25,5	6,5
Romania	65	22	13	-
Russia	66	30	4	-
Spain	47	27	20	7
Sweden	73	18	6	3
UK	35	42	17	6

Another more standard, but important measure we enquired about was the (i) number of fulltime equivalents (not counting the owners/guarantors/trustees) that currently work for the enterprise either as wage employees or subcontractors, and (ii) the number of volunteers that currently work for the enterprise. We can see that in 8 out of 9 countries, most social enterprises (between 34% and 73% of the corresponding country samples) are micro enterprises with fewer than 10 FTEs. The notable exception is United Kingdom where most social enterprises are small enterprises with 10 to 49 FTEs, accounting for 42% of the country sample. Portugal straddles first two FTE categories with 34% in each category. In total, between 68% (Portugal) and 91% (Sweden) of interviewed social enterprise are either micro or small enterprises. The percentage of social enterprises with 250 or more FTEs is quite low – zero in 3 countries (CN, RO, and RU) and highest in Spain (7%).

NUMBER OF VOLUNTEERS

Table 8b: Number of volunteers

Sample Size:
Hungary: N = 116
Portugal: N = 104
Russia: N = 102
Germany: N = 84
Sweden: N = 104
Spain: N = 120
Romania: N = 109
China: N = 102
UK: N = 128

Countries	Number of Volunteers (%)				
	No volunteers	Fewer than 10 volunteers	10 to 49 volunteers	50 to 249 volunteers	250 and more volunteers
China	20	60	18	1	1
Germany	55	33	11	1	-
Hungary	29	55	11	4	1
Portugal	20	65	10	3	2
Romania	58	34	7	1	-
Russia	72	22	6	-	-
Spain	53	18	22	5	2
Sweden	34,5	53	7,5	4	1
UK	40	38	18	3	1

Social enterprises in our sample mostly do not relay on volunteers. 'No volunteers' category was the dominant one in 5 countries (DE, RO, RU, ES, and UK) while 'Fewer than 10-volunteers' was the dominant category in remaining 4 countries (CN, HU, PT, and SE). Overall, the percentage of social enterprises that have zero or fewer than 10 volunteers varies between 71% in Spain and 94% in Russia. Very few social enterprises in our sample have 50 or more volunteers – the percentage of these organisations ranges from 0% in Russia to 7% in Spain.

9. SOCIAL PERFORMANCE INDICATORS

SOCIAL PERFORMANCE INDICATORS

Table 9: The top 5 most commonly used social performance indicators

Sample Size:
Hungary: N = 69
Romania: N = 59
Portugal: N = 107
Russia: N = 69
China: N = 57
Germany: N = 76
Sweden: N = 76
UK: N = 84
Spain: N = 78

