



# Guideline for the application of the COPIE analysis Tool (Version 4)



## COMMUNITY OF PRACTICE ON INCLUSIVE ENTREPRENEURSHIP

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# 1 COMMUNITY OF PRACTICE ON INCLUSIVE ENTREPRENEURSHIP (COPIE)

## 1.1 Aim and origin

The initiative „EQUAL“ was supported by the European Social Fund (ESF) until 2007 and aimed at developing new approaches to tackle discrimination and inequality of employees and job-seekers in the European labour market. In order to integrate the results and experiences of the more than 300 partnerships created by “EQUAL” with the decision-making processes of all European Member states, the European Commission has since been promoting the creation of further workgroups, so-called „Communities of Practice“ (CoP), for specific topical areas. Following the end of both “EQUAL” stages the European workgroup “Community of Practice on Inclusive Entrepreneurship” (COPIE) has been formed under the leadership of the German Federal Ministry of Labour and Social Affairs (BMAS). COPIE’s main task is to provide advice and support on inclusive entrepreneurship to decision-makers within the public service and start-up intermediaries.

COPIE was founded by Belgium (region of Flanders), Germany, Spain, Portugal, and Wales. Additionally, France, the Netherlands, Greece, and the region of Wallonia (Belgium) have been acting as observers of the process. In the course of implementing COPIE, countries such as the Czech Republic, Ireland, and Latvia have begun to engage in the project. All of these countries have gathered experience in developing the enterprise formation into an instrument of employment politics.

Currently COPIE is led by the Federal Ministry of Labour and Social Affairs in Germany through the ESF unit. Managing Authorities and Implementing Bodies are divided in three partner groups. The lead partners are:

- ASTURIAS (SPAIN): Regional Ministry of Industry and Employment - Department of Trade, Self Employment and Social Economy (Lead partner: Integrated Start-Up Support)
- CZECH REPUBLIC: Ministry of Labour and Social Affairs, Department for ESF Management, (Co-lead partner: Access to Finance)
- FLANDERS (BELGIUM): ESF Agency Flanders (Lead partner: Access to Finance);
- GERMANY: Federal Ministry for Labour and Social Affairs (Lead partner: Quality management / Action Planning / European Tool)
- SPAIN: Ministry of Labour and Social Affairs — European Social Fund Unit (Lead partner: Enterprise Education)



The group of partners includes:

- ANDALUCIA (SPAIN): Regional Ministry of Employment - Regional Employment Service
- EXTREMADURA (SPAIN): Regional Ministry of Equality and Employment
- GALICIA (SPAIN): Regional Ministry of Economy and industry - Business & Innovation Centre (BIC Galicia), Regional Ministry of Labour (Directorate-General for Recruitment and Entrepreneurship) and Regional Ministry of Treasure (Directorate-General for Economic Planning)
- LITHUANIA: Ministry of Social Security and Labour
- WALLONIA (BELGIUM): ESF Agency Wallonia

Dissemination partners are:

- SPAIN: Incyde Foundation
- BADEN-WÜRTTEMBERG (GERMANY): Regional Ministry of Economy
- GERMANY: German Microfinance Institute (DMI)

In particular, COPIE wants to contribute to developing high-quality structures that offer a real chance to become self-employed to target groups that, so far, have been underrepresented and often marginalized.

Self-employment should become an alternative to dependent employment to all groups of society, especially when there is a lack of job opportunities. This goal is known as „Inclusive Entrepreneurship“.

### 1.2 Understanding „Inclusive Entrepreneurship“

All over Europe an increasing number of employees are solo-entrepreneurs, who, through the formation of a business, primarily create a job for themselves. This kind of business formation often takes place when people are unemployed or try to avoid unemployment. Thus, for some, self-employment offers an opportunity to (re)integrate into society. For others it is a chance to self-fulfilment, to gain and maintain professional qualifications, or to close gaps in their professional vita. It is not uncommon for people, who are faced with discrimination and marginalization to enter niche markets. Such activities hold potential for regional development that has not yet been explored sufficiently.

The main idea of „Inclusive Entrepreneurship“ is that basically every member of society should be able to start-up their own business and to get adequate professional start-up support. Although not everybody may have an entrepreneurial personality and not every business concept may be feasible, it should be guaranteed that starting-up a business is made possible for people from all social backgrounds.



