

# A journey with ICSEM

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## The largest research project on social enterprise ever undertaken

- Kick-off meeting at the 4th EMES Intern. Conf. in Liege, Belgium (July 2013), without any commitment to pay researchers
- About **55 countries** covered
- More than **230 researchers** involved in the preparation of country-contributions
- **Regional and Global Meetings**
- **ICSEM Local Talks**



# ICSEM 1st Phase (2013-2015)

## Country-based Contributions:

1. Understanding concepts and contexts
2. Typology of social enterprise models
3. Institutional trajectories of SE models

**50 ICSEM Working Papers available**

[www.iap-socent.be/icsem-project](http://www.iap-socent.be/icsem-project)



## ICSEM 2d Phase (2016-2018)

1. **Comparative analysis** of SE models and institutional trajectories, mainly on the basis of country-contributions
2. **Survey** carried out with a common questionnaire to build an **international database covering some 730 social enterprises** deemed emblematic of SE models identified in Phase 1
3. **Statistical analysis** of this international database

## ICSEM 3d Phase (2019-2021)

4. Publications



# Regional ICSEM Symposia

## Yonsei Univ., Wonju, SK, July 2014



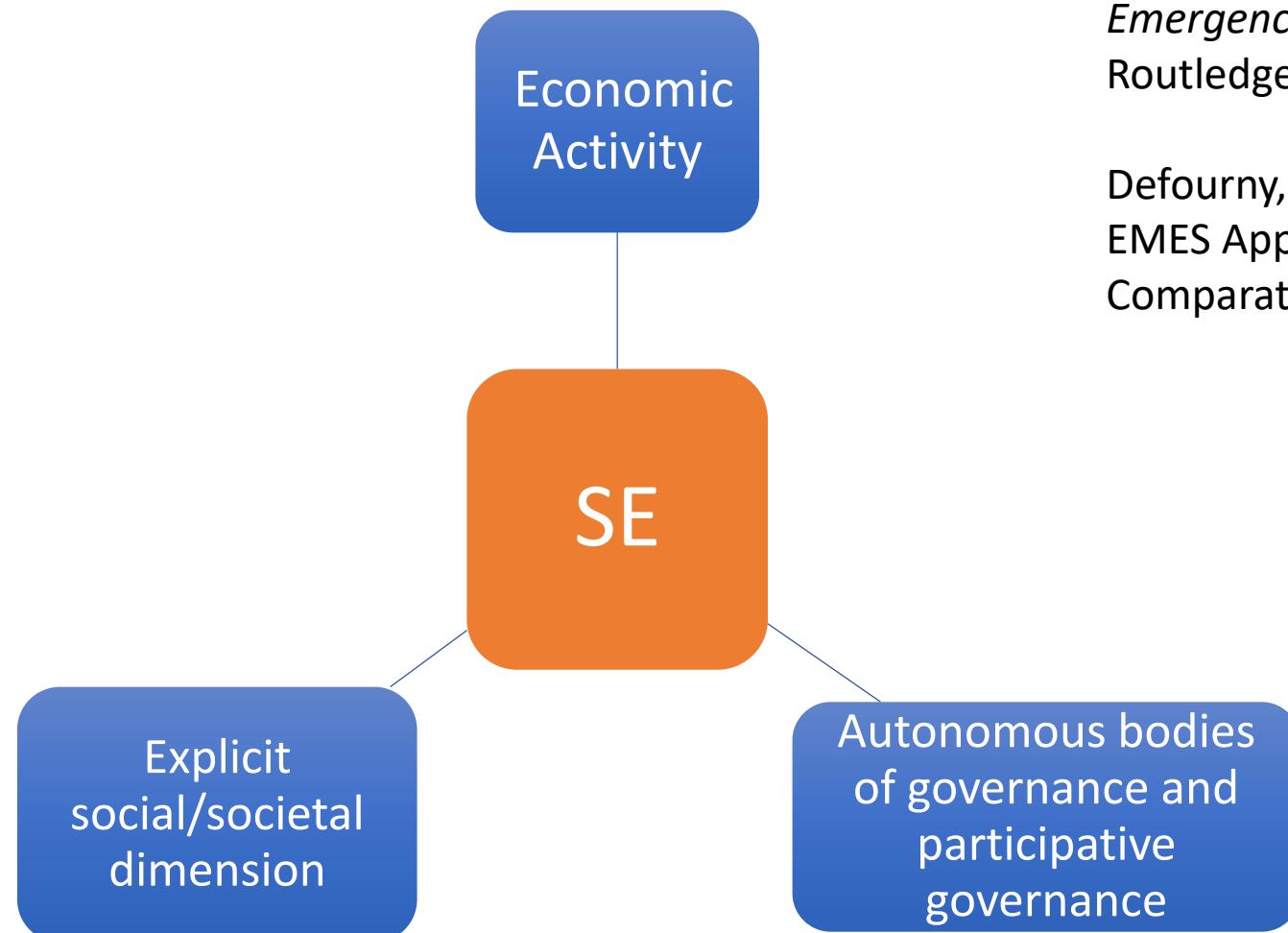
La Roche – en – Ardenne,  
Belgium, October 2014



# A Journey with ICSEM : from Concepts to Empirical Evidence

1. The EMES approach to social enterprise
2. The SE Schools of Thoughts
3. ICSEM : the International Comparative Social Enterprise Models project

