



Social Enterprise in Switzerland: The Field of Work Integration

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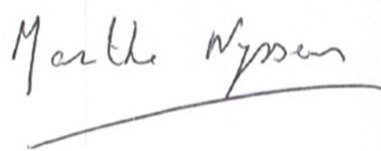
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First and foremost, the production of these Working Papers relies on the efforts and commitment of Local ICSEM Research Partners. They are also enriched through discussion in the framework of Local ICSEM Talks in various countries, Regional ICSEM Symposiums and Global Meetings held alongside EMES International Conferences on Social Enterprise. We are grateful to all those who contribute in a way or another to these various events and achievements of the Project.

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ABSTRACT

This working paper focuses on work integration social enterprises (WISE) in Switzerland. The results are taken from a current nationwide research project titled “Social firms as the cornerstone of social innovation in Switzerland: general conditions, factors of success, and impact” (original title: Die Sozialfirma als Grundstein sozialer Innovation in der Schweiz: Rahmenbedingungen, Erfolgsfaktoren und Wirkungen - INSOCH). The paper is structured in three parts.

Part A explains the Swiss WISE context from three different perspectives: the definitional approach describes the context by means of different definitions and criteria used by umbrella organizations, conference providers, and practitioners. It is demonstrated that these heterogeneous understandings share some relevant criteria according to the ICSEM definition.

The historical approach highlights relevant cornerstones of the welfare state development in Switzerland, and reasons for its tentative way of development. Furthermore, the impact of this development on the emergence of work integration organizations (WIOs)—including WISEs—is described.

Then, the current situation is examined by means of a welfare theoretical approach. To this end, the current situation of WISEs in relation to other WIOs is visualized by the welfare triangle (Pestoff 1998). Based on this, current challenges and tensions of Swiss WISEs are sketched.

Part B presents interim results of the INSOCH project. First of all, methodological considerations are explained. Especially, the process of identifying WISEs within the broader set of WIOs is explained. For this reason, the results are displayed and described for non-WISE WIOs and for WISEs separately. Furthermore, we illustrate how WISEs have been explored in more detail by means of a two-step cluster analysis. On the basis of this analysis, sub-types of WISE can be differentiated.

Part C summarizes the working paper by means of a visualized comparison between WISEs and non-WISE WIOs. This comparison is used to draw some tentative conclusions about the further development of WISEs in Switzerland.

LIST OF ABBREVIATIONS

AIS	<i>Arbeitsintegration Schweiz</i> (Work Integration Switzerland)
ASSOF	<i>Arbeitsgemeinschaft Schweizer Sozialfirmen</i> (Swiss Social Firms Association)
BfS	<i>Bundesamt für Statistik</i> (Federal Office of Statistics)
CRIEC	<i>Conseil romand de l'insertion par l'économie</i> (Commission of Work Integration in French-speaking Switzerland)
FPO	For-profit organization
FSIO	Federal Social Insurance Office
FUGS	<i>Fachverband unternehmerisch geführter Sozialfirmen</i> (Association of Entrepreneurially-managed Social Firms)
ICNPO	International Code of Non-Profit Organizations
IS	<i>Impresa Sociale</i> (social firm)
NPO	Non-profit organization
OECD	Organization for Economic Co-operation and Development
PA	Public administration
SE	Social enterprise
SF	<i>Sozialfirma</i> (social firm)
SSEE	Social and solidarity economy enterprise
VPOD	<i>Verband des Personals der Oeffentlichen Dienste</i> (Swiss Association of Public Personnel)
WISE	Work integration social enterprise
WIO	Work integration organization

PART A: APPROACHES TO WISE IN SWITZERLAND

1. Introduction

What is a work integration social enterprise (WISE)? In Switzerland, the answer to this question depends on which institutional representatives are asked and on regional perceptions (French-, German-, Italian-speaking areas of the country). In order to better understand the Swiss context, different approaches are presented in this paper. At first, a definitional approach is given. To this end, we present a contrastive overview of relevant definitions used by practitioners and academics. Then, a historical approach sketches some cornerstones of the welfare development in relation to its impact on WISEs. Thirdly, a theoretical approach follows: the welfare regime theory is utilized to localize the development of WISEs as third sector organizations. Finally, based on these approaches, conclusions on WISE development in Switzerland are drawn.

2. Definitional approach

In Switzerland, a wide range of different normative definitions¹ exist to describe work integration organizations. Most of these notions use the term “social firm” (in German: *Sozialfirma*; in French: *entreprise sociale*; in Italian: *impresa sociale*), and interpret it by criteria which reflect a specific mode of work integration. The term social firm is used rather by practitioners and umbrella associations, conference organizers, and unions. However, the application of the term has also been widened by the popular press, although in a misleading way.² The term social firm has recently become a synonym for “socially-oriented private corporate entities offering youth welfare services”. Due to this, the term has become more ambiguous in public discourse and perception.

In contrast to this, terms such as work integration social enterprise (WISE) and work integration organization (WIO) are used mostly by academics. Most of the Swiss academics and researchers know and use the ICSEM definition to describe the situation of social enterprises or work integration social enterprises.³ The term WIO, as will be shown in detail later, has been specified by the research team of this working paper to differentiate WISEs from non-WISEs work integration initiatives.

2.1. Normative definitions and criteria

The following list sums up the most relevant normative definitions and criteria of social firms used in Switzerland. They either focus on a specific group of practitioners or a specific mode of work integration, and highlight to what extent they represent a national or language-area-related understanding:⁴

¹ The expression “normative definition” is used for notions which describe what a social firm should be.

² The popular press has applied the term social firm to privately-owned companies offering social-pedagogical services.

³ This is highlighted by the fact that the working paper by Gonin and Gachet (2015) uses the ICSEM definition to describe the situation of social enterprises in general, whereas the authors of this working paper use the definition for their research on WISEs.

⁴ These descriptions basically use the different modes of work integration proposed by Davister et al. (2004).

2.1.1. Social Firms Europe CEFEC

Social Firms Europe CEFEC⁵ is a European umbrella organization with members in 26 countries. The association was founded in 1989, and is committed to improving the integration of disadvantaged individuals in the labor market. The association defines a social firm in accordance with the statements contained in Figure 1.

Figure 1: Social Firms Europe CEFEC⁶ criteria of a social firm

Statements
A social firm is a business created for the employment of persons with a disability or disadvantage in the labor market.
It is a business which uses its market-oriented production of goods and services to pursue its social mission (more than 50% of its income should be derived from commercial activity).
A significant number (minimum 30%) of its employees are people with a disability or other disadvantage in the labor market.
Every worker is paid a market rate wage or salary appropriate to the work, whatever their productive capacity.
Work opportunities should be equal between disadvantaged and non-disadvantaged employees. All employees have the same employment rights and obligations.

This definition has become an orientation for practitioners mainly in the German-speaking area of Switzerland. Most of them offer employment to workers with disabilities in sheltered workshops which are funded by permanent subsidies.

2.1.2. Chamber of Social and Solidarity Economy (APRÈS-GE)

The Chamber of social and solidarity economy (*Chambre de l'économie sociale et solidaire*, or APRÈS-GE) is an umbrella organization focusing on the recognition and promotion of the social and solidarity economy in French-speaking Switzerland. It was founded in 2004, and has about 250 institutional members. The definition does not address WISEs explicitly because it focuses more on value-oriented governance than on a specific organizational type. WISEs can join the chamber if they agree to accept the principles listed in Figure 2.

Figure 2: Après-Ge principles for organizations of the social and solidarity economy

Principles
An organization of the social and solidarity economy is characterized by:
Private character
Limited profit orientation
Community orientation
Governance focused on participation, solidarity and social cohesion, ecology, social wellbeing, autonomy

⁵ See <http://socialfirmseurope.org/>

⁶ See <http://socialfirmseurope.org/social-firms/definition/>

These principles are derived from concepts of the social and solidarity economy as used in France, Latin America and Quebec. Due to this orientation to fundamental principles, the definition contrasts with many definitions of German-speaking Switzerland, which focus on WISE as a specific organizational type of the social economy.

2.1.3. Association of entrepreneurially-managed social firms (FUGS)

The Association of entrepreneurially-managed social firms (*Fachverband unternehmerisch geführter Sozialfirmen*, or FUGS)⁷ is an umbrella organization with a specific focus on social firms. It was founded in 2013. The Association is committed to transparent business management of social firms in German-speaking Switzerland. The definition is as follows:

A social firm is an organization for work integration using an entrepreneurial approach to value creation by means of work for disadvantaged employees. It is a hybrid organization pursuing economic objectives and social goals (integration in the labor market, improvement of working ability).

(FUGS 2014)

The characteristics of a social firm are summarized in the statements listed in Figure 3.

Figure 3: FUGS criteria of a social firm

Statements
A social firm pays (performance-adjusted) state-insured wages.
A social firm recruits a part of its core work force from public welfare organizations.
A social firm is subject to a non-competition clause.
A social firm serves the public good.
A social firm discloses its objectives and commercial data.
A social firm adheres to the rules of corporate governance.
A social firm offers permanent employment.
A social firm creates opportunities so that disadvantaged employees can live without social welfare.
A disadvantaged employee can immediately leave the social firm if s/he finds employment in the labor market.
A social firm adheres to the general accounting principles of Swiss SMEs, and is audited in accordance with these.

These criteria have been derived from experiences with the largest social firms in the German-speaking part of Switzerland.⁸ These experiences involve organizations which offer a productive activity for the long-term unemployed with severe social problems and/or physical or mental handicaps.

⁷ See <http://www.sozialfirmen.ch>

⁸ Namely the Dock Group, which comprises ten social firms with about 1,000 employees. See <http://www.dock-gruppe.ch>

2.1.4. Work Integration Switzerland

Work Integration Switzerland (*Insertion Suisse/Arbeitsintegration Schweiz/Inserimento Svizzera*, or AIS)⁹ is the largest Swiss umbrella organization comprising all language areas. It represents the interests of organizations offering work integration support. A commission of AIS, the Commission Romande de l'Insertion par l'Économique (CRIEC)¹⁰, is committed to the interests of social firms in the French-speaking area. CRIEC was mandated by federal authorities to hold a nation-wide conference on social firms in 2012 in Sierre (Switzerland). The conference addressed the heterogeneous field of work integration organizations in Switzerland. As a result, a broad spectrum of criteria was presented, as Figure 4 illustrates.

Figure 4: Criteria of a social firm according to the broad agreement of Sierre

Criteria	Spectrum
Target groups	Mix of disadvantaged employees – focus on specific groups
Markets	Competitive – non-competitive
Integration support and learning opportunities	Marginal - extensive
Entrepreneurial attitude	Weak – strong
Market orientation	Weak – strong
Remuneration	No pay – half pay – performance-based payment
Autonomy	Autonomous – part of an organization

Source: Consensus of Sierre (2012).

These criteria have been widely accepted by practitioners from all over Switzerland because they cover all forms of formal work integration. The outcome has become known as the “Consensus of Sierre”.