In order to enhance the start-up rate within the European Union and to offer adequate conditions for conducting business projects, four key issues have been identified as the *four steps* out of social exclusion.

- i. Generate an entrepreneurial culture within a corresponding framework.
- ii. Availability of target group specific professional start-up support and trainings.
- iii. Professional support during the consolidation and growth period of young businesses.
- iv. Access to adequate finance.

### Summary: Aims of COPIE

- Development of high quality start-up support systems for all groups of society.
- Development and transfer of models and procedures that facilitate access to finance for young start-ups.
- Identification of measures, which promote the activation of entrepreneurial potential.

In order to achieve this COPIE focused on the following during its first phase:

- the transfer of European best-practice approaches in the context of „Inclusive Entrepreneurship“,
- the development of the COPIE-Tool to analyse the regional start-up support infrastructure and
- the development and implementation of policy strategies.

COPIE II, during the period of sponsorship from 11/2009 until 12/2011, is building on the results of COPIE I. This initiative consists of the following four work groups *Quality Management in Start-Up Support, Access to Finance, Integrated Start-Up Support*, as well as *Entrepreneurship Education*.



## 2 THE COPIE ANALYSIS TOOL

One of the first tasks of COPIE was to develop a method to study the regional start-up infrastructure. In contrast to other national aggregate analysis, such as the Global Entrepreneurship Monitor (GEM), the COPIE analysis tool evaluates regional structures.

The systematic study of the perceptions and views of relevant actors in the context of "business start-ups" in a selected region, city, or a borough, make a measurement of the strengths and weaknesses of regional entrepreneurship infrastructure possible. The application of the COPIE-tool should thus make a comparison of regional infrastructure in various regions of Europe possible or easier respectively.

Based on the survey of three main actors the current study design assesses the regional business start-up infrastructure:

- Decision-makers from ministries, public administration and further start-up intermediaries (Chambers, federal state banks, etcetera),
- Business advisors, and
- Founders and young entrepreneurs.

The analysis focuses on the following questions:

- *How do interviewees assess the economic and political funding environment/framework for start-up projects and the start-up infrastructure in their region?*
- *Are there different perceptions of the existing regional services to support business start-ups between the groups of decision makers, consultants and founders?*
- *Is it possible to identify specific target groups or problematic groups that experience a disadvantage during the realisation of self employment?*

The COPIE-tool has already been used in different regions (e.g. in Lisbon and Wales). Based on these and our own perceptions from an analysis undertaken in 2008 in the borough of Berlin-Mitte, iq consult has been systematically refining the COPIE tool.





## 2.1 The Structure

The COPIE-tool is structured into three subject areas.

- (1) STRATEGIES OF PROMOTING BUSINESS START-UPS
- (2) ENTREPRENEURSHIP CULTURE
- (3) BUSINESS START-UP SUPPORT

These are sub-divided into the following sub-categories.

(1.1) policy and strategy, (1.2) procedures and implementation, (1.3) monitoring and evaluation, (1.4) framework conditions, (2.1) awareness and sensitization, (3.1) pre-start-up support, (3.2) post-start-up support, (3.3) Access to finance, (3.4) infrastructure, (3.5) quality and (3.6) business start-up regulations.

Each topic contains a list of statements that covers the object of investigation. The subject area STRATEGIES FOR PROMOTING BUSINESS START-UPS deals with the administrative framework of business start up support. The thematic block ENTREPRENEURIAL CULTURE deals with the reception and offer by the media and events that include start-up relevant issues. Furthermore, this block looks at how the topic is incorporated into secondary and higher education. The subject area of SUPPORT FOR BUSINESS START-UP contains questions about the offer of both pre- and post-business formation support. The given statements concerning funding include access to finance or grants for founders. The question of infrastructure refers to regional conditions such as the existence of business incubators, other types of incubators, business rooms, work spaces or the like. The question of quality refers to the quality of start-up support. The statements concerning the regulation of business start-up deal with formal premises for business formation and commercial requirements.

The interviewees are asked about their level of commitment to the various statements. A five-step inverted scale is used. (1= disagree; 5= fully agree).

While some specific questions are evaluated only by one or two groups the majority of issues is directed to all actors in order to produce the greatest possible comparability.