# 1. The EMES approach to social enterprise



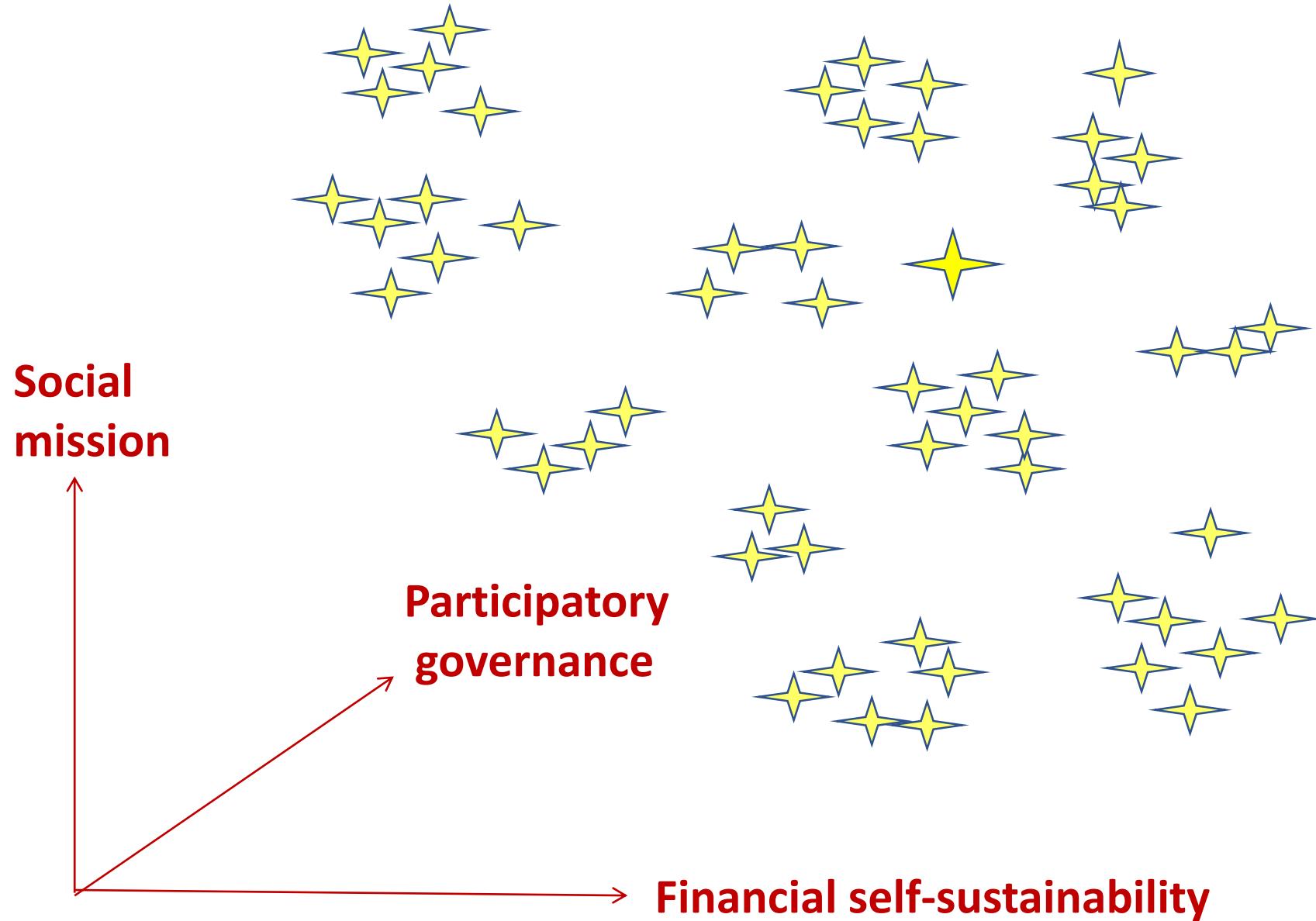
C. Borzaga and J. Defourny, *The Emergence of Social Enterprise*, Routledge, 2001.

Defourny, Jacques ; Nyssens, Marthe. The EMES Approach of Social Enterprise in a Comparative Perspective EMES WP, 2012.

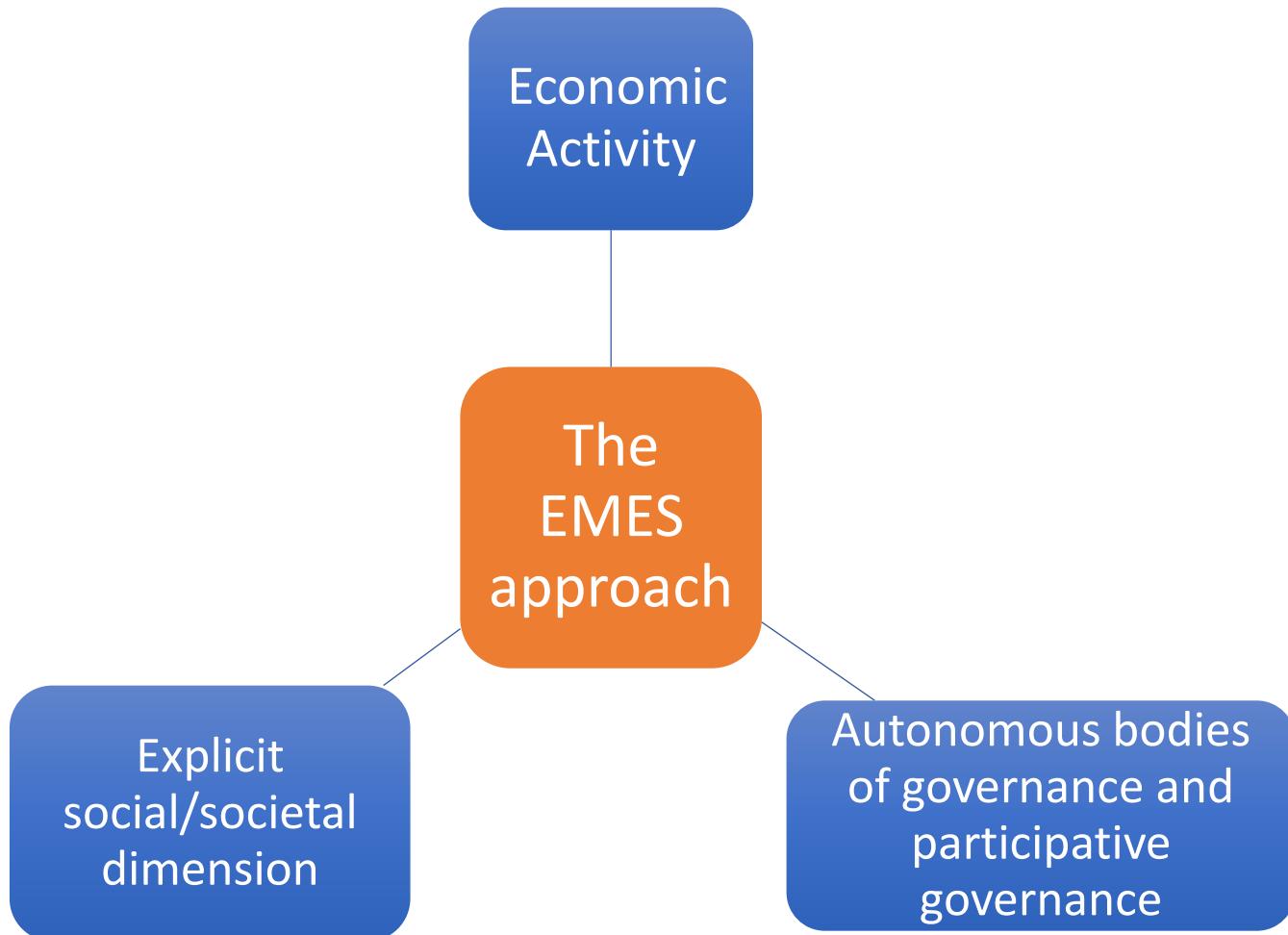
- These criteria are not conditions to be strictly met to deserve the label of social enterprise
- They define an « ideal-type » (abstract construction)
- Indicators are focused on the SE internal governance
- The EMES approach is not limited to these indicators : for instance, the process of institutionalisation is a key interest



A methodological tool rather than a normative framework or a definition which clearly sets the boundaries of the field