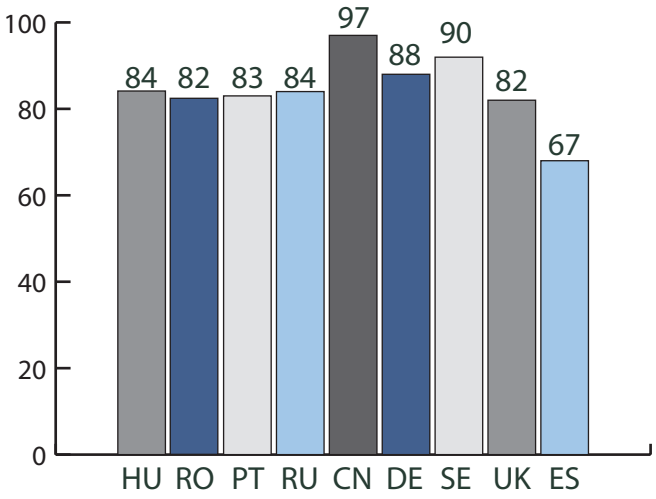
Countries	Social Performance Indicators (Top 5)													
	Number of beneficiaries and/or clients served/ attended	Client and beneficiary satisfaction: consumers, families and beneficiaries, polls, etc.	Economic indicators: productivity, sales, revenues, etc. (for fully integrated SE)	No. of appearances in the media	No. of website visits, number of hits or number of appearances	Social audits (SROI etc.)	Environmental indicators: recycling, carbon footprint, etc.	Number of beneficiaries employed	Number of volunteers	Number of people empowered	Quality of participation or involvement of beneficiaries and/or volunteers	Number of projects and/or services and/or products provided to clients/ beneficiaries	Success of projects, initiatives, etc.	Other
China	82%	-	15%	18%	13%	-	-	-	22%	-	-	-	-	18%
Germany	57%	8%	-	-	-	-	-	-	-	10%	8%	10%	-	78%
Hungary	58%	22%	14%	-	-	-	-	-	11%	-	-	-	14%	1%
Portugal	65%	17%	-	-	-	-	-	8%	-	26%	-	18%	8%	31%
Romania	56%	-	-	-	-	-	-	14%	12%	-	10%	10%	12%	32%
Russia	51%	-	4%	-	-	-	-	9%	4%	6%	-	-	4%	49%
Spain	34%	23%	-	-	-	14%	11%	19%	-	-	-	-	-	22%
Sweden	29%	41%	-	-	-	-	-	-	-	14%	33%	-	11%	14%
UK	40%	15%	11%	-	-	-	-	11%	-	15%	-	-	-	40%

Overall about 65% of surveyed social enterprises reportedly track their social performance, with a high of 97% in Portugal and a low 48% in Spain. Table 9 presents for each country, the top 5 most commonly used social performance indicators and the percentage share of surveyed social enterprises that mentioned this indicator as one of maximum 3 main social performance indicators. The single most widely used social performance indicator is a measure of reach: the number of beneficiaries or clients served/attended. Other frequently used measures include number of projects and/or services and/or products provided to clients/beneficiaries; project success; number of people empowered, and beneficiary or client satisfaction. Note that one third of the main social performance indicators that were mentioned by the surveyed social enterprises could not be classified using the 18-item list, which we had constructed based data from previous survey rounds. This may well a reflection of the diversity of social enterprises today, the multiplicity of approaches that they take to social performance measurement, and the fast-evolving character of the social performance measurement field, more generally.

10. INNOVATION

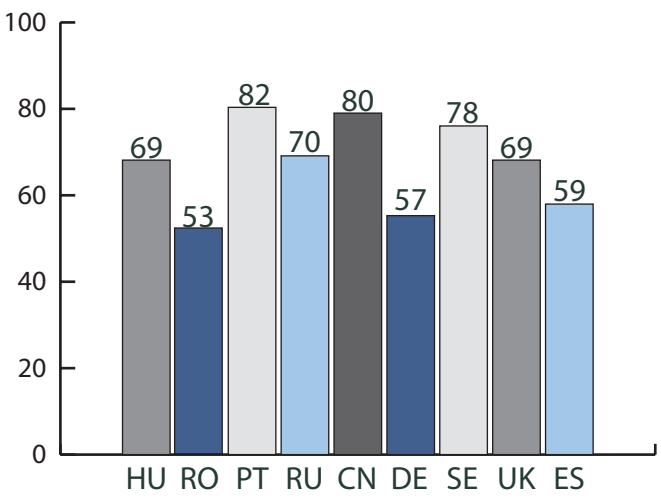
NEW TO MARKET INNOVATION

Table 10a: Percentage share of social enterprises that have introduced an innovation in the past year



Sample Size:
Hungary: N = 124
Romania: N = 109
Portugal: N = 112
Russia: N = 104
China: N = 101

Table 10b: Percentage share of "radical innovators" amongst those social enterprises that had introduced an innovation in the past year



Germany: N = 108
Sweden: N = 120
UK: N = 135
Spain: N = 126

The figures in Table 10a show that in all 9 countries, a markedly high share of social entrepreneurs had implemented a new service, product or process in the past year. China and Sweden clearly top this league, but the surveyed social enterprises in the other countries are not much trailing behind. In Spain, still about two thirds of surveyed social enterprises stated that they had innovated in the past year. Furthermore, very often these innovations were not only new to the respective organisations but also new to the market, commonly referred to 'radical innovations' (see Table 10b).