2.1.5. Swiss association of public personnel (*ssp/vpod*)

The Swiss association of public personnel (*Syndicat suisse des Services Publics/Schweizerische Verband des Personals öffentlicher Dienste*, or *ssp/vpod*) is a national umbrella association of employees working with public organizations. The normative understanding in the *ssp/vpod* strongly contrasts with previous notions. The criteria focus on the work conditions of disadvantaged employees. In order to highlight its different understanding, the association uses the term “*integration firm*” instead of “*social firm*”. Figure 5 summarizes the criteria defined by the association.

⁹ See <http://www.arbeitsintegrationschweiz.ch>

¹⁰ See <http://www.arbeitsintegrationschweiz.ch/commission-criec.html>

Figure 5: ssp/vpod criteria of a integration firm

Criterion	Description
Remuneration	The minimum wage is CHF 3,500.
Condition of employment	The employment is not permanent. An extension is possible in relation to specific circumstances and with the consent of the employee involved.
Services and products	Integration firms offer services and products that are not provided by other companies or public institutions. The ssp/vpod rejects the obligation that an integration firm has to generate part of its revenue in the market.
Projects	Self-help projects of disadvantaged people should be especially promoted.
Integration support	There should be a range of vocational training opportunities so that disadvantaged persons can maintain or expand their capabilities.
Funding body	Public authorities or charitable foundations.
Financing	Integration firms are financed by public authorities. In case of a rise in long-term unemployment, federal offices should provide additional financial support.

Source: VPOD (2007).

These criteria highlight the fact that work integration is, in the first instance, is considered to be primarily the responsibility of the state. According to this, the criteria mainly address permanently subsidized organizations offering a limited work experience for short-, middle-, and long-term unemployed individuals in order to, first, improve their social and vocational competencies, and secondly, (re-)integrate them into the labor market.

The various normative definitions and criteria described above underpin the growing interest in work integration and organizations providing different modes of work integration. Important institutional actors attempt to grasp—from their specific perspectives—the “right form” of a social firm. The spectrum includes idealistic views (e.g. ssp/vpod), compromise-oriented perspectives (e.g. broad agreement of Sierre), best-practice perspectives (e.g. FUGS) and value-oriented views limited to language areas (e.g. APRÈS-GE). Even if the definitions and descriptions seem to be highly heterogeneous, each of them makes a statement concerning social, economic, and governance dimensions. However, the definitions also illustrate the discrepancies in seeking to delimit the work integration sector. The lack of a shared definitional approach presents a quite powerful obstacle to the empirical identification of work integration organizations. Furthermore, an official register does not exist. Therefore, an empirical distinction between organizations assuming a high level of economic risk and organizations with a low level of economic risk is not possible.

2.2. ICSEM definition

Due to the fact that most of the normative definitions and their criteria share the (economic, social, governance) dimensions of the ICSEM definition, the INSOCH research team has decided to use the ICSEM definition for its nation-wide research project on Swiss WISEs.¹¹ Moreover, the ICSEM definition is based on empirical evidence, and facilitates a comparison of the Swiss research results with ICSEM results on other countries and results from other research projects carried out by the EMES International Research Network. Another reason springs from methodological considerations. A “simple” approach to WISE investigation would have been to focus only on social enterprises affiliated to umbrella organizations. However, this approach would have entailed the risk of excluding a large number of organizations that do not belong to an umbrella organization but can nevertheless be considered as WISEs. Therefore, the INSOCH research team decided to develop a more “objective” and comprehensive two-step approach, based on the fact that WISEs can be conceived as a sub-group of all work integration organizations (WIOs) in Switzerland.

In respect to WIOs, the INSOCH research team means by this all organizations (non-profit, public, or for-profit organizations) whose (primary) mission is the work integration of individuals excluded or at risk of being excluded from the labor market. Typically, work integration is pursued through one or more of the following *instruments*: basic education and vocational training; social and psychological support; skills assessment and career guidance; coaching; help in job search and maintenance; and temporary work or long-term employment opportunities offered inside the organization. The primary goal can be either a fast (re-)integration of clients into *regular* jobs, or a longer-term integration of the more disadvantaged outside the *regular labor market*.

The INSOCH research team conducted a large-scale survey on WIOs in order to identify ex-post facto all those organizations that could be defined as WISEs in accordance with the ICSEM definition (see part B). The results supported the identification of WISEs as a specific sub-group of WIOs. Specific to WISEs are their business-oriented approach and the inclusion of a large number of disadvantaged workers in a continuous and market-oriented production activity, allowing a higher self-financing ratio. More details will be presented below.

3. Historical approach

The fact that WIOs and WISEs exist nowadays is closely linked to Switzerland’s development as a welfare state. Several cornerstones of this development are sketched here so as to understand the origin of specific modes of work integration, and the position of WISEs in the current welfare system. Three relevant phases can be distinguished.¹²

¹¹ The ICSEM definition—based on EMES criteria as described by Defourny and Nyssens (2003)—is assumed to be known to readers here. For this reason, the EMES criteria in relation to the INSOCH project are discussed in Part B on methodology.

¹² The historical aspects are in some sections based directly on the historical report on social security in Switzerland (BSV 2014).

3.1. Pre-welfare state development (1848-1947)

With industrialization in Switzerland, cities grew and the general population increased during the 19th century. Consequently, new forms of poverty and social problems arose. Growth was held back and interrupted by crises. The levels of prosperity and overall survival were very unevenly distributed. Most of the population was at risk of poverty. Given the growing mobility and the emergence of new forms of employment such as factory work, the family and the community were less and less able to absorb the consequences of poverty. At the same time, the early liberal state kept public poor relief at a low level, and left it up to private associations for poverty, workhouses, and churches to cater for the needs of the poor. Poverty was often regarded as self-inflicted and as a sign of weakness of character. A poor person who was considered able to work was stigmatized and ostracized. Structural causes of poverty were not taken into account.

This cornerstone illustrates the emergence of an important social policy principle which has retained its validity until the present in debates on work integration: individual responsibility.

At the turn of the 20th century, the poor relief on municipal level still formed the backbone of social welfare. Most cantons maintained the principle of social support at the hometown level. Nevertheless, around 1900, new approaches emerged to improve the situation of workers and the fight against poverty, but also to control and discipline the lower class. The city of Berne, for example, established an employment agency (1889), a poorhouse (1892) and an unemployment insurance fund (1893).

In the 1940s, many European countries debated on new social security approaches in the postwar period. A report by William Beveridge (1942) was of special interest in this regard. He proposed the model of a redistributive state so that all civilians could be insured against illness, invalidity, and unemployment. In Switzerland, there was great interest in the Beveridge welfare model. However, later on, the federal government concluded that the model would be too expensive, not compatible with the federal structure, and would inhibit the involvement of non-state actors.

This cornerstone highlights the importance of subsidiarity in Swiss politics: Municipalities are the first level of authorities to find solutions for social problems. If problems cannot be handled on the local level, then they are managed by the cantons and the federal government. This principle explains why most of the work integration measures were and are financed by municipal administrations and through donations. Later (in the 1990s), work integration organizations emerged from municipal measures financed by local authorities, focusing on target groups such as the long-term unemployed, persons with low qualifications, and disadvantaged minorities.

3.2. Tentative welfare state development (1948-2013)

Up until the Second World War, the Swiss welfare state remained weak and fragmented. With the introduction of the pension insurance scheme in 1948, a tentative development towards a welfare state was initiated. However, in comparison with other countries, the development was gradual and low-key. Then in the late 1950s, the national disability insurance (known as "IV") was established. According to Swiss policy principles, the new insurance followed the slogan "work integration prior to pension". Consequently, sheltered workshops for disabled individuals were established and financed by federal or cantonal authorities. The new

disability insurance act avoided, unlike what was the case in Germany and the United Kingdom, to obligate companies to employ disabled individuals by means of quotas. At this time, the federal government was convinced that the persistent shortage of labor would create sufficient incentives for companies to do this without federal regulation.

This cornerstone illustrates the emergence of sheltered workshops for disabled individuals (with a physical and/or mental handicap) whose financing was regulated by a federal legal act for the very first time.

The policy of the federal government concerning the work integration of disabled individuals was implemented at a low level. Due to this, the costs of the sheltered workshops increased. However, Switzerland experienced then a 30-year period of economic boom, and the increasing costs of work integration did not matter. This situation dramatically changed in the 1970s when Switzerland faced a two-year recession. The gross domestic product declined by five to seven percent over a period of seven years. The consequences were a loss of income and increasingly precarious work for many workers. Disabled individuals could not be integrated into the market at all anymore.

In contrast with most European countries, Switzerland had no compulsory unemployment insurance until the 1970s; the unemployment insurance scheme (ALV) was founded in 1976. Since that time, the labor market situation has become difficult for low-qualified individuals. Indeed, the market has increasingly been focusing on qualified employees. For this reason, work integration initiatives, funded by municipalities and/or donations, started to provide occupation for low-qualified and long-term unemployed individuals. These initiatives multiplied in the 1990s, when Switzerland faced a high unemployment rate. The long-term unemployed rate in particular has increased since then. Due to this situation, the unemployment insurance act was revised and the state started to promote the establishment of work integration organizations offering counseling, training, and transitional occupation in order to reintegrate insured individuals as quickly as possible.

This cornerstone highlights Switzerland's slow and careful evolution towards a welfare state. Until 2000, three different models of work integration organizations emerged: sheltered workshops for disabled individuals (funded by cantons or federal authorities), work integration organizations for the low-qualified, short- to middle-term unemployed (funded by cantons or federal authorities), and work integration organizations for the long-term unemployed and disadvantaged minorities (municipally and/or privately funded).

3.3. Criticism of the welfare state development (since 2000)

The last cornerstone sketches the development from 2000 to 2013. This period is affected by critique of the welfare state and the increasing costs of welfare organizations. "Activation policy" and "work fare" have become the ongoing paradigm of social policy since then, and this is regarded as the solution for cost saving. The self-activation of the individual is thus the condition for receiving support by the state. One key element in activation policy is not new. It can be seen as the revival of the fundamental principle operative in pre-welfare development: namely, individual responsibility, not taking into account structural reasons for the exclusion from the labor market. Another element of activation policy introduces a new facet into the field of work integration organizations: accountability. Activation policy is mainly pursued to reduce costs and optimize the efficiency of work integrations organizations. All work integration organizations that receive subsidies from the state—independently of language

area, conceptual frameworks, and legal form—are increasingly obliged to give account regarding their efficiency and impact.

4. Theoretical approach

In this section, the development and challenges of WISEs are explored through the lens of a welfare theoretical approach (Pestoff 1998; Esping-Andersen 1990). In order to locate WISEs within a welfare state theory, the ICSEM Project uses the welfare triangle by Pestoff (1998)¹³; this triangle is also employed for the reasons outlined below.