The interviewees are also asked to evaluate some statements regarding the consideration of specific target groups specifically. The resulting information makes it possible to identify existing supply gaps in relation to the target of "Inclusive Entrepreneurship". In addition some demographic data of the founders are collected, which can then be used to carry out a multivariate analysis for example with regard to gender or age.



### Setting up the questionnaires

Due to the different frameworks where the questionnaire is being applied some fields must be set up before starting to use them. The only modifications that have to be made are in the *founders questionnaire*:

- On the personal information chapter, question five, please insert on the right side of the selection boxes the educational levels applicable in the region.
- On the personal information chapter, question four, please insert on the question's sentence the name of the country where the investigation is being conducted.

## 2.2 Experience in the European context

A key aim of all COPIE based investigations carried out so far was the active engagement of the actors and stakeholders in the area of start-up support with the needs of different target groups. Heightened awareness of needs specific to target groups often led to reconsiderations. By building low-threshold<sup>1</sup> offers more people should be granted access to adequate start-up support.

The systematic capture of data from different European regions formed the basis for the European experts to identify best practice and to make them applicable for European regions.

In the city of Lisbon, the results of the COPIE study have helped to breach conventional problem-solving strategies, like for example instead of the relocation of marginalised groups to modern boroughs a focus on the skills of people was applied. Because decision-makers were made more aware of individual circumstances (e.g. regarding cultural, social, ethnical aspects) of different people interested in starting a business, access to finance could be improved significantly.

A study executed in the Berlin borough of Mitte showed that the group of business-advisers reviewed the start-up-infrastructure significantly more negative than the other interviewees. This particular result as well as the general considerations on "Inclusive Entrepreneurship" laid the foundation for a lively discussion about potential for optimisation in the field of start-up support for specific target groups.

In Wales, a massive restructuring in the coal and steel industry led to self employment being promoted as an alternative employment opportunity. As a result of the debate on "Inclusive Entrepreneurship" especially target groups

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<sup>1</sup> Offers can be considered low threshold if they manage to meet potential founders in their



such as ethnic minorities, older people and women got more accurate support. Thus the number of start-ups could be increased significantly.

### 2.3 The value of the COPIE analysis tool

The systematic collection and comparison of data from different European regions were useful in the past in order to identify successful approaches and transfer them for application elsewhere in Europe.

At the regional level the results of the COPIE-analysis mainly benefits to make decision-makers more aware. The tool provides useful starting points for optimisation of regional support services through the identification of supply gaps and obstacles (e.g. for particular target groups). For this reason the COPIE analysis contributes to more people of the region taking up self-employment.

### 2.4 Summary of the methodical enhancements

Despite the frequent and successful application of the COPIE analysis tool, there was room for improvement in relation to the then immature theoretical concept. On behalf of the German Federal Ministry of Labour and Social Affairs, iq consult made a synopsis concerning the evaluation of the experience of the COPIE-tool in the different European regions. Resulting recommendations for restructuring the COPIE-tool were derived. The objective was to enhance the informative validity and in this manner transmit better information to decision-makers in order to ensure a better application of policies.

In line with the experiences gained, iq consult has, continuously, taken their own investigation as an opportunity to further develop the tool. Increasingly, the comparison of perceptions of regional players became a focal point. Consequently, the developments were mainly dedicated to build a better comparability of estimates. The supra-regional comparability of the results, on the other hand, moved more into the background. The selection of interviewees and the selection of survey methodology have great influence on the results. A comparison of the results is not guaranteed, as long as there are no uniform agreements on this point.

All interested regions still have access to a European network of experts, where the results of regional enquiries can be compared with representatives of other European regions and possibilities to transfer best-practice models can be discussed. Therefore, a significant contribution is made to enable learning from each other within a European context.

### 2.5 Enhancement of the COPIE analysis tool

For the current fourth version of the COPIE analysis tool some significant changes have been made. Overall, all statements were checked again with



regard to clarity and precision. The aim was to make the wording clear and comprehensible. Further changes will be described in more detail below.

### 2.5.1 Greater comparability of the perception of survey groups

Because the different survey groups have different perceptions and areas of influence, the statements of all interviewees cannot be treated equally. For instance, entrepreneurs cannot usually assess the political and strategic framework of start-up support in their region. As users of the offers they are interested mainly in the functioning of structures and can at best confirm retrospectively at which point they see problems.