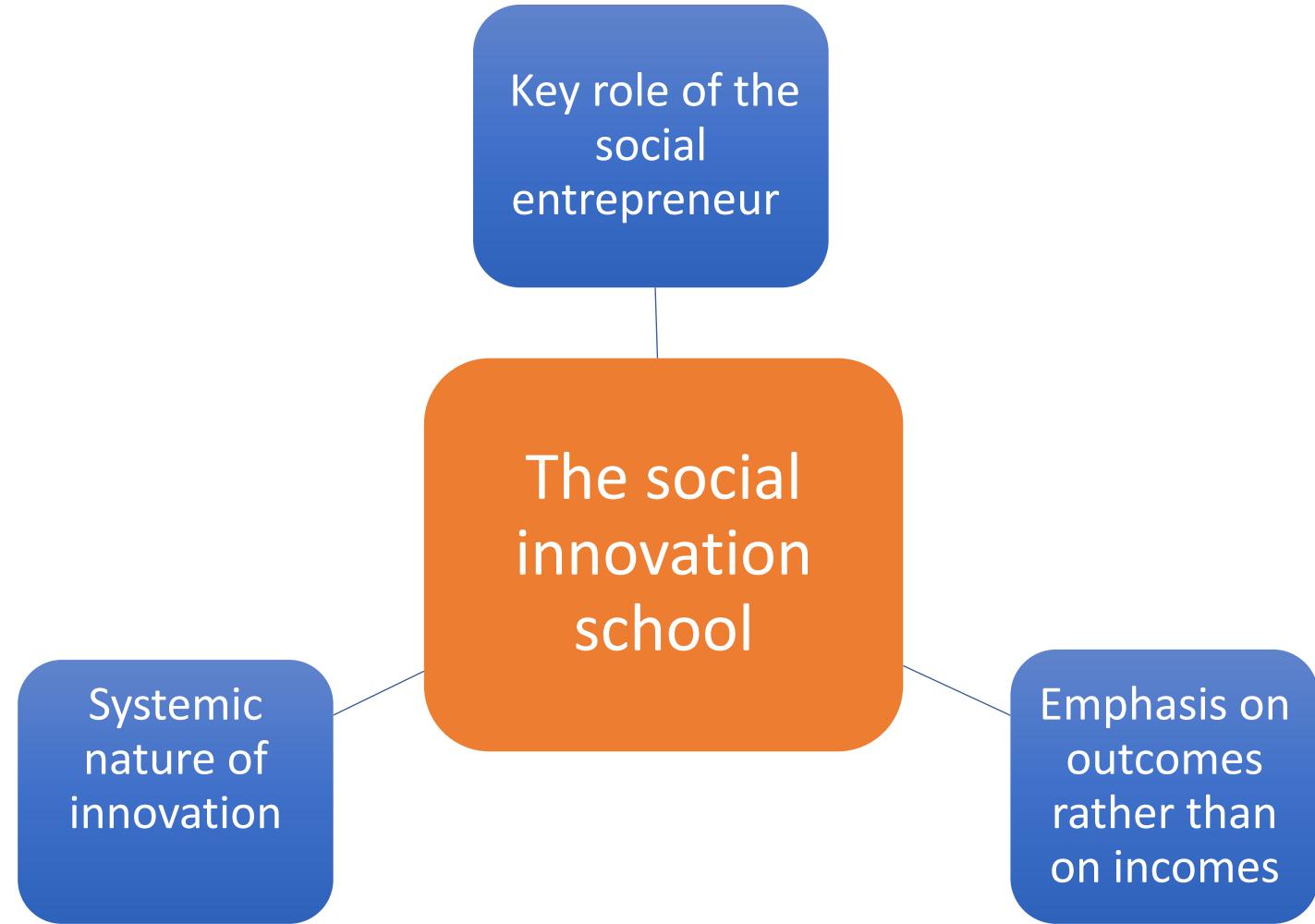
## 2. The diversity of « SE Schools of Thoughts »



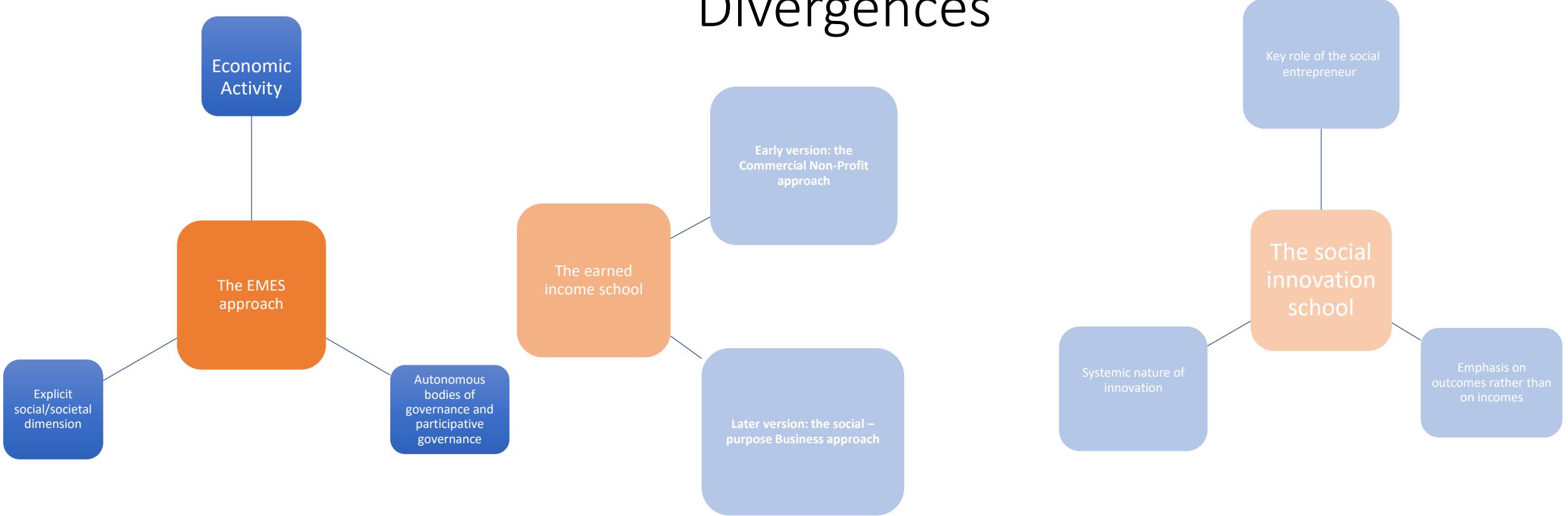
The earned income school

Early version:  
The Commercial Non-Profit approach”