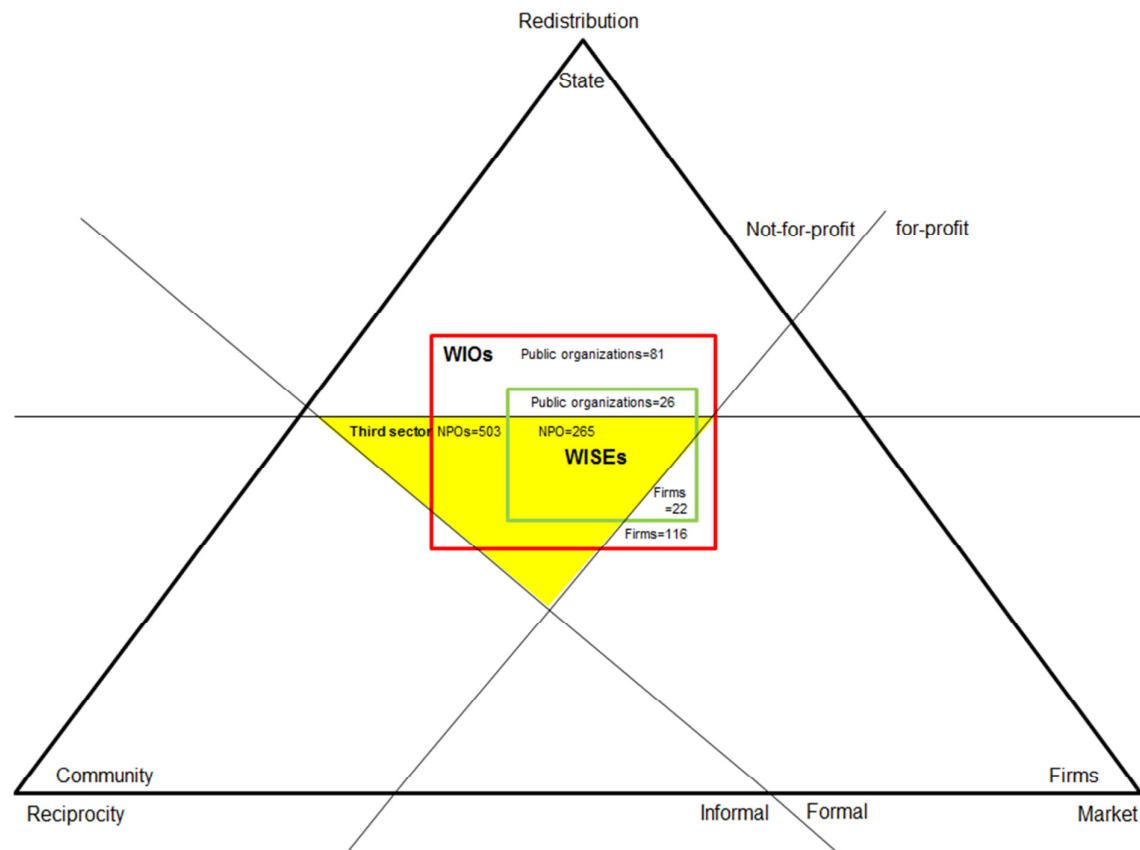
The historical approach has illustrated that most work integration organizations are rooted in a pre-welfare state policy of municipal and private responsibilities. Due to the strong orientation to reciprocity and municipal stakeholders, these WIOs had—and continue to have—community-oriented legal forms, such as associations and foundation. Furthermore, the tentative welfare state development has also shown that some WIOs were established on the basis of federal law. The emergence of sheltered WIOs for disabled individuals and WIOs for the short- and long-term unemployed highlights this development. In this regard, these WIOs are in their origin not-for-profit organizations (NPOs) because they are completely free of any shareholder orientation.

The ongoing critique of the welfare state has led to an application by the government of concepts from the Anglosphere such new public management (NPM). This concept has induced all WIOs to become more accountable. However, a slight difference can be identified between the German-speaking area, on the one hand, and the French- and Italian-speaking areas of the country, on the other. Indeed, the principle of accountability has pushed some WIOs in the German-speaking area to adopt a business-like approach, in line with another concept from the Anglosphere: the social enterprise model. The other language areas, however, have been able to merge the accountability principle of NPM with a traditional orientation to the francophone concept of social and solidarity economy. In other words, there is a conceptual gap between WIOs in the different language areas, even if the state's NPM paradigm applies to all WIOs.

Based on this, WIOs and WISEs can be positioned in the welfare triangle as illustrated in Figure 6.

¹³ The triangle is described in detail by Defourny and Nyssens (2003). For this reason, we do not go into details here.

Figure 6: Number and position of Swiss WIOs and WISEs in the welfare triangle



Source: based on Pestoff (1998).

The figure illustrates the number and position of Swiss WISEs in relation to the total number of WIOs.¹⁴ WISEs consist of a heterogeneous mix of different organizations (NPOs, firms, and public organizations) with “blurring frontiers” (Emerson 2006). Their position as third-sector organizations is related to some challenges and tensions within the Swiss welfare system.¹⁵ For example, the main difference of WISEs with other WIOs cannot be identified at first sight on (or illustrated by) the triangle.¹⁶ Therefore, critical criteria need to be introduced to be able to make a clear difference. As shown later on, the INSOCH research team has used the criteria of *market orientation* and *productive workplace* to differentiate WISEs from other organizational forms.

¹⁴ The results of the empirical part (part B) are used here for a better understanding of the welfare triangle.

¹⁵ Defourny and Nyssens (2003) have already identified some of these tensions, caused by social enterprises’ position as third-sector actors. These tensions have been used to identify the specific tensions besetting WISEs in Switzerland.

¹⁶ See also the working paper on Swiss social enterprises by Gonin and Gachet (2015), which discusses the limitations of the triangle for describing social enterprise in Switzerland.

Another tension is linked to the double bottom line of WISEs (see also Part B, section 2.2.6. Challenges). WISEs are neither a classical NPO nor a fully accepted player in the market. This puts them in a double-bind situation: By law, they are treated as classical NPOs and public organizations that have to fulfill strict accountability rules due to the subsidies received. But practically, they have a market orientation, and compete with actors in the market. This situation increases the risk of a mission shift.

The “state-market” gap leads to another tension, especially in the German-speaking area of Switzerland. Originally, most WISEs, as the historical approach has shown, were of private origin and financed by municipal donations. There are tensions between founding volunteers, on the one hand, and paid professionals, on the other. Due to their market orientation, which is stronger than in the other regions of the country, WISEs have difficulty adhering to the involvement of informal engagement of volunteers. In the French-speaking part of Switzerland, this tension is lower, due to conceptual focus on the social and solidarity economy.¹⁷

PART B: EMPIRICAL RESULTS

Part A has already discussed the most important conceptual aspects of WIOs and WISEs in Switzerland. Against this background, part B seeks to present a deeper insight into these concepts by providing findings from the current INSOCH project.

1. Methodology

1.1. *Working definition and questionnaire*

Most of EMES criteria were considered in the construction of the INSOCH questionnaire, as shown in Figure 7. Only three EMES criteria, addressing respectively aspects of civil society, democratic governance and participation, and voluntary activity, were excluded from the survey.

¹⁷ See <http://www.apres-ge.ch> and the definition of the social and solidarity economy in Part A, section 2.1.

Figure 7: EMES criteria used in the exploratory survey of WIOs

EMES criteria	Questions related to EMES criteria
A continuous activity producing goods and/or selling services	Question 14: What are the key performance categories, integration measures that the organization offers to its clients? (including temporary and/or long-term work)
A significant level of economic risk	Question 21: What are the sources of funding the organization draws on? Question 27: How high are the returns from sales of goods and services? Question 39: In general, does the organization in which you are working consider itself as: an enterprise, a social organization or a social firm/social enterprise?
A minimum of paid work	Question 25: How many employees (social workers, administration and personnel) are active in this area (converted into full-time equivalents)? Question 36: What kind of wage models are offered to disadvantaged employees by the organization?
A high degree of autonomy	Question 33: How do you assess the degree of autonomy of your organization in relation to its funders?
An explicit aim to benefit the community	Question 24: How many disadvantaged persons work in production and/or trade/sale of goods and services? <i>*All WIOs can be considered to actually fulfill this criterion, since they all pursue an explicit goal of work integration (of disadvantaged workers). In contrast to other kinds of WIOs, WISEs offer productive workplaces in a stronger entrepreneurial setting?</i>
A limited profit distribution	Question 18: How is the handling of financial surpluses regulated?
An initiative launched by a group of citizens or civil society	No information provided.
A participatory nature, which involves various parties affected by the activity	No information provided.
A decision-making power not based on capital ownership	No information provided.

1.2. Selection of organizations

Phase 1 of the INSOCH research project focused on the identification of WIOs and of WISEs as a subgroup of WIOs (see definitions in part A). The absence of a nation-wide register of WIOs required a comprehensive address collection from different sources like:

1. Federal Social Insurance Office (FSIO),
2. Cantonal Invalidation Offices,
3. Cantonal Unemployment Offices,
4. Cantonal Social Assistance Offices,
5. Umbrella organizations for WIOs or WISEs.

On this basis, the INSOCH research team identified a total of 1,159 WIOs in Switzerland. Subsequently, a computer-assisted web interviewing procedure was conducted. The survey consisted of a questionnaire divided into two parts: the first part (25 questions) aimed at a general description of the organizational settings; the second part (16 questions) focused especially on the identification of WISEs (see content overview in Figure 8).

Figure 8: Contents of the questionnaire

Focus of part 1 (WIOs)	<ul style="list-style-type: none"> • Legal form, change of legal form; • Date of foundation; • Place of business; • Target groups; • Main target group; • Gender; • Total no. of disadvantaged employees; • Integration services, total no. of non-disadvantaged employees; • Total costs based on annual statement in 2012, tax exemption due to public interest, surplus control, sources of financing, main source of financing.
Focus of part 2 (WISEs)	<ul style="list-style-type: none"> • Total number of non- and disadvantaged employees in production and/or services; • Professional background of non-disadvantaged employees; • Sales returns, business segments, main business segment; • Non-competition clause; • Degree of autonomy; • Duration of work integration; • Typologies of work contracts; • Remuneration models; • Future challenges.

700 of the 1,159 organizations completely filled in the questionnaire (a return rate of 60.4%); 150 organizations partially filled in the questionnaire; and 309 organizations did not respond at all. The participation in the second part of the questionnaire was limited to organizations with two particular features: an offer of working places in the production of goods or services and the presence of sales revenues. Out of the 700 respondent organizations, 313 completed both the first and the second part of the questionnaire. Figure 9 provides a summary of relevant key data on participating organizations.