At the same time in previous versions, many questions were asked only to individual actors, although the views of other groups would have been possible and interesting. Especially because the comparison of perceptions - as mentioned before - has been gaining more importance in the previous studies, the tool has been revised accordingly. The aim was to look at the different aspects of setting up support structures from as many angles as possible.

### 2.5.2 Thematic block: Entrepreneurship education

*Entrepreneurship education* is an essential element of entrepreneurship support. Self-employment should be treated as an obvious alternative to dependent employment within education and vocational training. It is necessary to train and practice entrepreneurial thinking and acting.

In previous studies, however, many problems with this thematic block emerged. Generally statements about interviewees' experience during school and vocational training were of no value for the current situation as these experiences dated back too far in time. The majority of interviewees could not judge the current situation in schools, universities, or other educational institutions because they did not have sufficient insight into the present state of things.

In order to fully understand this topic it would be necessary to have a survey group that deals with entrepreneurship education only. This group should consist of decision-makers, people in charge of educational institutions as well as scholars, students and trainees. Although the results of such an enquiry would be very interesting, it would mean a complete abandonment of the research design of the COPIE analysis tools, making the investigation much more complex.

In the present, fourth version of the analysis tool, the sub-category "*entrepreneurship education*" has been deleted. In order to not completely blank out the issue two statements on the treatment of the topic in schools and universities have been added to the thematic block "awareness and sensitization". Since none of the interviewees has direct influence on the design of frameworks in this area, all given estimates are those of outsiders. Thus,



when assessing the responses the uncertainty, concerning the involvement of interviewees, must be dealt with: Is the statement based on own experience? How much time has passed since then? Are the evaluations based on a particular institution or does the respondent possess wider knowledge? As part of the application of the COPIE Analysis Tool these and similar questions have to stay unanswered. However, the estimates could open the doors to a large-scale survey in this area.

*Following up on this experience, COPIE is currently working on a specific section on entrepreneurship education which will be better suited to address the issues in this area. A new assessment framework for this support will thus be available by the end of the project period.*

### 2.5.3 Thematic block: Quality

The field *quality* was significantly under-represented in previous versions. In this area the comparison of viewpoints, however, is very interesting. Looking at the range of the publicly-funded start-up support, the interviewees are after all the planners (decision-makers), executors (business advisor) and the clients (founders) of offers. Thus, some of the perceptions offer conclusions about the quality of the offers and can further be taken as a starting point for a discussion about what constitutes quality in the promotion and support of start-ups. Can offers, for example, be regarded as high quality, when potential recipients (people interested in founding) know nothing about them? As a consequence, this area has been upgraded considerably in the present version.

### 3 IMPLEMENTATION OF THE COPIE-TOOL ANALYSIS

The analysis is divided into two parts. In the first part the *demographic and economic frameworks* of the study area are described. What are the strengths of the region and what are the weaknesses? What are the challenges they are facing today? This serves to elaborate the relevance of the topic of entrepreneurship for the region as a whole and to research which target groups may benefit from increased support. In addition, as part of an inventory analysis, the study describes which offers already exist in the field of start-up support, how they are designed and who they are directed at.

Apart from that the relevant interviewees have to be identified during this phase; in particular, at the level of decision makers. What institutions are relevant to the area of start-up support in the region? Which administrative department is in charge? Is there a main regional player or a network that should not be ignored?

The second part is the *period of interviews*. In this phase, using standardised questionnaires, the assessments of the three described groups towards the different statements are obtained. The data collection can be done in different ways. More information on data ascertainment is summarised in Chapter 3.2.

#### 3.1 Secondary data analysis

A secondary describes the analysis of data that has been retrieved in different circumstances to study a new fact. As part of the COPIE-tool, the secondary analysis is used to describe the initial situation in the study area. At this point it is essential to elaborate how relevant the topic "Inclusive Entrepreneurship" is for the region or how relevant it could be. On the other hand it describes what specific support services already exist in the region, who they address, and what kind of support criteria are in place. The following chapters are to be understood as a guide to describe the relevant aspects comprehensively. The questions do not claim to be complete and can be adapted or expanded in order to describe regional circumstances.

##### 3.1.1 Space and people

- How big is the researched region?
- What are the special characteristics of the researched region (e.g. rural, urban tourism, etcetera)?
- How many inhabitants does the researched region have?
- What is the population density?