INNOVATION BARRIERS

Figure 10c: Breakdown of the single most important barrier to innovation encountered in the past year

Countries	Innovation Barriers (%)				
	Finance-related	Organisation-specific	Market-related	Regulation- and institution-related	Other
China	17	32	38	5	9
Germany	49	23	4	8	16
Hungary	64	13	3	20	-
Portugal	24,5	14	20,5	28	13
Romania	28,5	8	16,5	41	6
Russia	61	18	0	0	21
Spain	71	3	10,5	10,5	5
Sweden	36	17	25	19	3
UK	52	29	6,5	6,5	6

Sample Size:
Hungary: N = 95
Romania: N = 77
Portugal: N = 78
Russia: N = 89
China: N = 101
Germany: N = 74
Sweden: N = 95
UK: N = 104
Spain: N = 76

Despite the apparent high share of social enterprises that had innovated, many of the surveyed social enterprises –78% to be precise- also indicated that they had encountered barriers to innovation in the past year. Interestingly, the type of dominant barrier to innovation varies quite a bit between countries. In a subset of countries, notably Germany, Hungary, Russia, Spain, Sweden and UK, finance-related barriers were most commonly cited. In Romania and Portugal, by contrast, the surveyed social entrepreneurs most often referred to regulation and institution-related barriers. Finally in China, the surveyed social entrepreneurs most frequently mentioned market-related and organisation-specific barriers.

METHODS BOX E

The barriers to innovation typically reported by commercial enterprises emphasize the too high cost of innovation, its economic return being uncertain, and market-related issues, such as uncertain consumer demand.

1 Finance related barriers - reflect excessive economic risk that would be associated with pursuing an innovation, as well as the cost and/or lack of available financing for an innovation. This category also captures whether an innovation has not been pursued due to the ongoing economic crisis.

2 Organisation-specific barriers – reflect lack of time, lack of qualified personnel and/or lack of information on technology and/or markets to pursue innovation activities further.

3 Market-related barriers – reflect the fact that an innovation was not pursued because it was envisioned that it would not be accepted by the market, e.g. potential customers. Furthermore uncertain demand for an innovation as well as the dominance of another established organisation discouraged innovation activities of social enterprises.

4 Regulation- and institution-related barriers – reflect the fact that innovations were inhibited by the need to meet government and/or EU regulations and/or also the fact that social enterprises do not receive support from official institutions because these are not familiar with 'what a social enterprise is'.

11. COLLABORATION

COLLABORATION

Countries	Main 5 Organisation Types for Collaboration (%)								
	Charity/non-profit/NGO	Commercial business	National government	Local government or local authority	Other government-related organisation (e.g. Chamber of commerce)	Other organisations like you (social enterprise)	University/other research-focused	Network of organisations (e.g. alliance to fight AIDS)	Other
China	65	69	-	26	15	20	-	-	-
Germany	42	40	21	-	-	35	-	-	25
Hungary	74	46	28	29	-	21	-	-	-
Portugal	70	58	-	52	35	-	26	-	-
Romania	20	8	-	11	3	-	3	-	-
Russia	55	74	-	29	8	9	8	-	-
Spain	36	27	-	20	-	58	-	16	-
Sweden	38	42	-	44	-	31	-	27	-
UK	44	35	-	37	-	52	-	16	-

▲

Table 11. Top 5 organisational types with whom Social Enterprises have collaborated at least once.

Sample Size:
Hungary: N = 122
Romania: N = 108
Portugal: N = 111
Russia: N = 104
China: N = 102
Germany: N =107
Sweden: N = 106
UK: N = 133
Spain: N = 126

The table shows the top 5 of collaboration partners of social enterprises. When there is no number displayed it doesn't mean that there are no collaborations with this type of partner, it just indicates that this partner is not in the top 5 of collaboration partners.