Later version:  
The social – purpose Business approach



# Conceptions of Social Enterprise : Convergences and Divergences

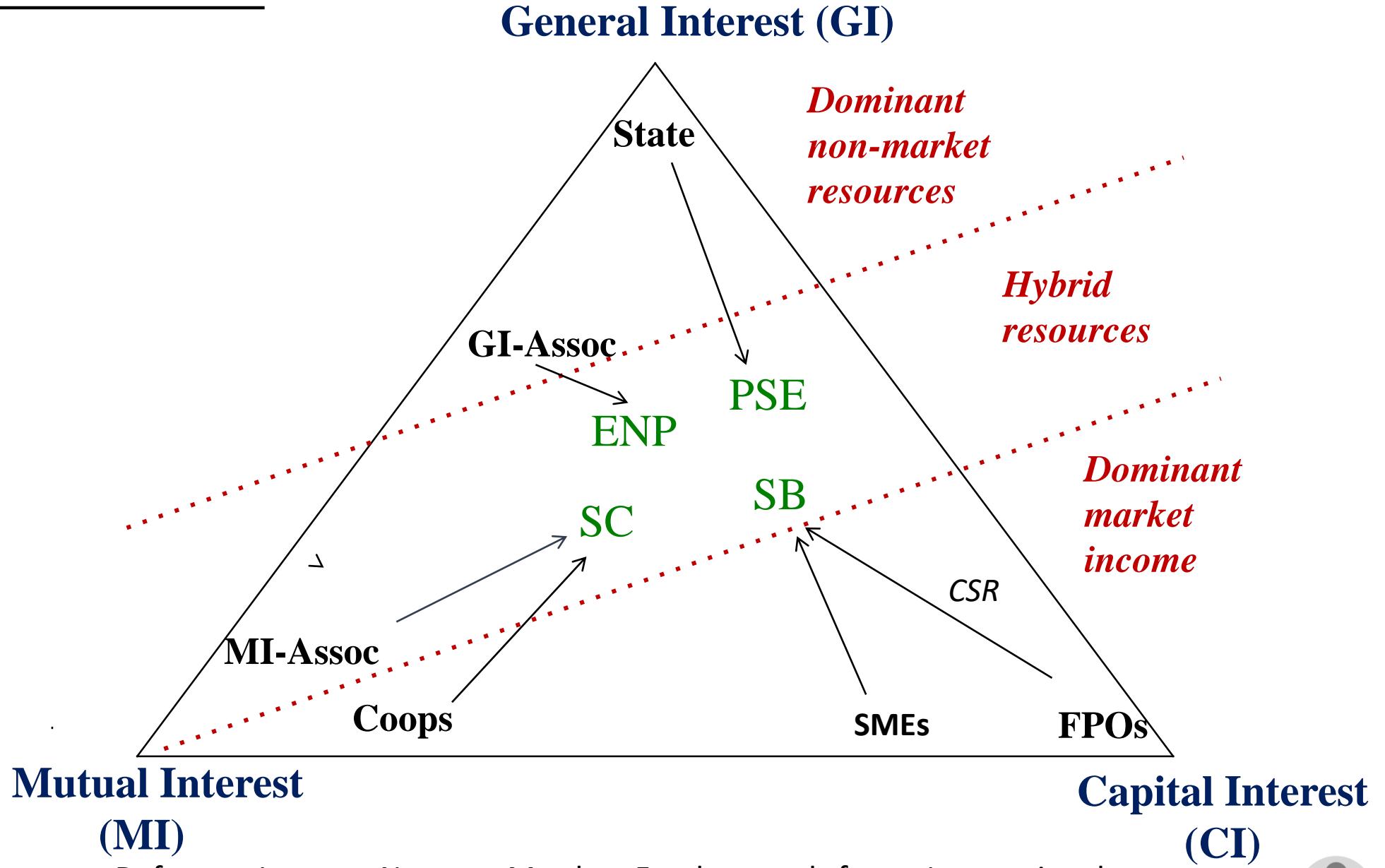


Defourny, Jacques ; Nyssens, Marthe. Conceptions of Social Enterprise and Social Entrepreneurship in Europe and the United States: Convergences and Divergences. Journal of Social Entrepreneurship, 2010.

### 3. From Schools of Thought to SE Models : The ICSEM project

- A unifying conceptualisation of SE : an impossible quest !
- Comparative analysis lacks (1) integrated theoretical foundations and (2) empirical surveys for testing SE typologies within a same a country and at the international level
- ICSEM motivation: to provide an analysis that combines analytical grounds allowing for a wide diversity of SE models and empirical evidence

# Analytical framework



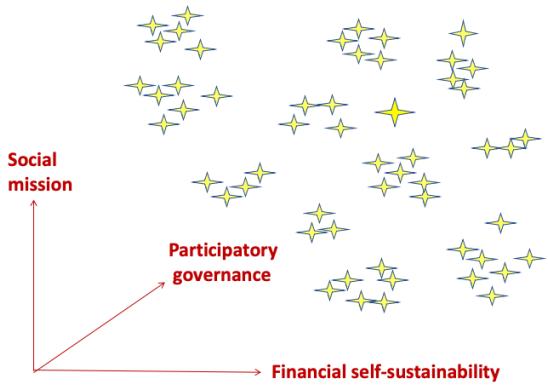
# Number of countries and social enterprises covered by the ICSEM survey

	Number of countries	Number of SEs
Europe	19	328
Asia	11	131
Latin America	7	162
USA-Canada-Australia-NZ	4	45
Africa	2	55
<b>Total</b>	<b>43</b>	<b>721</b>

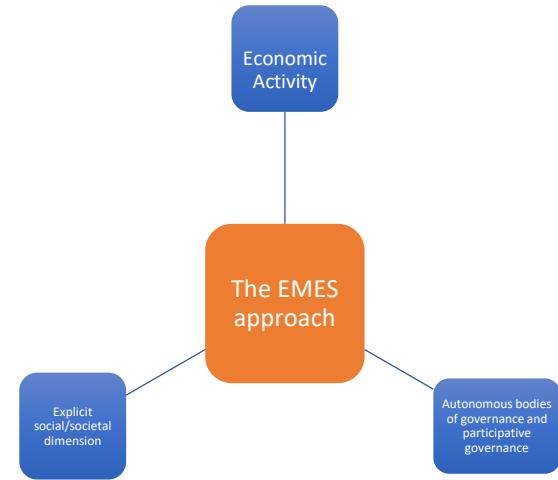
- Testing the existence of these models
- No a priori strict definition of social enterprise imposed
- The EMES ideal type as a tool to collect information: mission, economic resources, governance type
- Multiple factorial analysis followed by hierarchical cluster analysis (7 clusters)