- What is the population structure (ratio of young and old people, percentage of people with migrant backgrounds, etcetera)?
- What has been the population growth in recent years and what are the forecasts?

### 3.1.2 Labour market

- What is the unemployment rate in the region, in comparison to other regions, and compared to the national average?
- How is the unemployment rate distributed between genders and different target groups?
- What has been the trend in recent years and what are the future prospects?
- Are there regional, market-specific features (such as demographic changes, dependence on one industry or a single employer, etcetera)?

### 3.1.3 Economic region

- How is the economic power distributed in the region/ are there territorial disparities?
- What industries / sectors are located in the region?
- What are growth markets in the region?
- What is the Gross Domestic Product per capita (GDP) and what percentage of the EU average does this account to?

### 3.1.4 Entrepreneurial dynamic

- What is the rate of self-employment?
- How is self-employment spread across micro, small and medium-sized businesses?
- What is the number of start-ups in the region?
- What is the number of business insolvencies in the region?
- How does the regional start-up rate relate to the national one, and that of other regions (Global Entrepreneurship Monitor)?

### 3.1.5 (Over-) regional offers of support

- What kind of start-up support exists in the region?
- Is support distributed through regional or supra-regional actors?
- How and through what sources is support financed?
- Who sponsors the offers?



- Who are the addressees of support?
- Are there any publicly funded or financed start-up support services and what are the conditions?
- Are there special, target-specific offers?
- Are there support services in the post -tart-up phase and what are the conditions?
- Are there any special financing offers for founders (microfinance)?
- Are there clearly defined quality standards for providers of publicly funded / financed services?
- Are publicly funded / financed offers more often generated by organizations or freelance consultants?

### 3.2 Data collection

The data collection is done on the basis of standardised questionnaires for the three survey groups. The sample size should ideally be 20 to 30 people per survey group (there is no limit). The minimum amount of people is 10 persons per survey group. While 10 people of the decision-makers are enough, at least 30 founders should be interviewed to obtain a differentiated result for a region.

We recommend face-to-face or telephone interviews as interviewees have the opportunity to ask questions or if they have not understood aspects it's possible to explain them in more detail. Furthermore, experience shows that these methods secure the biggest return on data. We do not recommend the use of purely written questionnaires (either by post or by e-mail) and group interviews. The advantages and disadvantages of different survey methods are described in the section 3.2.2.

The interviewers should be trained prior to the survey. They must know the background of the survey and have dealt with the contents of the questionnaires beforehand to prevent differing interpretations of certain issues and make the interview of various respondents more comparable with each other (criterion of "repeatability").

#### 3.2.1 Selection of interviewees

As mentioned elsewhere, the analysis is based on a survey of different actors in the field of start-up support (decision-makers, advisors, founders). In this process the selection of suitable interviewees should not be underestimated. Once a selection is made, the required partners still need to be convinced to participate. While the difficulty with decision-makers is to convince them of the regional significance of the results, the problem with founders lies primarily in assembling a meaningful sample. Below the survey groups will be described in





more detail. Further instructions for the selection of survey participants will be given.

### 3.2.1.1 Decision makers

People are considered decision-makers when they have influence over the administrative structures and frameworks in the area of start-up support in particular and integration of disadvantaged target groups in general. Decision-makers come, for example, from relevant ministries and public administration institutions, chambers or regional banks. Thus, this survey group evaluates factors that are more or less in their own area of decision-making.

Once the relevant regional institutions of start-up support and labour market integration are identified through the secondary analysis, it is easy to put together a list of desired interview participants at the level of decision makers. It is more difficult to persuade them to participate. At this point it is essential to convince them of the importance of the study for their area of responsibility. So-called "gate openers" - people with personal contacts or equivalent reputation - are essential in this case<sup>2</sup>.

In the personal interview it must be made clear that it is about co-operatively improving the regional start-up infrastructure with a clear focus on "inclusive entrepreneurship". The impression that there may be an intention to uncover shortcomings in the decision-makers' work must not arise under no circumstances. The interviews with the decision-makers need to be planned well in advance because the scheduling of appointments is often difficult.