Figure 9: Key figures on participating organizations

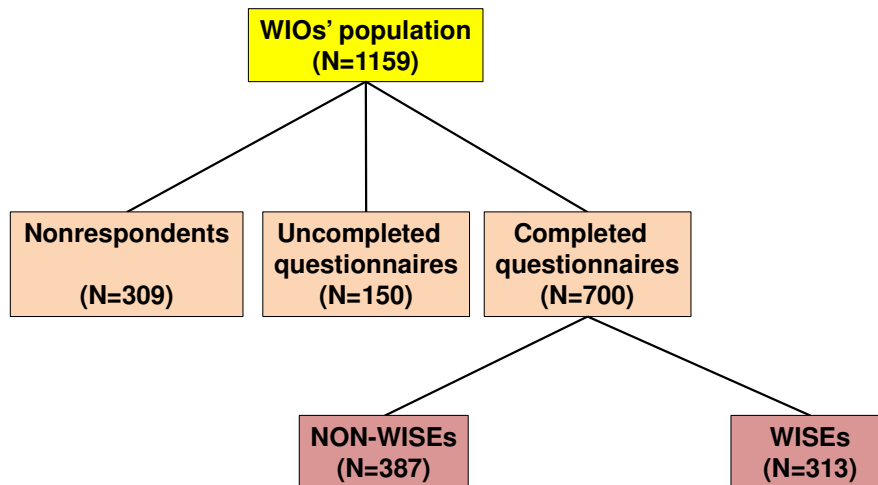


Figure 10: Grouping of participating organizations according to their legal form

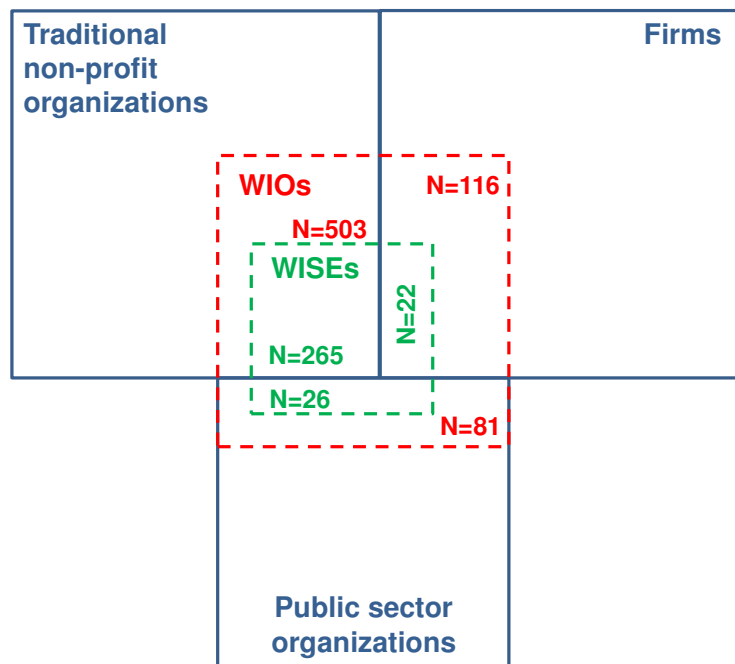
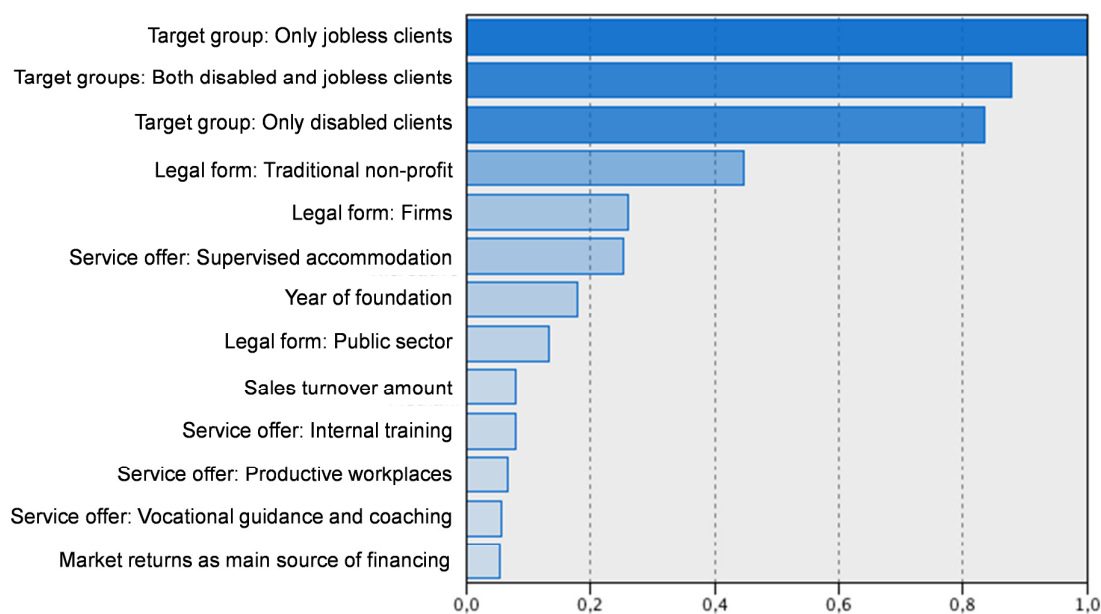


Figure 10 links the answering WIOs or WISEs to their legal form. The different legal forms have been divided into three groups. The group called *traditional non-profit* includes foundations, associations and cooperatives. Corporations, limited liability companies, general partnerships and sole proprietorships have been assigned to the group called *firms*.¹⁸ Finally, public administrations and public legal law persons pertain to the group termed *public sector*.

In order to identify WISE models more precisely, a two-step cluster analysis has been applied. This method was chosen, on the one hand, to identify a limited number of WISE clusters (groups) and, on the other, to recognize typical differences among these clusters. To this end, 16 variables have been taken into account and analyzed to determine which of them can be regarded as the most relevant ones in each cluster. Furthermore, the cluster analysis was also regarded as a useful measurement to select a limited number of WISEs randomly in order to conduct in-depth case studies.

Figure 11 illustrates the classification value of the selected variables used for the two-step cluster analysis.

Figure 11: Classification value of variables



As shown in the figure, the different target groups, certain kinds of legal forms (in particular traditional non-profit and firms) as well as the date of foundation of the organizations emerged as the most influential variables in the clustering process.

Based on this value classification, the WISE models can be clustered into four groups, which are described in part B, section 2.3.

¹⁸ It should be noted that this group includes both non-profit and for-profit organizations. For example, we find organizations in Switzerland with a specific legal form called *non-profit corporation*, which are not allowed under statutory law to distribute any profits and consequently have to reinvest them in the corporation.

2. Results

2.1. Results regarding WIOs

This chapter provides a summary of the main findings on WIOs. The results are visualized in figures and accompanied by a short description.

2.1.1. Geographical distribution

Figure 12: Geographical distribution of Swiss WIOs' headquarters

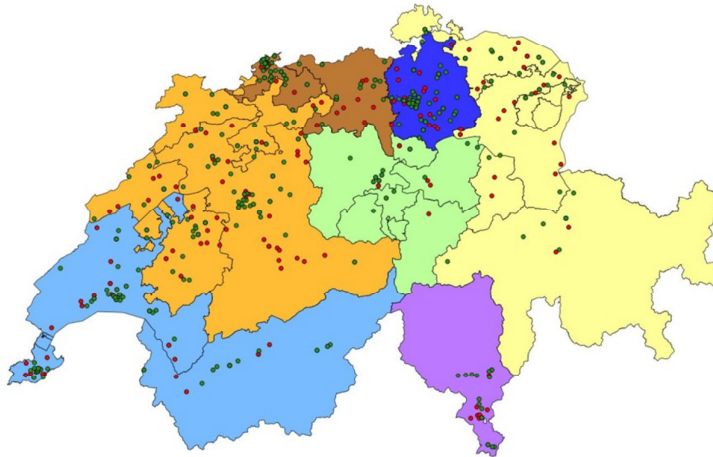


Figure 12 illustrates the distribution of WIOs' headquarters in Switzerland. A green dot represents one non-WISE headquarter per postal code, whereas a red dot represents one WISE headquarter per postal code. The map highlights that there is a kind of "belt", ranging from the west (Geneva) across the Swiss Midland (*Mittelland*) and extending on further to the eastern part of Switzerland. In this belt, WIOs' headquarters are rather evenly distributed. In addition to this, the map indicates relatively few WIOs' headquarters in alpine regions, and a relatively high concentration of WIOs' headquarters in the southern part of Switzerland (Canton Ticino).

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2.1.2. Year of foundation

Figure 13: Year of foundation of Swiss WIOs

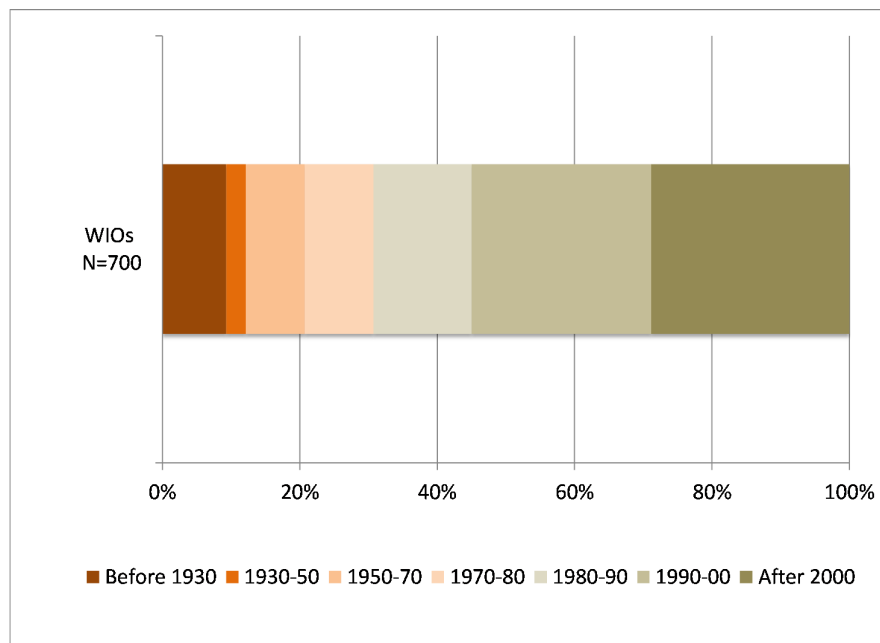
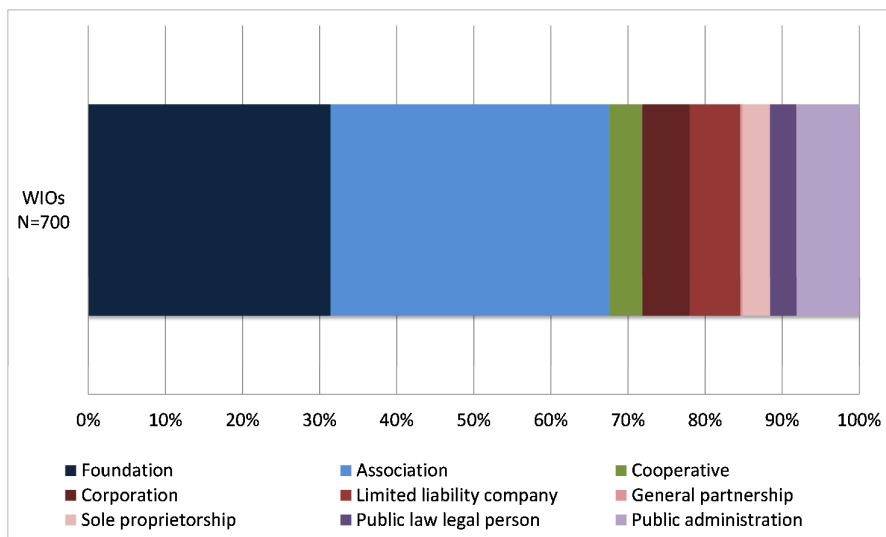


Figure 13 illustrates that about 60% of the participating WIOs were established during and after the 1990s. Older foundations are often related to organizations offering sheltered employment for persons with mental disabilities. No particular difference in the emergence of WIOs can be recognized between the German-, French-, and Italian-speaking areas of Switzerland. However, each part has its own special features or variants in regard to WIOs (see part A).

