Introduction to SEFORÏS

Dr. Tomislav Rimac
LUISS Guido Carli
Assistant Professor
Agenda

- Who is SEFORÏS?
- What are the roots of the SEFORÏS project?
- What are the key distinguishing elements of the SEFORÏS project?
- What makes SEFORÏS panel dataset so valuable?
- Is there a future for SEFORÏS and its dataset?
Objectives

- To demonstrate that SEFORĪS is not simply a success story by itself but also a manifestation of a continuous process that emerged in 2005 and that has a potential to continue for many more years.
- To validate SEFORĪS as a brand with a staying power potential.
- To familiarize you with basic operational aspects of the SEFORĪS project to facilitate your engagement with the subsequent presentations.
SEFORİS TEAM AND PARTNERS
SEFORİS: Team & Partners

Advisors
Organization for Economic Co-operation and Development (OECD, France), Harvard Business School (HBS, USA) and the European Venture Philanthropy Association (EVPA, Belgium)
SEFORİS: A Team That WORKS!!!
SEFORİS: Gender Imbalanced But Inclusive
We All Came Out From Under SELUSI/SEFORİS Overcoat

- Masters students
- Doctoral students
- Post-docs
- Professorships at various levels of seniority in several EU countries and USA
THE ROOTS OF THE SEFORİS PROJECT
(2005-2011)
Motivating SELUSI Project (2005-2006)

Context

- Early days of social enterprise research
- Lots of heroic stories about social enterprises, but a lack of systematic evidence, let alone cross-country comparable evidence on social enterprises
- Europe’s main preoccupation: how to keep Europe’s services sector competitive and innovative
Motivating SELUSI Project: Our Answer

Social Enterprises as Lead Users for Service Innovation

- **Conjecture:** Could it be that social entrepreneurs hold practical knowledge that if sourced-in or harnessed well, can bring real value to mainstream businesses wishing to innovate their services?

- **Motivating SELUSI Project:** Challenging conventional thinking, flipping around hierarchy (business $\rightarrow$ social enterprises)
SELUSI: Key Objectives

1. Deepen our understanding of social enterprises across Europe
   - Asking new questions
   - Creating new data

2. Design and pilot-test new mechanisms for generating social business innovation
   - Reviving action-oriented research

3. Develop practical policy suggestions:
   - Promoting evidence-based policy-making
SELUSI Rollercoaster: Ups

- **Frontier:** Excitement to be at the frontier, testing new survey methods, constructing a database that no one else has had the opportunity to build

- **Collaboration:** Working with such an interdisciplinary group of academics, learning from each others’ perspectives, and developing new perspectives together

- **Authority:** We established our own brand that stands for academic excellence, being entrepreneurial (going where no one else has gone), critical, authentic and genuinely caring, and always innovating (innovating: research, teaching, policy-making, ground practices)
SELUSI Rollercoaster: Downs

- **Sampling:** Delays in recruitment of participants related with idiosyncrasies of using respondent-driven sampling to tap into the ‘hidden’ population of social entrepreneurs

- **Data collection:** Administrative problems in managing data collection process of this type and extent

- **Data cleaning:** Enormous heaps of data quality problems to resolve

- **Team management:** Hold-ups in project progress due to prolonged, very slow formal expulsion procedure

⇒ valuable LEARNING for SEFORÏS
SELUSI: Achievements

- Successfully launched world’s first panel dataset on social enterprises
  - 484 social enterprises analyzed in survey round 1 (2010)
  - 437 social enterprises studied in survey round 2 (2011)
  - 620 unique social enterprises over the 2 survey rounds
  - 4 EU member states (Hungary, Romania, Spain, and UK) analyzed with an in-depth understanding of social entrepreneurship landscape in each of these countries
SELUSI: Achievements

- Engaged with and challenged current business practices through 2 action-research experiments
  - Actively involved over 50 social entrepreneurs, and 40 mainstream businesses
- Challenged the methodological frontier in multiple ways
  - Conducted 2 lab experiments at the Max Planck Institute in Jena involving close to 400 subjects
- Pioneered teaching on social entrepreneurship at the London School of Economics
  - Put together a syllabus on social entrepreneurship and taught 2 cohorts of CEMS Students at the London School of Economics (80+ international students)
THE KEY DISTINGUISHING ELEMENTS OF THE SEFORİS PROJECT
What Is SEFORİS?

The world’s largest and most multi-disciplinary, multi-method international research study of social entrepreneurship and social innovation
Motivating SEFORİS Project (2012-2014): Context

Enormous sovereign Debts Double-digit unemployment rates on the rise (especially among youth and elderly). 15% of the population are “officially” poor while many more people struggle each month to make ends meet.