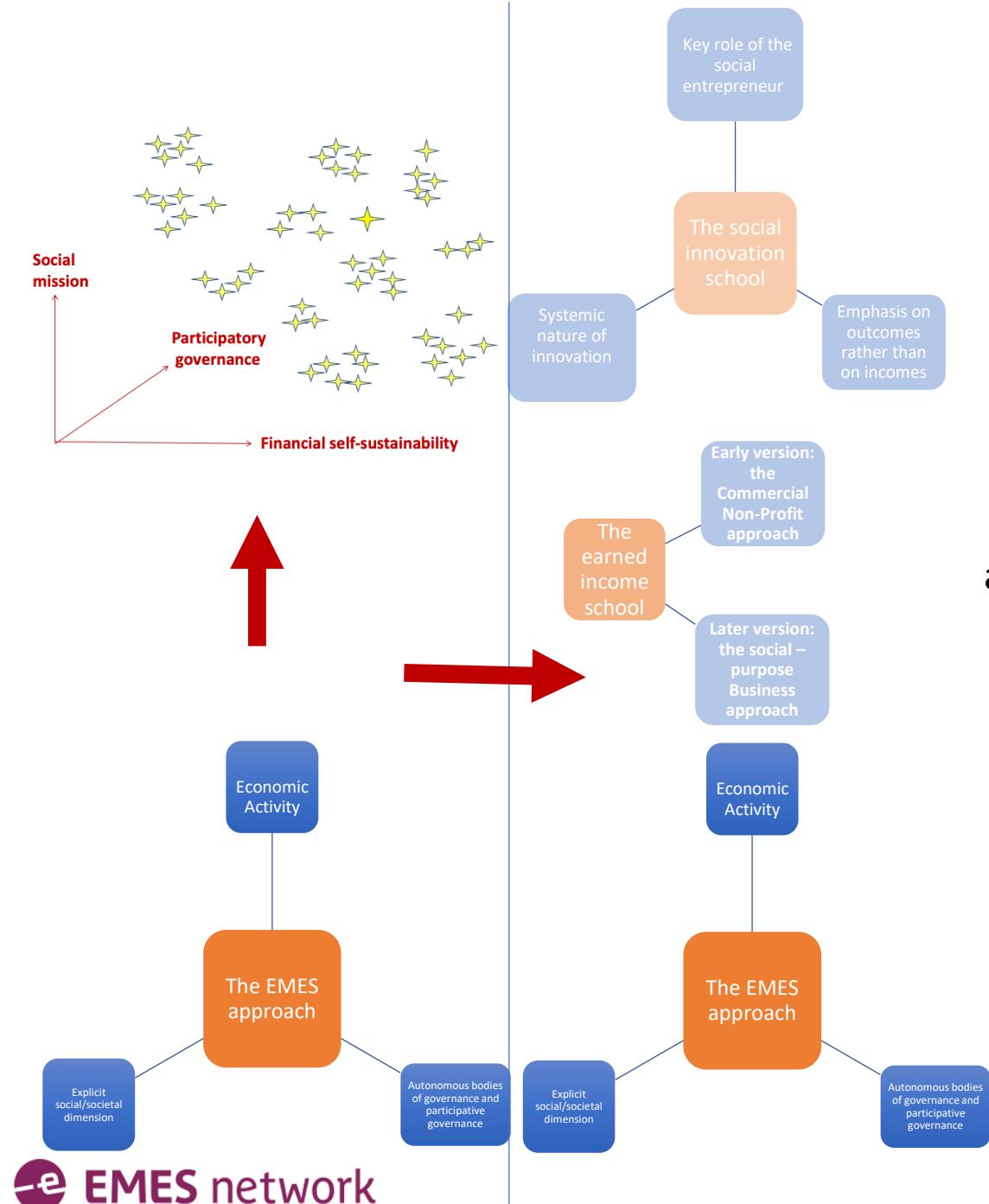
SE models	SB model	SC model		Entrepreneurial non-profit (ENP) model			
	Small and medium SB	Coop. SE	Coop. micro-finance SE	NP-parent-launched WISE	NP WISE	Local development ENP	Health and social services ENP
<b>Legal form</b>	In most cases companies	In most cases coops		Wide variety	In most cases NPOs, some companies	In most cases NPOs, some companies, coops, informal	In most cases NPOs and foundations
<b>Social mission</b>	Various	Various	Access to finance	Work integration	Work integration	Local and community development	Access to health and social services
<b>Economic resources</b>	Dominant market income				Hybrid		
<b>Governance</b>	Independ. or capitalist	Democratic		Mainly democratic Some independent	Democratic	Mainly democratic Some independent	Democratic