2.1.3. Legal forms

Figure 14 shows that foundations (30-40%) and associations (40-50%) are the main legal forms of Swiss WIOs. A special Swiss legal form is the so-called "general partnership" (*Kollektivgesellschaft*). This form appears to a small extent in the French- and German-speaking areas, but does not exist in Italian-speaking Switzerland.

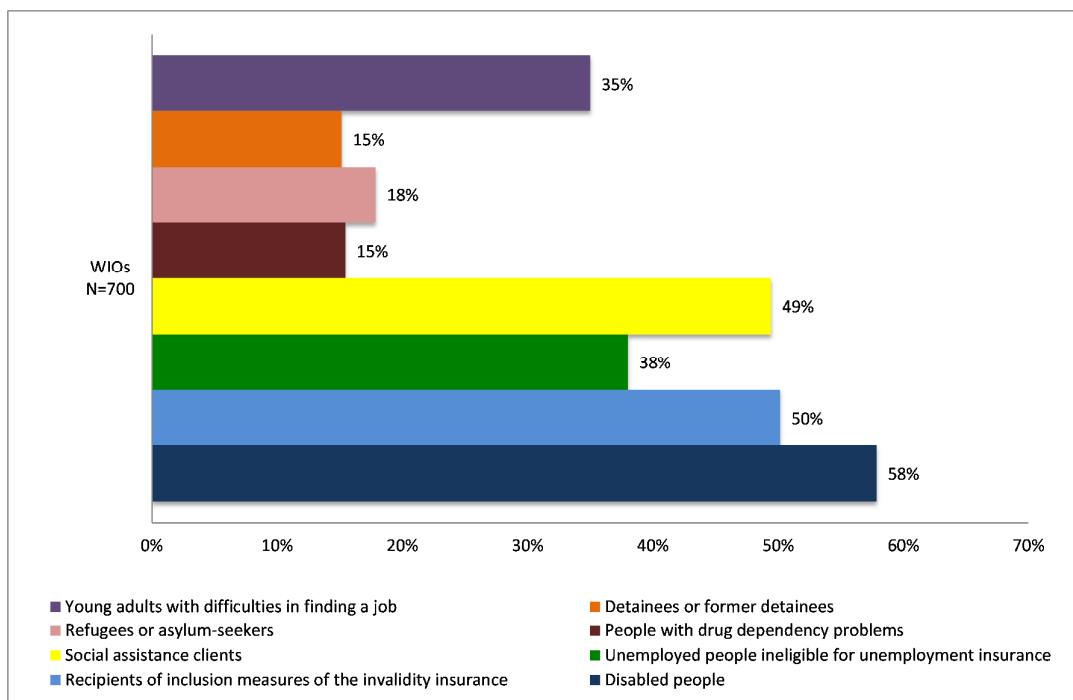
Figure 14: Legal forms



2.1.4. Target groups

Figure 15 displays the wide variety of target groups. Persons with disabilities are the most widespread target group (58% of all WIOs), followed by beneficiaries of inclusion measures (50%), social assistance recipients (49%), unemployed people ineligible for unemployment insurance (38%), and young adults beset by difficulties in finding a job (35%).

Figure 15: Target groups

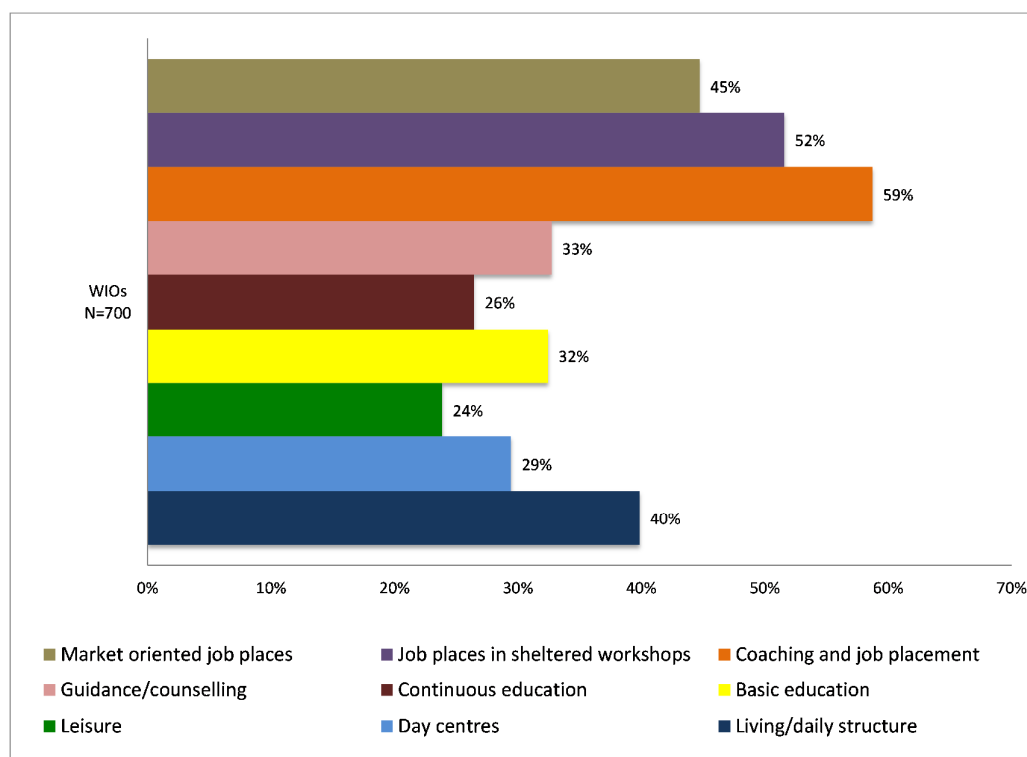


Moreover, there are some regional particularities which should be mentioned. WIOs in the German-speaking area mostly engage the disabled by offering them a disability pension (63%). The other two language areas have a lower (and similar) percentage (French-speaking area: 49%, Italian-speaking area: 50%). In regard to the target group of social assistance recipients, the results are opposite: most WIOs in the French-speaking cantons engage social assistance recipients (60% in the French-speaking cantons and 57% in the Italian-speaking Canton Ticino), who represent, by contrast, the smallest target group in German-speaking Switzerland (44%).

2.1.5. Supply of integration services

WIOs have a broad offer of different integration services (see Figure 16). The supply ranges from vocational guidance and training and supervised accommodation to market-oriented jobs. Beside this, the figure clearly illustrates that there is a strong focus on coaching and job placement (59% of all WIOs) as well as on offering job places in sheltered workshops (52%).

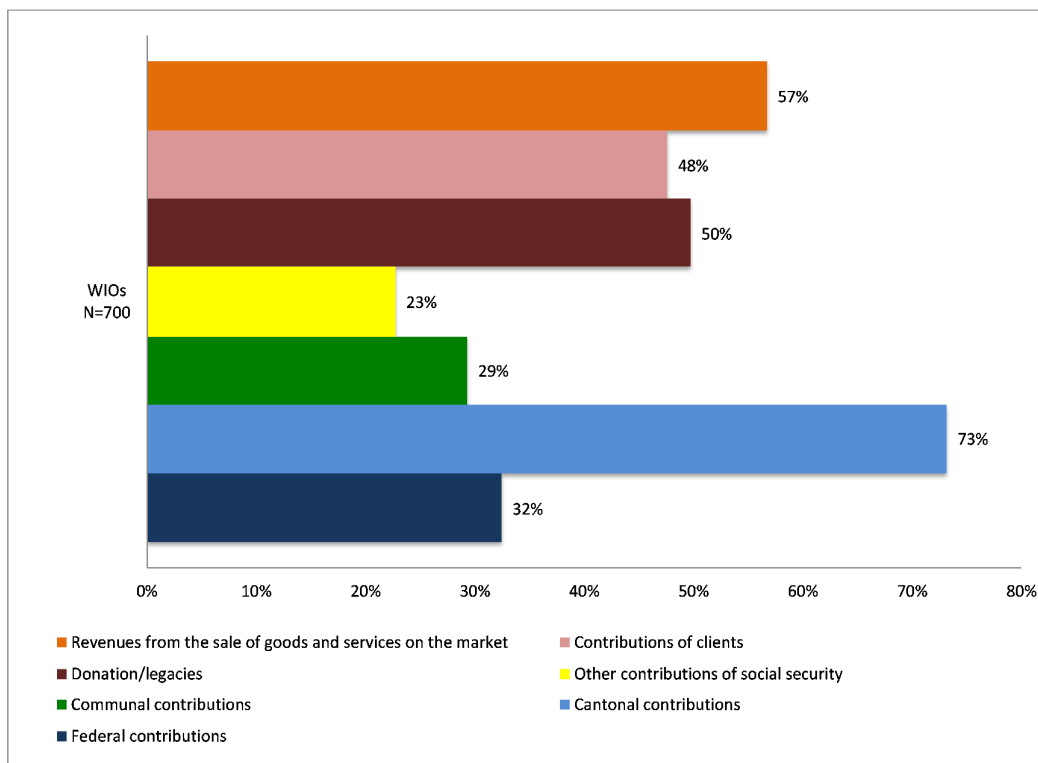
Figure 16: Integration services



2.1.6. Sources of financing

Figure 17 generally illustrates the hybrid character of WIOs in Switzerland. WIOs have various different financing flows: financing by the cantons (one of the most important sources throughout Switzerland), federal funding, and funding by the local municipalities. In addition to this, there is quite a high percentage of organizations that gain revenues from sales of services and/or products.

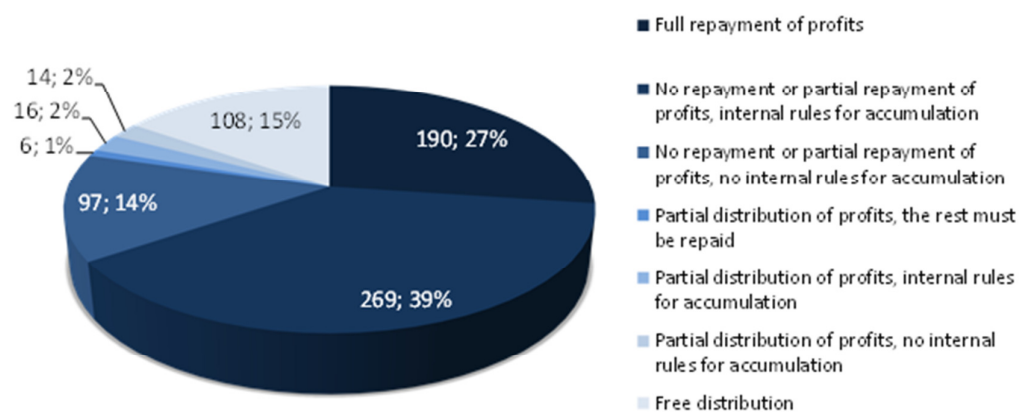
Figure 17: Sources of financing



2.1.7. Surplus control

As Figure 18 shows, 80% of the organizations in Switzerland cannot distribute any surplus, whereas the remaining 20% are partly or fully allowed to distribute their surplus.