Struggle to maintain societal cohesion

Determination to keep an eye on innovation and growth
Motivating SEFORİS Project: Our Answer

Social Entrepreneurship as a Force for more Inclusive and Innovative Societies

- Social enterprises as actors who can increase social inclusion in the market
- Social enterprises as icons of civic capitalism
- Social enterprises spearheading innovations: Experimenting with new ways of organizing (collaborating with civil society organizations, private and public sectors) and service delivery
SEFORİSİ: Key Objectives

1. Enhance our understanding of the role of social enterprise in leading us to a more inclusive, innovative society by focusing on 5 domains:
   - Organization and governance
   - Public and private financing
   - Innovation
   - Market and society
   - Behavioral and societal change (i.e., impact)
2. Develop insights about social enterprises and their context:
   - How formal and informal institutions, the social capital environment and resources affect social enterprise performance and vice versa.
   - Strength of cross-country research project in discovering insights about context.

3. Develop thoughtful and new policy-relevant insights and stakeholder-relevant recommendations.
SEFORİS: Innovative And Diverse Methodologies

- Sampling method we use to create our panel dataset

- Experimental approaches we take to the study:
  - Computerized lab experiments
    - Turku (Finland) and Aarhus (Denmark): What motivates people to explore in partnership?
  - Field experiments (Finance; Impact & Behavioral Change)
    - Unltd: taking stock of the effectiveness of non-financial support and incentives on Unltd’s grantees’ development
    - Program Malin: assessing the difference that training and coupons make on the lives of the poor
    - Energiejacht: assessing the difference that group versus individual incentives make on household energy consumption
SEFORİS: Innovative And Diverse Methodologies

- **Large-scale in-depth case studies:**

  - **In numbers:**
    - 27 social enterprises
    - 9 countries
    - 236 interviews
    - +300 hours of recordings
    - 230 stakeholders
    - 5 main topics

- Irrespective of the methodology, we have paid attention to important and often underplayed issues such as:
  - Reliability
  - Strict adherence to research ethics guidelines
  - Accessibility
SEFORIȘ: Participants

- Organizations whose primary goal is to **create social value** and that do so in an entrepreneurial way, by **selling products or services** in the private marketplace or to government.

**Operationalization:**

- We always interview the director or CEO of the organization.
- We focus on social enterprises that create employment.
- We focus on social enterprises that regularly sell their services/products, be it in the market or to government.
- We focus on organizations with a social mission at their core.
Social enterprises are essentially a hidden population for 3 reasons:

- The population of citizens running a social enterprise is small in size relative to the population at large.
- There is no available sampling frame (e.g. telephone directory, administrative database) on which one can readily draw to identify a sample of social entrepreneurs.
- Public acknowledgement of the social enterprise phenomenon is erratic and subjective. In other words, one cannot rely on people’s inclination to self-identify as a social entrepreneur.
Population representative sampling: great, but very costly because people who run social enterprises are (still) rare relative to the entire population (e.g., GEM)

Convenience sampling: useful and interesting, but lacks external validity in representation (e.g., Ashoka)

Snowball sampling: efficient, but lacks external validity in representation because the composition of the sample is dependent on the choice of seeds (initial recruits) and short recruitment chains (the recruits of seeds)

Time location sampling: efficient, but lacks external validity in representation because the sample only includes the population that frequents a pre-specified set of venues
SEFORİS: Respondent Driven Sampling

- A type of snow-ball sampling: link-tracing snowball sampling
- We use a chain-referral procedure:
  - We start with a **small** number of ‘seeds’ which are purposively chosen according to predefined criteria
  - We ask those seeds to refer us to 3 similar organizations - ‘recruits’ or ‘referrals’, interview those recruits (wave 1), we ask those recruits to refer us to 3 more organizations (wave 2), etc. That is how we grew our chains.
  - We aimed for **very long chains**: The longer the chain, the deeper we penetrate the population, and the more population representative the sample becomes
  - We use information about people’s **network size** to account for selection biases
SEFORİS: Respondent Driven Sampling

Illustration of a recruitment chain for Spain

One of a limited number of seeds

As the chain grows longer, the deeper one penetrates the target population

TABLE 1A: List of Spanish Seeds and Descriptives of Recruitment Chains by Seed

<table>
<thead>
<tr>
<th>Spanish Seed</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
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<th>10</th>
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<th>12</th>
<th>13</th>
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<th>15</th>
<th>16</th>
<th>17</th>
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<tbody>
<tr>
<td># of direct recruits</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
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<td>2</td>
</tr>
<tr>
<td># of waves linked</td>
<td>8</td>
<td>7</td>
<td>5</td>
<td>5</td>
<td>4</td>
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<td>2</td>
</tr>
<tr>
<td># of recruits linked</td>
<td>44</td>
<td>42</td>
<td>46</td>
<td>46</td>
<td>32</td>
<td>31</td>
<td>24</td>
<td>17</td>
<td>13</td>
<td>8</td>
<td>5</td>
<td>4</td>
<td>6</td>
<td>**</td>
<td>**</td>
<td>**</td>
<td>**</td>
<td>**</td>
</tr>
<tr>
<td>Recruit rate per seed (%)</td>
<td>54</td>
<td>52</td>
<td>47</td>
<td>59</td>
<td>50</td>
<td>59</td>
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</tbody>
</table>
SEFORİS Panel Dataset: Longitudinal Aspect

- 284 companies that were interviewed in 2015 had also been interviewed (at least once) previously (SELUSI)
- Of those 284, 146 social enterprises have now been interviewed 3 times (e.g., DynamisLab)