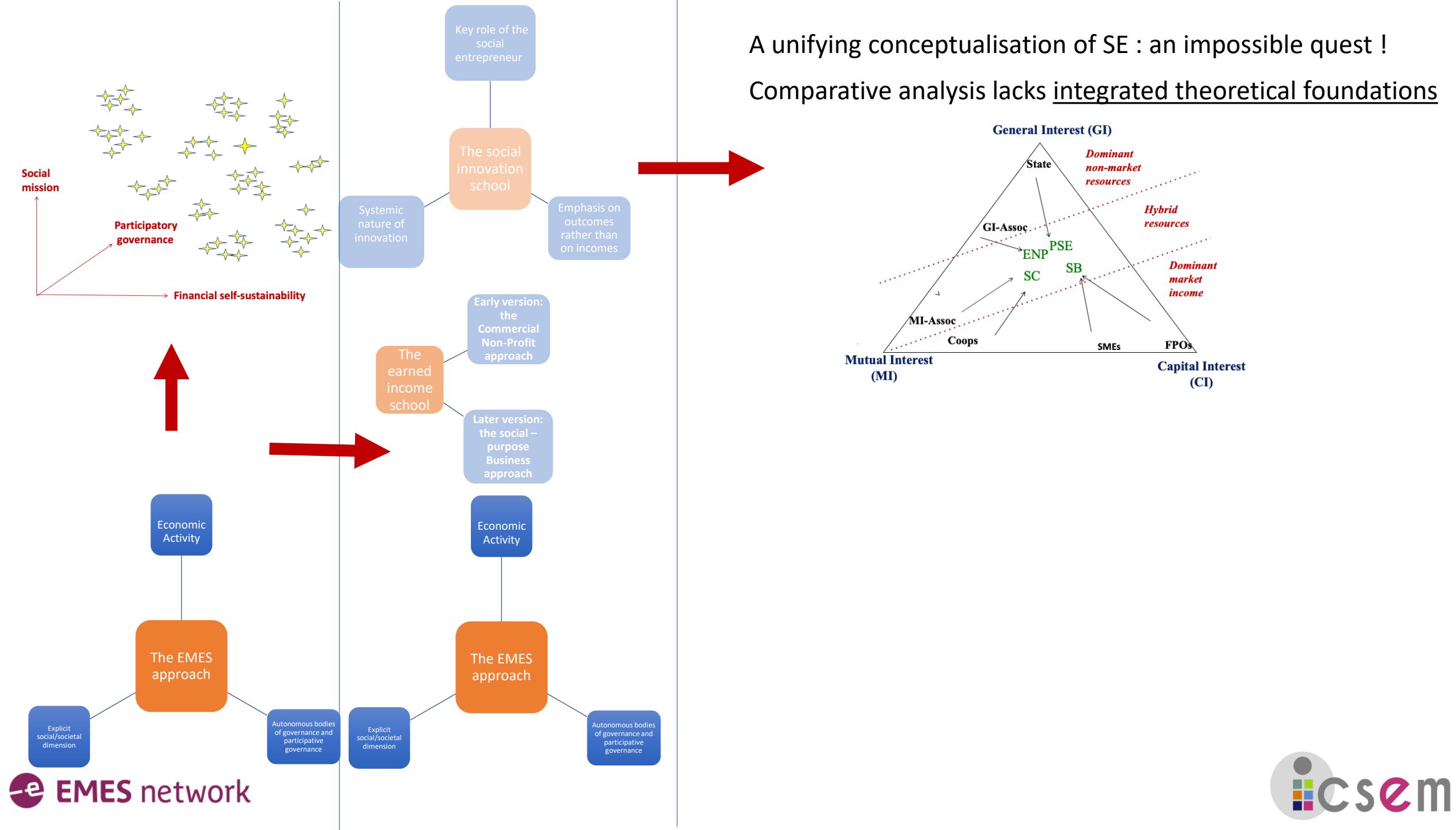


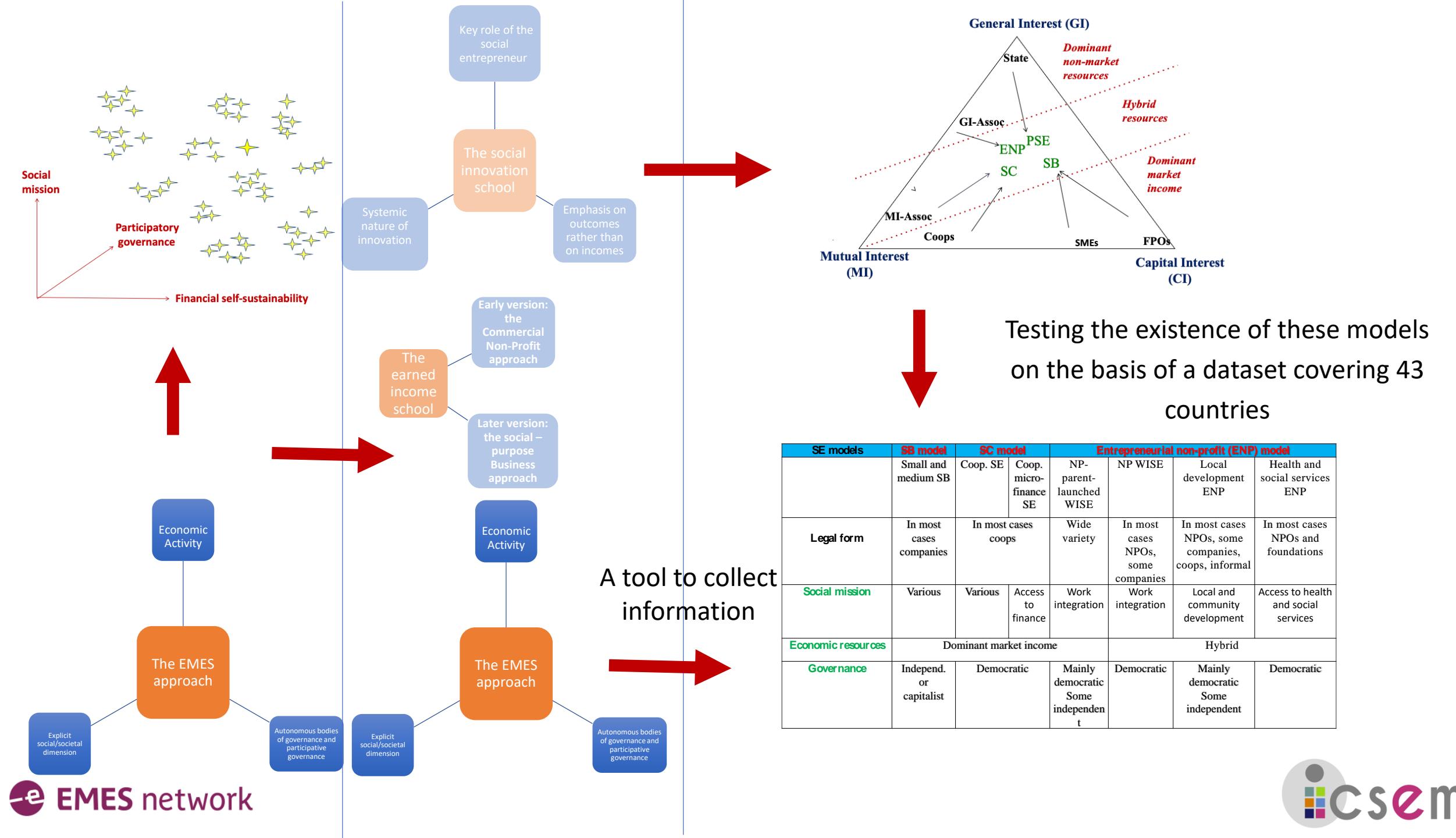
An ideal – type  
(not a definition) to  
locate different SE  
groups