Figure 18: Surplus control

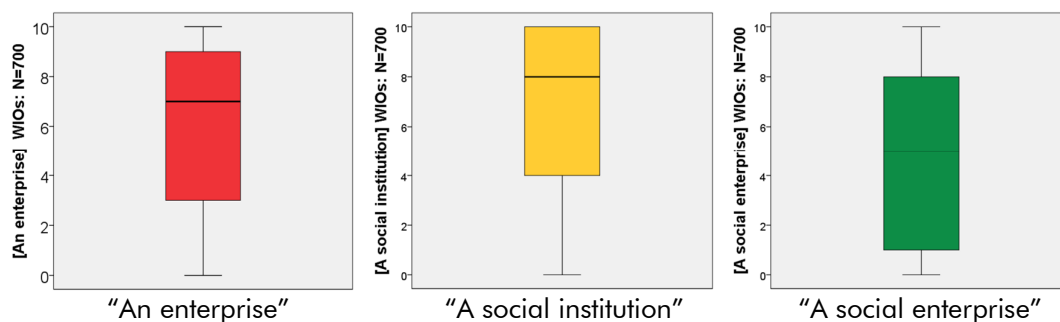


Note: The first figure represents the number of organizations; the percentage represents the share of organizations among the responding organizations.

2.1.8. Conceptual self-assessment

WIOs have been asked to what extent they understood themselves either as an *enterprise*, a *social institution*, or a *social enterprise* (multiple answers on a scale of 0 to 10 were possible). The results shown in Figure 19 underpin what has already been mentioned above in part A: the terminological understanding is not that clear-cut. According to the position of each box plot with respect to the scale¹⁹, it can tentatively be said that the term *social institution* tends to be preferred more or less all over Switzerland over *enterprise* (second priority) or *social enterprise* (third priority).

Figure 19: Self-assessment on organizational concepts



2.1.9. Summary

This chapter has focused on the identification of WIOs in Switzerland.

700 of the 1,159 Swiss WIOs invited to the survey fully answered the questionnaire, a majority of which were established in the 1990s, at a time when Switzerland was challenged by an increase in the unemployment rate. However, there are also older WIOs (created before 1930). Most WIOs are sheltered employment agencies. The most significant legal forms are those of *association* and *foundation*. WIOs engage disabled employees, welfare recipients, and the long-term unemployed. The share of WIOs targeting each of these target groups varies among the different language areas. Typically, WIOs supply a broad range of integrations services, mainly vocational guidance, vocational training, and supervised accommodation. The findings concerning the *surplus control* and the *sources of financing* are significant indications that the WIO concept can be regarded as an *umbrella terminology*, comprising both non-WISE and WISE: there is a relatively high percentage of organizations deriving incomes from the sale of products and services, and which enjoy a partial or full legal permission to distribute profits.

¹⁹ The rectangle of the box plot is drawn to represent the upper and the lower quartiles (containing 75%, respectively 25% of the observations), whereas the line inside it indicates the median value. Therefore the rectangle shows the range of values around the median which contains 50% of the observations.

2.2. Results regarding WISEs

This chapter provides a summary of the main findings on WISEs. The results are visualized in the figures, and accompanied by a short description.

2.2.1. Geographical distribution of the main client categories working in WISEs

Figure 20: Geographical distribution of main client categories

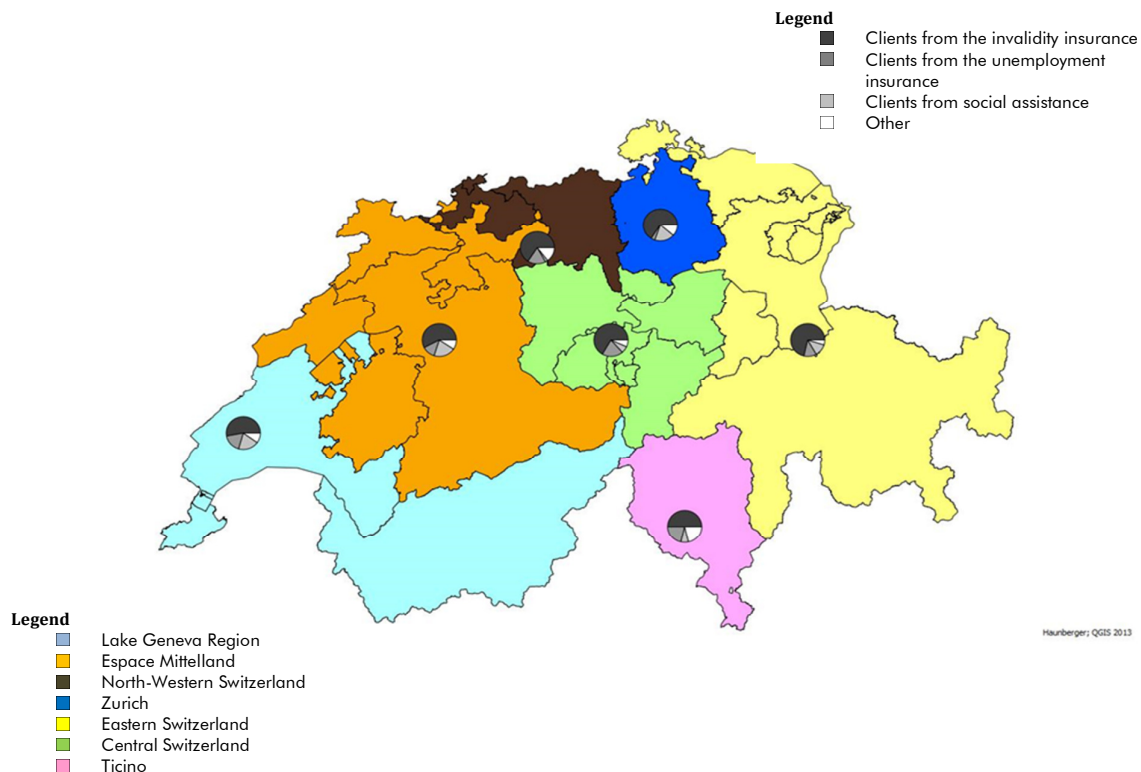
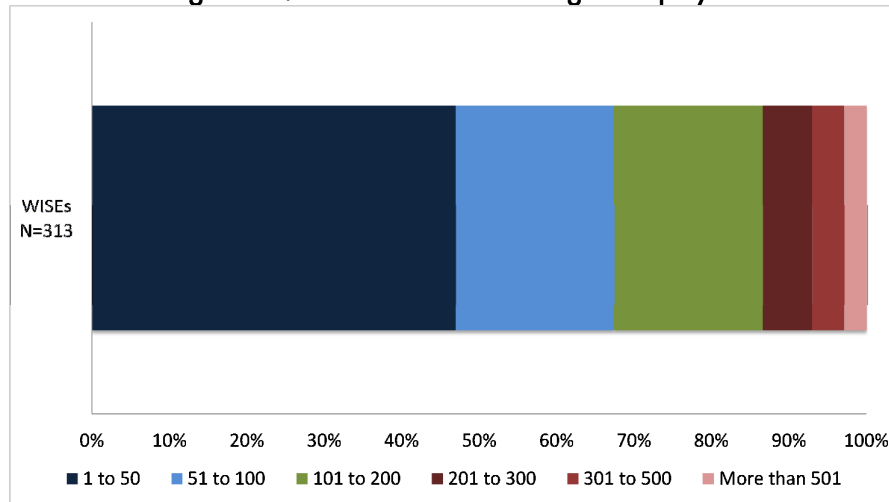


Figure 20 shows, for each Swiss region, the share of disadvantaged employees in WISEs who are recipients of invalidity (disability) insurance, unemployment insurance and social assistance. Obviously, the largest category, whatever the region considered, is that of disabled employees with an invalidity pension (about 50% in all regions); it is followed by jobless employees with an unemployment insurance allowance (10 to 20%, depending on the region), social assistance recipients (10 to 20 %), and others.

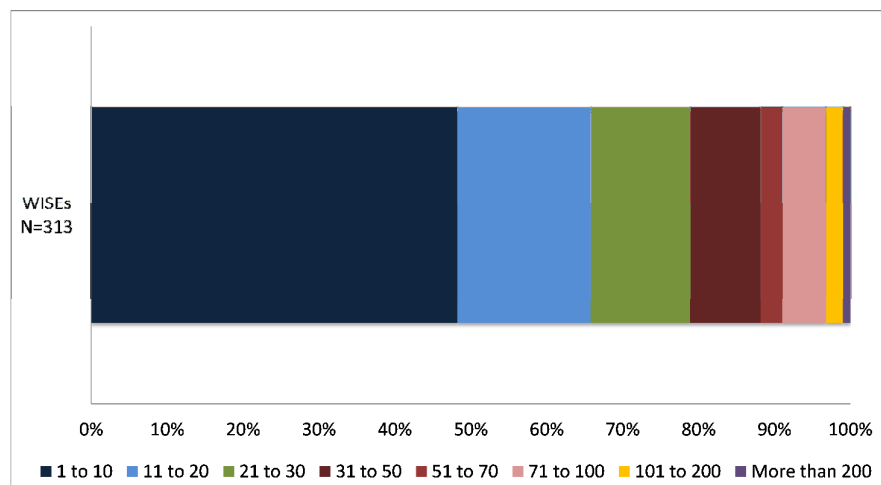
2.2.2. Amount of clients

Figure 21 shows the number of clients employed by WISEs using several groups: 0 to 50, 51 to 100, 101 to 200, 201 to 300, 301 to 500 and more than 500. Around 50% of all WISEs in Switzerland engage up to 50 disadvantaged employees, another 30% offer jobs to 51 to 300 clients, and around 20% provide work places to more than 300 clients.

Figure 21: Amount of disadvantaged employees

2.2.3. Number of non-disadvantaged employees

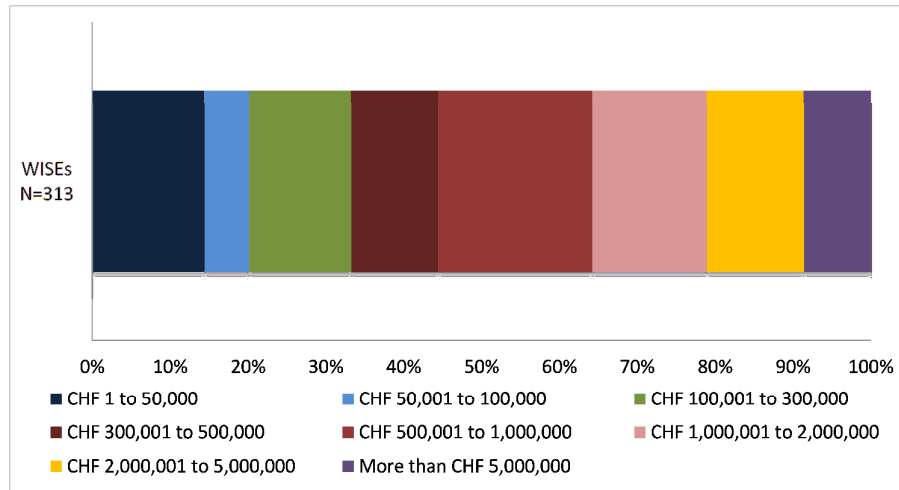
Similarly to Figure 21, Figure 22 shows the number of non-disadvantaged employees working in WISEs, using several groups: 1 to 5, 11 to 20, 21 to 30, 31 to 50, 51 to 70, 71 to 100, 101 to 200 and more than 200. Remarkably, most WISEs only engage one to five non-disadvantaged employees (around 50%). WISEs hiring between 11 and 50 employees represent 30% to 40% of surveyed WISEs, and only a small number of WISEs (10% of organizations) employ more than 100 non-disadvantaged employees.