Comment: For 284 enterprises, we have a panel dimension: meaning there is data in 2015, and they were also included in our dataset in 2010 and/or 2011.
Many more insights will be presented during the conference

- An analysis of 1030 social enterprises
- From 9 countries spanning Europe, Russia and China
- They contribute significantly to the economy...
- ...and are fiercely mission-driven!
- In 2014, they generated 5.06 billion EUR in revenues...
- Served 871 million beneficiaries
- Employed just over 500,000 people
- And facilitated access to a job for roughly 5.5 million people
- Making labour markets more equal!

www.seforis.eu
SEFORİS PANEL DATASET ASSET
We have reached our goal of surveying over 1000 directors of social enterprises in China, Russia and EU. CELEBRATION!
SEFORİS Panel Dataset

- Both qualitative and quantitative data on more than 1000 unique social enterprises (up to 3 survey rounds per country)
- Rich, in-depth data at an unusual large scale collected through phone conversation and online survey
SEFORİS Panel Dataset: Macro-perspective

- What are the dominant social and industry sectors within which we see social enterprise activity across the participating countries (e.g., age, size, employment configurations, geography, etc..)?

- How does the phenomenon of social enterprises compare across different participating countries?

- How does the phenomenon of social enterprises look like in any specific participating country?
SEFORİS Panel Dataset: Micro-perspective

- How do social entrepreneurs configure their resources to influence policies?
- How do their values affect management practices and through this overall performance?
- Identity, market creation, strategic entrepreneurial orientation, risk preferences, human capital, personnel practices, finances, etc.?
SEFORİS Panel Dataset: Time Perspective

- Evolution over time perspective
- How does this phenomenon actually evolve over time?
- How big is failure and start-up rates?
- What is the evidence of the effects of specific policy measures introduced at nation-state levels?
SEFORİS Panel Dataset: Political Perspective

- Can we give a better voice to *all* social enterprises (not only the big, traditional or best networked ventures) through our project?
SEFORİS Panel Dataset: Reports & Briefs
SEFORİS Panel Dataset: Web Page

The State of Social Entrepreneurship

SEFORİS 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 capital, and changes to social service provision. SEFORİS 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.

www.seforis.eu
A Big ‘Thank You’ To All That Participated
IS THERE A FUTURE FOR THE SEFORIS PANEL DATASET?
SEFORS: The Next Generation?
SEFORİS: The Brand With A Staying Power

- Authority in the field of social entrepreneurship and social innovation: We have established our own brand that stands for academic excellence, being entrepreneurial (going where no one else has gone), critical, authentic and genuinely caring, and always innovating (innovating research, innovating teaching, innovating policy-making, innovating on the ground practices).

- Innovating research: Slower process, but is clearly picking up now in speed and reach; Setting high standards

- Innovating policy: Thinking through evidence-based, ambitious policy measures
Objectives: Revisited

- To demonstrate that SEFORÏS is not simply a success story by itself but also a manifestation of a continuous process that emerged in 2005 and that has a potential to continue for many more years.

- To validate SEFORÏS as a brand with a staying power potential.

- To familiarize you with basic operational aspects of the SEFORÏS project to facilitate your engagement with the subsequent presentations.
Some Useful Links

- [http://www.seforis.eu](http://www.seforis.eu): our project’s website
- [http://www.selusi.eu/](http://www.selusi.eu/): our predecessor project’s website
- [http://www.respondentdrivensampling.org/](http://www.respondentdrivensampling.org/): for more info about the methodology
- [http://ec.europa.eu/internal_market/social_business/expert-group/index_en.htm](http://ec.europa.eu/internal_market/social_business/expert-group/index_en.htm): for more information about the EU’s expert group on social entrepreneurship (GECES)
- [http://ec.europa.eu/social/main.jsp?langId=en&catId=89&newsId=2149&furtherNews=yes](http://ec.europa.eu/social/main.jsp?langId=en&catId=89&newsId=2149&furtherNews=yes): for link to recent mapping study on social enterprises and their eco-systems in Europe (with country reports for each of the EU28 member states + Switzerland & cross-country comparative study) (supported by us as member of Quality Check Team)
- [http://www.oecd-ilibrary.org/docserver/download/5jxzkg2sr7d4.pdf?expires=1426944106&id=id&accname=guest&checksum=7A825B249944C08CE7C805B18CC08BA3](http://www.oecd-ilibrary.org/docserver/download/5jxzkg2sr7d4.pdf?expires=1426944106&id=id&accname=guest&checksum=7A825B249944C08CE7C805B18CC08BA3): Study on women social entrepreneurship and social innovation commissioned by OECD (authored by us)
Next

- Focus on context
- How social entrepreneurship can and cannot shape inclusive societies
- Prof. Ute Stephan, Aston Business School, UK
- Testimonial: Ms. Antonella Noya, OECD, France
Contact: Dr. Tomislav Rimac
+39 331 883 1542
+34 678 27 17 28
trimac@luiss.it
tomislav.rimac.bcn@gmail.com