### 3.2.1.2 Business Advisors

Advisors are in direct contact with entrepreneurs and understand their needs and problems. In addition, they have expert knowledge about specific start-up offers in the region. Often advisors can also be found in public institutions, but should likewise be recruited from the publicly funded and private sector. It is important that their focus is on giving start-up advice and not on the often more lucrative business consulting. Furthermore it is ideal when advisors, who are specialised in advising a specific target group (e.g. women, the unemployed, migrants and people with disabilities), are included in the investigation. These advisors should have a good overview about existing offers of interest for their client group and about the difficulties the specific target groups are confronted with.

It could be an interesting aspect of the secondary analysis to determine how hard or easy it is to identify advisors in the region via online search. Usually it should not be too difficult to find the contact details of advisors in the region.

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<sup>2</sup> Ideally, the analysis is carried out by public order or the project gets supported by a public institution. A correlative letter can also take on a "gate-opening" function.



### 3.2.1.3 Entrepreneurs

Entrepreneurs are individuals who have started a self employed activity or are close to starting a business. As beneficiaries of the services they can evaluate them and the whole process directly.

The questionnaire for the founders examines the framework of start-up support from a customer perspective. Based on the results it can be worked out how offers reach users and how much these match their actual needs.

To ensure the most current picture of the business start-up support, only founders whose step into independence dates back not longer than 15 months should be questioned. It's the only way to ensure that the statements about the circumstances of their start-up refer to the current start-up infrastructure of the target regions<sup>3</sup>.

The selection of interviewees in this survey group is quite complicated as the risk of choosing a selection of participants that influences the very enquiry is greater than with the other actors. To reflect the situation of founders in its entirety the samples should include persons that founded a business, as well as, persons that did not realise formation plans. Above all, failed projects can reveal a lot about suitability of offers but are at the same time harder to identify.

Even if the start-up 'drop-outs' are disregarded it is still challenging enough to compose a good panel. If one would concentrate on costumers of advice services - which would without a doubt be the easiest – there is a possibility of not getting a much differentiated picture since all interviewees would have collected similar experiences when searching for offers. A balanced sample would comprise the following persons:

- Customers of various traditional, public advisory services (for example, offers of the chambers, and the regional and local economic promotion programmes respectively): These addresses can be purchased frequently.
- Customers of publicly funded projects and support of newer forms of support (e.g. regional initiatives or centres for business formation).
- Clients of offers with a clear target reference (e.g. for people with migrant backgrounds, the disabled or unemployed).
- Clients of private providers.
- Entrepreneurs who did not call on support offers. If it is not possible to select these systematically it might be worthwhile to choose entrepreneurs specifically by the registration of their company (e.g. through an appropriate placard).

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<sup>3</sup> This should also exclude entrepreneurs who changed only their business location when the company in its basic structure already has existed for more than 15 months.



- Entrepreneurs who have established a business and those who work free-lance. While the former can be canvassed in the relevant institution, to reach the latter can often only be realised through a newspaper ad.
- Founders, who have not yet established their companies and entrepreneurs who already entered the market with their offer.

To identify the gaps in the structure of offers, as many different founders as possible should be questioned. It is advisable to contact all institutions that people interested in setting up business could come in contact with (such as office of registration of companies or institutions pertaining to labour management). With the support of these institutions (for example through the permission of publicly placed placards) it will be possible to meet a variety of the set criteria without much effort.

Another option to persuade as many founders as possible to participate in the survey could be incentives. The survey could be rewarded (with a money consideration or a free consultation). Another, cost-efficient possibility could be holding a raffle among all the participants.

### 3.2.2 Advantages and disadvantages of the survey methods

Generally speaking, a standardised collection method increases the comparability of results. The investigation is kept consistent and it is therefore recommended to choose one survey method only.

The following assessment of the advantages and disadvantages refers exclusively to the research design of the COPIE tool.

#### 3.2.2.1 Face to Face interview

In the personal interview, the interviewer is sitting opposite the interviewees. The interview should ideally take place in a neutral setting. In any case it is necessary to ensure that disturbances are avoided and the enquiry is conducted in a protective atmosphere. In the best case, the respondent should choose the location himself. It is advisable to conduct the interviews in pairs, so that one person can concentrate on the conversation, while the other takes notes.

**Advantages:** The personal interview creates a high degree of commitment and so underlines the importance of the investigation. The personal interview also allows the direct clarification of misunderstandings. Once the interviewee is selected and an appointment set the failure rate in the form of cancellations is traditionally very low.