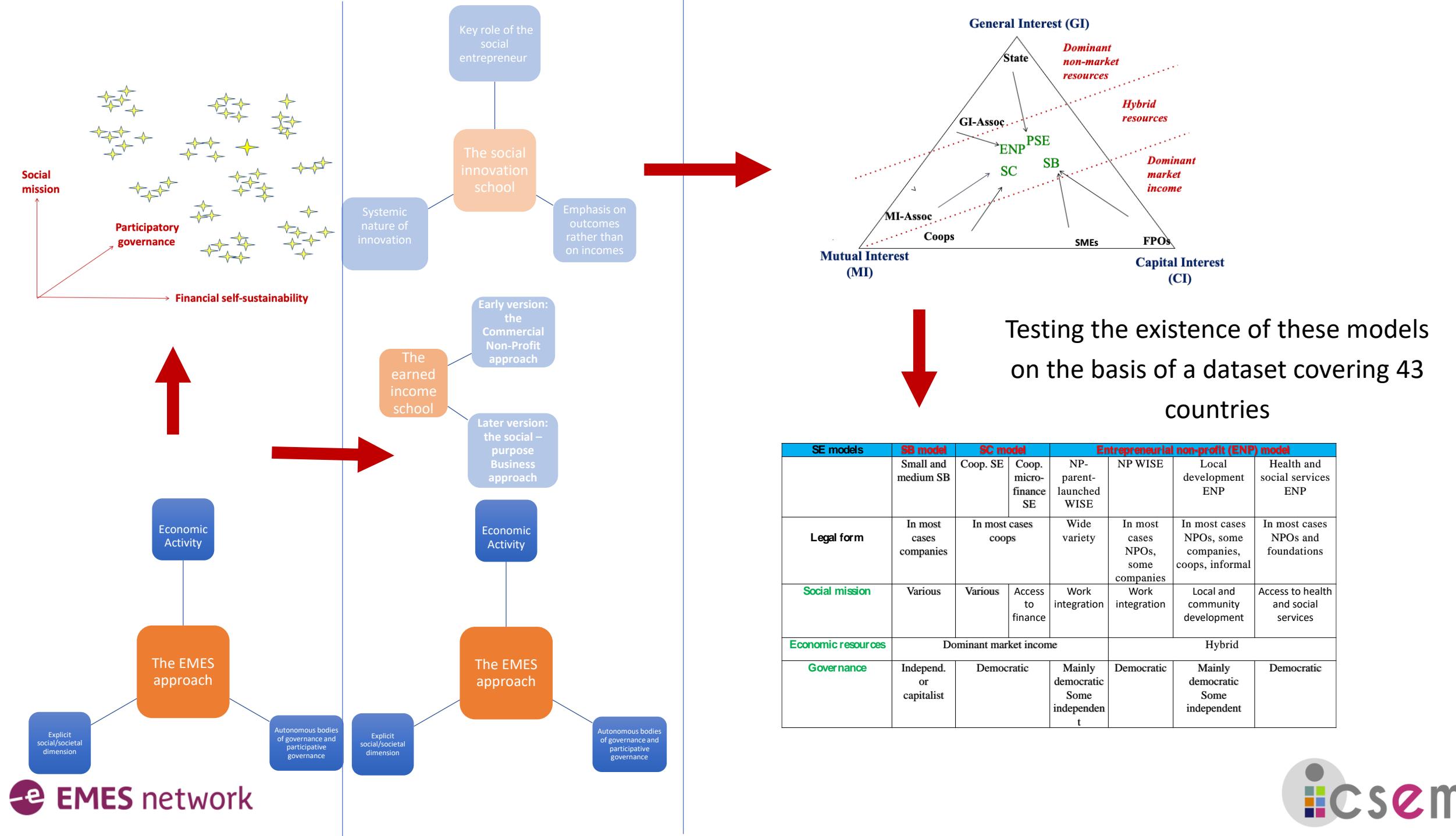


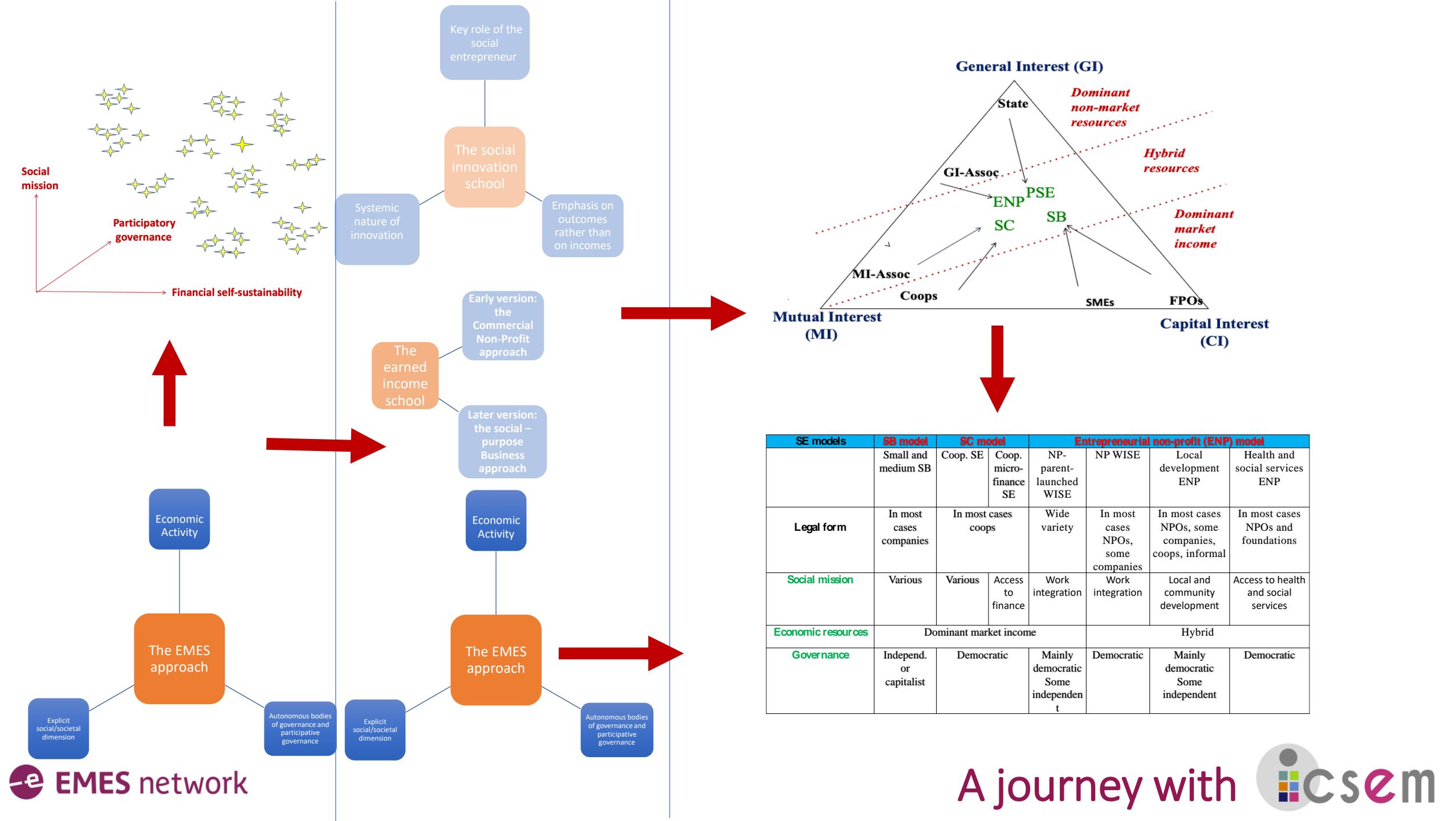


The EMES approach: one among others SE schools of thought to look at the SE landscape











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<https://www.taylorfrancis.com/books/oa-edit/10.4324/9780429324529/social-enterprise-central-eastern-europe-jacques-defourny-marthe-nyssens?context=ubx&refId=82112fe2-27b8-4431-849f-5a207f266dc4>



## SOCIAL ENTERPRISE IN WESTERN EUROPE

THEORY, MODELS AND PRACTICE

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<https://www.taylorfrancis.com/books/oa-edit/10.4324/9780429055140/social-enterprise-western-europe-jacques-defourny-marthe-nyssens>



The ICSEM logo consists of a circular icon containing a stylized human figure and the acronym "icsem" in a bold, lowercase sans-serif font. Below the logo, the text "International Comparative Social Enterprise Models" is written in a smaller, all-caps font.