In all countries social enterprises mostly collaborate with charities and commercial businesses. With their collaborations, social enterprises are thus covering the entire spectrum of impact-focused organisations. This puts them in an excellent position for creating synergies on both sides; potentially helping charities to develop their business skills and helping commercial businesses to become more socially oriented.

Next to charities and commercial businesses, the state/government also stands out as an important collaboration partner for social enterprises. In most countries, the local government is the collaboration partner. However, in Germany we see that social enterprises engage in collaborations with the national government. A possible explanation for this is that the social enterprises in Germany partly rely on federal state funds and make use of national infrastructure for delivering their services.

12. POLICY SUGGESTIONS

POLICY SUGGESTIONS TO COUNTRY GOVERNMENT

Countries	Policy Suggestions (%)												
	Government promotion and support of social enterprises	Fair competition towards social enterprises	Government regulation	Capital availability	Social rights	Special legal status for social enterprises	Taks breaks for social enterprises	Awareness raising for social enterprises	Energy, environment and climate change	Welfare State	Education and training	Quality of commercial & professional infrastructure	Other
China	27	-	14	-	-	28	25	13	-	-	-	-	-
Germany	38	18	13	7	5	-	-	-	-	-	-	-	-
Hungary	46	18	11	-	9	-	-	-	-	-	-	6	-
Portugal	25	13	37	6	6	-	-	-	-	-	-	-	-
Romania	14	-	42	6	-	-	-	-	-	6	18	-	-
Russia	29	-	9	27	-	-	20	7	-	-	-	-	-
Spain	26	-	19	-	7	-	-	33	4	-	-	-	-
Sweden	18	8	11	-	-	-	-	-	-	13	-	35	-
UK	52	-	6	11,5	11	-	-	-	6	-	-	-	-

▲

Table 12: Overview of Policy Suggestions to their Country Government. We adapted a typology of policies used by the European Commission: http://ec.europa.eu/policies/index_en.htm

Sample Size:
Hungary: N = 115
Romania: N = 115
Portugal: N = 107
Russia: N = 96
China: N = 95
Germany: N = 96
Sweden: N = 96
UK: N = 122
Spain: N = 27

We asked all social enterprises about suggestions they may have for their country's policy makers to support social enterprises. We classified all policy suggestions into common categories. Although there are 13 categories present, reflecting diversity of institutional context in our study, two categories were clearly dominant and present in all countries – 'Government Promotion and Support of Social Enterprises' and 'Government Regulation'. These categories respectively were dominant in 4 (DE, HU, RU, and UK) and 2 countries (PT and RO). Three additional categories followed the first group (numbers in brackets indicate number of countries providing the suggestion) – 'Fair Competition Towards Social Enterprises' (4), 'Capital Availability' (5), 'Social Rights' (5). While other categories are much less frequent, some of them are dominant in corresponding countries. For instance, 'Awareness Rising for Social Enterprises' category was identified by only 3 countries but it is a leading category in Spain with 33% of the country sample providing related policy recommendations.

A FEW CONCLUDING WORDS

SEFORÏS stands for "Social Entrepreneurship as a Force for more Inclusive and Innovative Societies". It is a multi-disciplinary research programme, funded by the European Commission, that investigates the potential of social enterprise in the EU and beyond to enhance the inclusiveness of societies through greater stakeholder engagement, promotion of civic capitalism and changes to social service provision. SEFORÏS combines insights from policy makers and social enterprise practitioners with cutting-edge academic research to build robust and novel evidence on social entrepreneurship. We develop theoretical frameworks for inclusion and innovation processes in context, employ novel experimentation with social enterprises, build a unique international database of in-depth case studies, and test and validate conclusions using robust longitudinal survey data. To find out more, latest news, reports, publications and upcoming events go to www.seforis.eu.

SEFORÏS

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