Figure 22: Number of non-disadvantaged employees working in WISEs

2.2.4. Sales turnover

A significant criterion for distinguishing WISEs from other WIOs is the turnover generated by market sales. Figure 23 summarizes the most important turnover clusters. About 20% of all WISEs have a small turnover (up to CHF 100,000). About 25% of WISEs have annual turnovers ranging from CHF 100,000 to CHF 500,000. Another 20% have a considerable turnover, ranging from CHF 500,000 to CHF 1 Mio. The remaining 35% of WISEs show sales turnovers in excess of over CHF 1 Mio.

Figure 23: Sales turnover



2.2.5. Non-competition clause, duration of work integration, contract forms, remuneration model

Figure 24 illustrates that a partial or full non-competition clause only applies to 22% of WISEs. All WISEs offer short- and long-term work integration measures, as well as regular work contracts and special work integration contracts. However, the difference between these types is not that significant. It is also remarkable that a high percentage of WISEs do not offer any remuneration, or just pay a negligible salary.

In respect to regional particularities, it could be observed that 80% of WISEs in German-speaking Switzerland are not subject to a formal non-competition clause; the corresponding figures in the other language areas (French-speaking and Italian-speaking Switzerland) are respectively 60% and 70%.

Figure 24: Non-competition clause, duration of integration, contract forms, remuneration model

Non-competition clause	WISEs: N=313	Duration of work integration	WISEs: N=313
Yes, for all activities	13%	Short-term	24%
Yes, for some activities	9%	Long-term	28%
No	78%	Both	48%
TOTAL	100%	TOTAL	100%

Contract forms	WISEs: N=313	Remuneration model	WISEs: N=313
Job contracts	57%	No salary paid	32%
Integration programmes	43%	Modest amount	37%
TOTAL	100%	Performance-adapted salary	27%
		Usual salary	4%
		TOTAL	100%

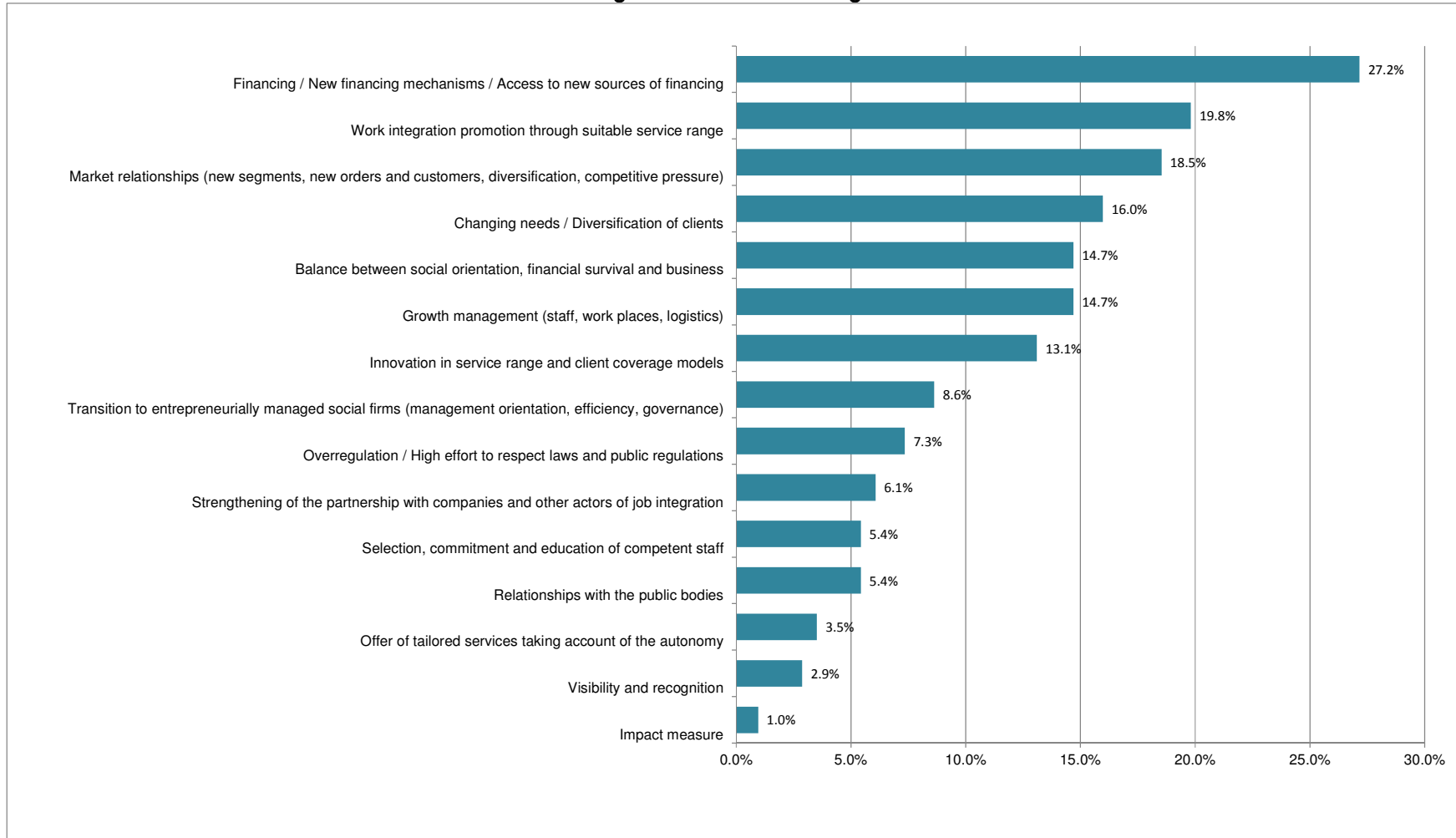
2.2.6. Challenges

The computer-assisted web interview of the INSOCH research project also asked the surveyed enterprises to identify the challenges and problems associated with the WISE form. The answers to this question are shown in Figure 25.

The figure illustrates that financing is the most challenging factor from the perspective of WISEs. There is a strong need for new ways of financing. As the comparison between WISEs and non-WISE WIOs has shown, this problem could be caused by a lack of legal recognition of hybrid organizations and their hybrid financial resources. Consequently, most WISEs are generally regarded by current legal acts as NPOs financed by performance mandate contracts. Due to this situation, there is a double-bind situation for most WISEs, which stipulates: "Be entrepreneurial but without changing the current financial system, and without increasing the extent of your autonomy". Tentatively, the other challenges may be interpreted as a further indication that WISEs understand themselves more as entrepreneurial entities than public funders do. For example, the improvement of market relations, growth management, and the innovation of supplies are not statements usually made by traditional NPOs.

Interestingly, impact measurement is not a challenge at all. There could be three possible explanations for this: (a) relevant stakeholders on the federal, cantonal, and communal levels do not have a rigorous interest in the evidence of output and impact, (b) relevant stakeholders are content with current impact measurements, or (c) stakeholders are not content with impact assessment and WISEs underestimate this fact.

Figure 25: Future challenges



2.2.7. Summary

This chapter focused on the analysis of WISEs in Switzerland, identified by means of two minimal criteria: the existence of working places in production/services and sales turnover. The findings point to different aspects. First of all, the distribution of Swiss WISEs was visualized on a map. Another map illustrated the main categories of disadvantaged clients working in WISEs. It was demonstrated that the majority of them are employees from the invalidity (disability) insurance sphere, followed by employees from the unemployment insurance sphere, and social assistance recipients. In addition to this, empirical evidence was given on the number of non-disadvantaged and disadvantaged employees working in WISEs, these organizations' turnover, the handling of non-competition clause, as well as the work contract types and the remuneration models adopted by WISEs. Finally, an overview of the challenges that Swiss WISEs are facing was presented.

2.3. Cluster analysis

Four WISE clusters have been developed on the basis of relevant criteria such as target groups, market returns, legal forms, year of foundation, and range of supply. In the following sections, the main features of each cluster are described. Figures 26 to 29 summarize the principal features of each cluster.

2.3.1. Cluster 1

The 60 organizations in Cluster 1 are focused on the target group of persons with disabilities. They have a conventional non-profit legal form and were established before 1990. This cluster is composed basically of large organizations with average costs of approximately CHF 10 million and an annual average number of clients of 83. The market sales turnover is modest and amounts to approximately CHF 975,000. Moreover, market sales represent the main source of funding for only 1.7 % of the organizations in this cluster. The services provided to clients are mainly residential and recreational services (95% of organizations) and jobs with either employment in the service sector (93% of organizations) or in production (60% of organizations). In this group, traditional sheltered workshops are strongly represented; they consider themselves social institutions (85% of organizations) rather than social enterprises or social firms (40% and 38% of organizations respectively).

2.3.2. Cluster 2

The 99 organizations in Cluster 2 serve exclusively the jobless. The most common legal forms are forms from the conventional non-profit sector (68% of organizations), but corporations (18%) and the public sector (14%) are also represented. Compared with Cluster 1, a number of organizations in this cluster are younger and smaller. Organizations in Cluster 2 have average annual costs of around CHF 3.5 million and reach an annual average of 73 clients. The average level of annual market sales turnover is relatively high in relation to costs and amounts to CHF 812,000. The service offer to the clients is focused on jobs in production (83% of organizations), consulting, coaching and job placement activities (82%), along with jobs with an occupational purpose (75%). The self-perception in this cluster is less clear than in the first cluster: 57 % of the organizations indicate that they feel they are social enterprises, and a similar number of organizations consider themselves to be social institutions or companies (51% each). Based on these results, Cluster 2 shows the highest share of organizations that perceive themselves as social enterprises or social firms.

2.3.3. Cluster 3

The 41 organizations included in Cluster 3 work with various target groups, i.e. the disabled and the jobless (66% of organizations) or only with persons with disabilities (the remaining 34%). With regard to the legal form, a certain level of heterogeneity can be observed: 51% of organizations in this cluster are corporations, 30% belong to the public sector and the remaining 20% adopt legal forms that are typical of the conventional non-profit sector. A certain degree of heterogeneity can also be noted with respect to the date of foundation: 46% of organizations were set up before 1990 and a further 34% were founded between 1990 and 2000. This cluster is mainly composed of medium-sized organizations with average annual costs of approximately CHF 6.5 million and an annual number of clients averaging 146. Particularly interesting here is the fact that 31% of organizations indicate that their most important source of financing are market sales revenues (the annual turnover in the whole cluster is CHF 2.3 million). The service offer focuses on jobs with a productive character (71% of organizations), consulting, coaching and job placement activities, as well as jobs involving vocational training (68% each). Like in Cluster 2, the makeup of this cluster is rather heterogeneous: the majority of the organizations of Cluster 3 consider themselves to be social institutions (78%); organizations perceiving themselves as a company (51%) or as a social firm (49%) are less common. In contrast to what could be observed in the other clusters, a positive and significant correlation exists in Cluster 3 between the perception of oneself as a company and the perception of oneself as a social enterprise or social firm. This means that the more an organization sees itself as a company, the more likely it is to consider itself as a social firm.