**La diversité des modèles d'entreprises sociales :**  
nouvelles dynamiques au cœur et aux confins  
de l'économie sociale et solidaire

Jacques Defourny (CES, ULiège) & Marthe Nyssens (CIRTES, UCLouvain)

Partenaires de soutien du Projet ICSEM :



BELGIAN SCIENCE-POLICY OFFICE  
**FONDATION CRÉDIT COOPÉRATIF**  
FONDATION D'ENTREPRISE



**INSTITUT CDC**  
POUR LA RECHERCHE

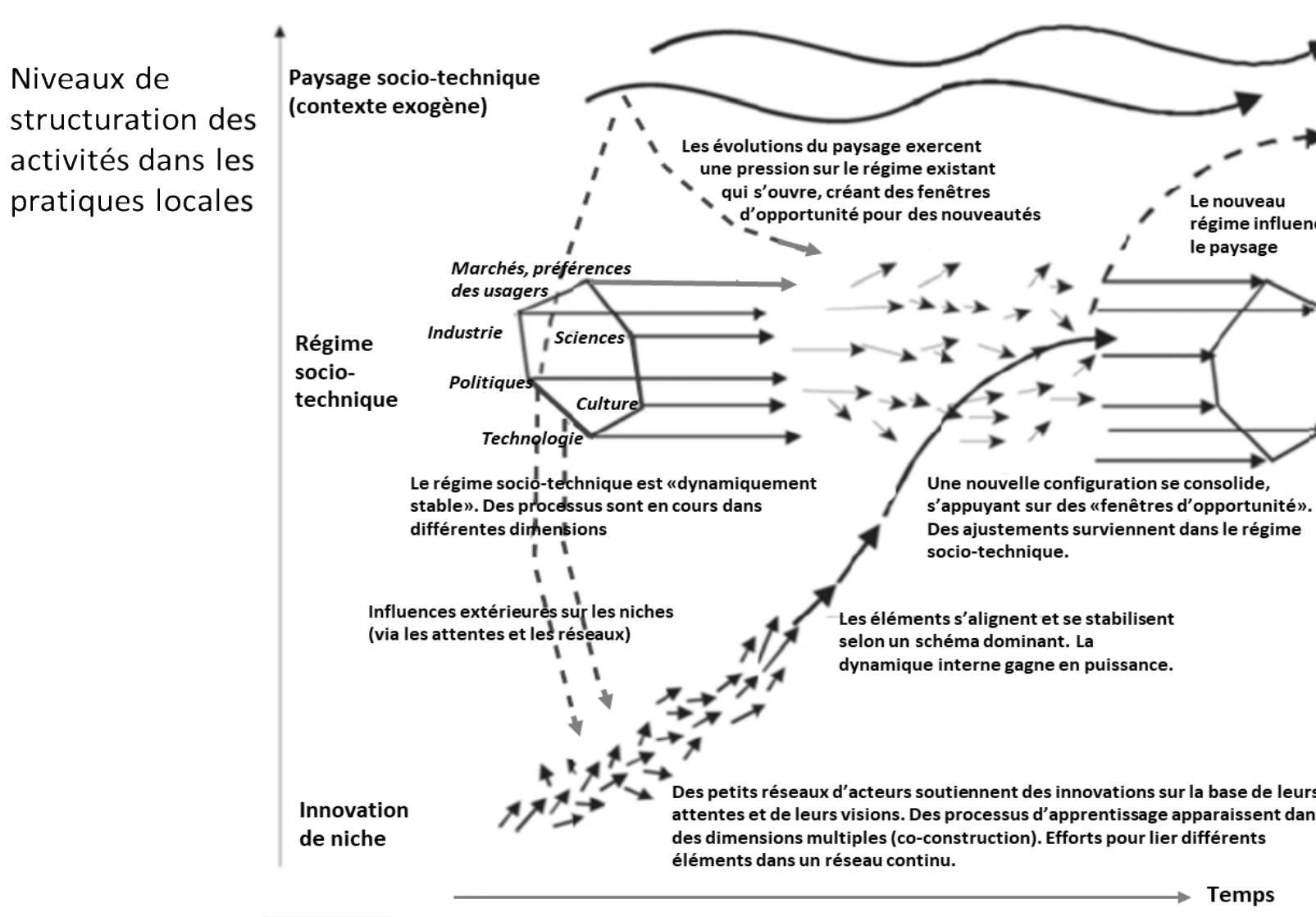


**Tableau 1 : Principales caractéristiques des groupes d'entreprises sociales en Europe occidentale**

Modèles d'entreprises sociales	Modèle de l'association entrepreneuriale (AE)		Modèle de la coopérative sociale (CS)		Modèle du social bus
Groupes d'entreprises sociales et dominant(s) dans le groupe	Groupe 1 AE fournissant des services	Groupe 2 AE d'insertion	Groupe 3 Coopératives de services sociaux et coopératives d'insertion	Groupe 4 Coopératives citoyennes	Groupe 5 Petits et moyens
<b>Année de création (médiane)</b>	1991	1997	2002	2009	2011
<b>MISSIONS SOCIALES MAJEURES</b>	Développement communautaire, développement des compétences, égalité et empowerment, création d'emplois	Insertion par le travail	Création d'emploi, promotion de la santé	Transition écologique, finance sociale	Missions sociales diverses
<b>RESSOURCES</b>	Ressources hybrides		Ressources marchandes dominantes		
<b>MODES DE GOUVERNANCE</b>	Démocratique		Démocratique	Indépendante	
<b>Forme juridique</b>	Organisations à but non lucratif (64%) Fondations (16%)	Sociétés anonymes (44%) Organisations à but non lucratif (41%)	Coopératives (73%) Formes juridiques spécifiques pour les entreprises sociales (23%)	Coopératives (96%)	Sociétés anonymes (59%) Entreprises individuelles (41%)

## DES PROMESSES ET DES DÉFIS

- Des formes qui se diversifient : secteur d'activité, groupes porteurs ...
- Saisir en profondeur les différents modèles permet d'identifier les enjeux
  - Pour le *social business* : risque de hiérarchisation et de sélection
  - Politiques publiques qui « figent » l'IS (réinsertion de travailleurs marginalisés) et/ou « instrumentalisent » dans le cadre d'agendas politiques
- En dépit de tels risques, l'émergence de différentes formes entrepreneuriales centrées sur des finalités sociales ainsi que l'identification de trois - voire quatre - modèles majeurs : une bonne nouvelle !
- Reconnaître cette diversité ne suffit pas, reconnaître la dimension institutionnelle pour qu'elles soit un moteur de la transition.
- Beaucoup à gagner en maintenant et en renforçant ses liens avec l'ESS

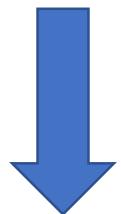


**Figure 1.** La perspective multi-niveaux pour la compréhension des transitions socio-techniques. Source : Geels, 2002

Paysage socio/économique/  
technique



Régime socio/économique/  
technique dominant



Niche d'innovation

Paysage socio -technique



Pressions sur le régime :  
Fenêtre d'opportunité

Régime dominant



Pressions sur le régime :  
faible ou forte ?

Niche d'innovation