2.3.4. Cluster 4

The 113 organizations belonging to Cluster 4 only work with mixed target groups, i.e. with both the disabled and the jobless. In this group there are only organizations that use a conventional non-profit legal form (100% of the organizations); most of them (74%) were established before 1990. The annual costs amount to approximately CHF 9.5 million on average and the number of supervised clients averages 125 annually. We are thus speaking here of quite large organizations. The amount of the annual market sales turnover is quite large as well (CHF 2.3 million on average), but only in the case of 15% of organizations in this cluster does the market represent the main source of funding. The service range is wide and corresponds to that of organizations in Cluster 2, with jobs in production (89% of organizations), consulting, coaching and job placement activities (82%) and jobs with vocational training (80%). Furthermore, a significant offer of educational services has to be mentioned (64% of organizations). In relation to the perception of identity, 66% of the organizations of this cluster consider themselves as social institutions, 61% as companies and 51% as social enterprises or social firms.

Figure 26: Main features of Cluster 1

Cluster 1 (N=60)		
Criteria	Description	Frequency (f), Mean (\bar{X}), Median (\tilde{X})
Target group(s)	Only disabled employees with an invalidity pension	f = 100%
Legal form	Associations/foundations	f = 100%
Year of foundation	Prior to 1990	f = 85%, \bar{X} = 1962, \tilde{X} = 1971
Production/sales activities	Limited amount of revenues from sales in CHF	\bar{X} = 0.92 Mio. \tilde{X} = 0.43 Mio. f = 1.7% (main source of revenue)
Size	Medium to large with respect to operating costs in CHF and number of clients	\bar{X} = 9.97 Mio., \tilde{X} = 8.50 Mio. (costs) \bar{X} = 83, \tilde{X} = 65 (no. of clients)
Supply priorities	Supervised accommodation	f = 95%
	Sheltered employment	f = 93%
	Jobs in production/services	f = 60%
	Coaching/vocational guidance	f = 45%
	Internal training	f = 30%

Figure 27: Main features of Cluster 2

Cluster 2 (N=99)		
Criteria	Description	Frequency (f), Mean (\bar{X}), Median (\tilde{X})
Target group(s)	Only the jobless (short-, middle-, long-term unemployed)	f = 100%
Legal form	Mixed, but mostly associations/foundations	f = 68% (associations/foundations) f = 18% (capital-oriented legal forms) f = 14% (public sector organizations)
Year of foundation	After 2000	f = 37%, \bar{X} = 1988, \tilde{X} = 1996
Production/sales activities	Limited amount of revenues from sales in CHF	\bar{X} = 0.81 Mio., \tilde{X} = 0.38 Mio. f = 23% (main source of revenue)
Size	Small to medium with respect to operating costs in CHF and number of clients	\bar{X} = 3.55 Mio. \tilde{X} = 1.75 Mio. (costs) \bar{X} = 73 \tilde{X} = 35 (no. of clients)
Supply priorities	Jobs in production/services	f = 83%
	Coaching/vocational guidance	f = 82%
	Sheltered employment	f = 75%
	Internal training	f = 35%
	Supervised accommodation	f = 28%

Figure 28: Main features of Cluster 3

Cluster 3 (N=41)		
Criteria	Description	Frequency (f), Mean (\bar{X}), Median (\tilde{X})
Target group(s)	Mixed: employees with invalidity pension <i>and</i> the long-term unemployed; or only employees with invalidity pension	f = 66% (invalidity pension and the long-term unemployed) f = 34% (only invalidity pension)
Legal form	Mixed, but mostly capital-oriented legal forms	f = 50% (capital-oriented legal forms) f = 30% (public sector organizations) f = 20% (associations/foundations)
Year of foundation	Heterogeneous: some before 1990 and some after 2000	f = 46% (before 1990) f = 34% (after 2000) \bar{X} = 1970, \tilde{X} = 1992
Production/sales activities	Significantly high amount of revenues from sales in CHF	\bar{X} = 2.04 Mio., \tilde{X} = 0.75 Mio. f = 31% (main source of revenue)
Size	Large with respect to operating costs in CHF and number of clients	\bar{X} = 6.48 Mio., \tilde{X} = 2.75 Mio. (costs) \bar{X} = 146, \tilde{X} = 55 (no. of clients)
Supply priorities	Jobs in production/services	f = 71%
	Sheltered employment	f = 68%
	Coaching/vocational guidance	f = 68%
	Internal training	f = 34%

Figure 29: Main features of Cluster 4

Cluster 4 (N=113)		
Criteria	Description	Frequency (f), Mean (\bar{X}), Median (\tilde{X})
Target group(s)	Mixed: employees with invalidity pension <i>and</i> long-term unemployed	f = 100%
Legal form	Associations/foundations	f = 100%
Year of foundation	Prior to 1990	f = 74%, \bar{X} = 1973, \tilde{X} = 1980
Production/sales activities	Significantly high amount of revenues from sales in CHF	\bar{X} = 2.29 Mio., \tilde{X} = 1.10 Mio. f = 15% (main source of revenue)
Size	Large with respect to operating costs in CHF and number of clients	\bar{X} = 9.48 Mio., \tilde{X} = 7.50 Mio. (costs) \bar{X} = 125, \tilde{X} = 75 (no. of clients)
Supply priorities	Jobs in production/services	f = 89%
	Coaching/vocational guidance	f = 82%
	Sheltered employment	f = 80%
	Internal training	f = 64%
	Supervised accommodation	f = 26%

PART C: SUMMARY AND CONCLUSION

This working paper is based on the results of an empirical study on WIOs and WISEs in Switzerland. The focus of part A has been on the description of the Swiss context of WISEs as a specific subgroup of WIOs. To this end, this blurry, heterogeneous phenomenon has been approached by a definitional, historical, and theoretical perspective. Part B has presented the methodology and interim results of the INSOCH project. According to the reflection carried out in part A and the empirical outcome of part B, the main differences and similarities between WISEs and non-WISE WIOs can be summarized along the lines of the EMES indicators and some additional aspects of social policy as exposed in Figure 30 (colors are explained below).

Figure 30: Comparison between WISEs and non-WISE WIOs

	WISEs	Non-WISE WIOs
Economic project		
Continuous production	Yes; but the extent of it differs among the WISE clusters.	Limited: WIOs offer a broader variety of integration supplies.
Some paid work	Yes, but different remuneration models.	Yes, but different remuneration models.
Economic risk	WISEs in all clusters receive public revenues. The extent of market-based income ranges from small to large. The economic risk is higher than in WIOs.	Most WIOs receive public revenues. Market-based income exists but is smaller than in WISEs. The economic risk is limited.
Social aspects		
Explicit social aim	The overall aim is work integration, with a stronger focus on job offers in production and services. Beside this, there is some sheltered employment. WISEs hardly offer additional measures (no supervised accommodation, no internal vocational training).	The overall aim is work integration, and it is supported by additional measures such as supervised accommodation, vocational training, coaching, planning of leisure time, etc.
Limited profit distribution, submitted to social aim	The legal forms are slightly more heterogeneous than among non-WISE WIOs so that profit distribution is possible for capital-oriented legal forms.	The dominant legal forms are the association and the foundation.
Initiative launched by a group of citizens	Yes (but there are tensions between committed volunteers and professionals).	Yes.

Participatory governance		
High degree of autonomy	Autonomy is limited by performance mandate contract; it is higher in WISEs with capital-oriented legal forms.	Autonomy is limited by performance mandate contract.
Participatory nature, involving various affected parties	Not systematically integrated in the German-speaking area, more important in the French-speaking area.	More important in the French- or Italian-speaking areas.
Decision-making power not based on capital ownership	Most WISEs have legal forms such as associations and foundations so that decision-making power is not based on capital ownership. This is also valid for WISEs with a capital-oriented legal form.	Most non-WISE WIOs have legal forms (associations / foundations) that are not based on capital (but in foundations, co-optation in the Board can be observed).
Asset lock	Most WISEs have legal forms prohibiting distribution of assets (associations or foundations). A few have a capital-oriented legal form. They could distribute assets but most of them operate as low-profit enterprises, and re-invest their modest assets in the enterprise.	Most non-WISE WIOs have legal forms prohibiting distribution of assets (associations or foundations).
Policy aspects		
Special legal framework	No special legal form.	No special legal form.
Umbrella organization	Nationwide: Work integration Switzerland comprising all WIOs (WISEs, traditional WIOs) German-speaking CH: FUGS (Association of entrepreneurially-managed social firms) French-speaking CH: Après-Ge (Chamber of Social and Solidarity Economy)	There is an umbrella organization focused on non-WISE WIOs (Insertion Suisse).
Public policy/programs	There is a specific federal program on poverty reduction in which WISEs are considered in relation to their impact on poverty prevention.	No specific program.
Financial support	No specific program	No specific program

Figure 30 shows differences and similarities between WISEs and non-WISE WIOs in relation to the following criteria: economic risk, social aspects, participatory governance, and policy aspects.

Furthermore, the figure is used to highlight some conclusions regarding the further development of WISEs in Switzerland. Development is assessed by means of colors (green: strong, positive development; yellow: critical or tentative development; red: no or weak development recognizable). For most criteria related to *economic aspects, participatory governance, and social aspect*, the development of WIOs is assessed as strong. For some elements, WIOs can be considered as experiencing a form of tentative or critical development (yellow); this concerns the criteria of *economic risk, limited profit distribution submitted to social aim, participatory nature involving third parties, and policy aspects*. Due to the strong accountability rules set by the state, most WISEs are limited when it comes to taking higher economic risks. When they nevertheless have a stronger market orientation (with the risk of mission shift), committed volunteers and funders are increasingly excluded from operations, and/or neglect their social goals. Overall, policy aspects are also assessed as “yellow” or “red”, due to the lack of specific legal forms, specific policy programs and specific financial support for WIOs. As far as umbrella organizations are concerned, there is no umbrella organization representing all Swiss WISEs; this is probably linked to the different conceptual approaches in the German-speaking area, on the one hand (business-oriented approach of the social enterprise model), and in the French- and Italian-speaking areas, on the other (social and solidarity economy model). The development regarding policy program remains weak; only recently have WISEs been considered in a federal program on poverty reduction and prevention (which incidentally, explains why the impact of WISEs on poverty is now being studied).

This weak policy development in the field of WISEs is something that Switzerland shares with other European countries, according to Pestoff (1998) and Esping-Andersen (1990). Pestoff argues that the third sector is a field neglected by social policy in general (Pestoff 1998). Critically, he concludes that, for this reason, social third-sector research has also not paid much attention to analyzing the contribution of third-sector organizations, such as WISEs, to welfare production in general. Most third-sector research is thus limited to economic analysis or comparisons of models (Pestoff 1998, p. 21).

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