**Disadvantages:** For some interviewees, this type of survey is not anonymous enough. The dread that potential participants might experience in a face-to-face interview makes this method more problematic than others. There is also some risk to digress too much from the questionnaire. The interviewer ought to have



some experience to not let the interview get out of hand, and to return to the contents and system of the enquiry. Last but not least, this kind of method is characterised more personnel- and time- intensive than any other data collection method.

### 3.2.2.2 Telephone survey

The telephone survey differs from the personal interview only in one point: There is no direct eye contact. For the telephone survey dates should be agreed on. This way, an undisturbed conversation is guaranteed. Moreover, the difference to spontaneous market research is more clearly marked.

Advantages: The telephone interview does not produce such high commitment, but otherwise has all the advantages of a personal interview. At the same time the telephone survey is less time-demanding and less resource-intensive because arrival and departure can be neglected. Also anonymity is greater in a telephone interview than in face-to-face survey.

Disadvantages: Compared to the personal interview the responses are less because telephone enquiries are suspected of being untrustworthy and thus denied more often<sup>4</sup>. The interviewers need sensitivity to estimate whether the interviewees can still follow. Since respondents do not have a hard copy of categories of answers and statements there is a general risk that the respondents mix the scale or that misunderstood answers are counted in. If it is not possible that the interviewees have the questionnaire, the interviewer should explain the structure of the survey more frequently<sup>5</sup>.

The telephone survey is also more work-intensive and time-consuming than a written enquiry.

### 3.2.2.3 Written- /online survey

The written and online surveys have many similarities and their differences are irrelevant for the research design of the COPIE tool, thus they are treated in the same category. With this method the processing of the questionnaire survey is carried out solely by the interviewees. The questionnaires are sent to the participants or made available online.

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<sup>4</sup> This disadvantage can be controlled by informing the interviewee in advance and arranging the dates for the interviews.

<sup>5</sup> Thus, for instance, the scale should often be repeated and each section of statements should be introduced accordingly.



Advantages: This method is cost-effective. In contrast to the telephone or personal interview there is no need to train interviewers, and no interviews have to be scheduled<sup>6</sup>.

Disadvantages: According to experience the response rate for this method is rather low. The written survey has the least degree of commitment, and that is for both parties. After all, it cannot be controlled, whether the respondent fills in the questionnaire himself or whether other persons are influencing him. Additionally, in online surveys a problem that has to be excluded is that people respond more than once. E-mail enquiries are very error-prone. Attachments might hinder E-mail delivery (safety settings). Responses might come without attachments because information has not been saved or attachments have not been attached at all.

### 3.2.2.4 Group interview

Information retrieved from interviewing focus groups is a method used in marketing research. For the COPIE-analysis the application of this survey tool means that members of a survey group will be interviewed together. The statements may be discussed and at the end there is a joint assessment by the group. For this method, the survey groups should be divided into meaningful subunits (e.g. people interested in founding and people that completed a start-up; employees and freelance business advisors, decision-makers from the ministries and business-friendly institutions), that then each give their respective assessment

Advantage: The survey is carried out face-to-face and the setting creates high commitment. The method is time-saving although not necessarily cost-efficient, which is due to the fact that several persons can be interviewed at the same time but cost for location and catering are inevitable. The comparison of sub-units within the survey groups allows for additional opportunities to compare.

Disadvantages: The setting creates a certain pressure on the individual respondents (social desirability). The necessary consensus leads to a certain density towards the middle of the scale. The presentation of such group processes is challenging and requires experienced moderators.

### 3.2.3 Handling of qualitative data

The CoPIE-analysis is a quantitative analysis (evaluations on a scale from 1 to 5). The use of qualitative data compared to quantitative data is more complex. To establish comparability of the results, a number of agreements and regulations would be required.

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<sup>6</sup> In a mail survey, it should be made as simple as possible to the respondents and there should be no additional cost (for example, addressed and stamped return envelopes can be included)



Nevertheless, qualitative data plays quite an important role in the evaluation and interpretation of quantitative results. It is recommended to take notes not only of evaluations but also of statements given by respondents during the interviews. These may be comments on the enquiry, explanations of the evaluations or ideas for improvement. The additional data makes it possible to understand region-specific details and interpret the evaluations better. At the same time they may offer information to further improve the COPIE analysis tools. In addition, the interview situation is more relaxed, when in addition to purely quantitative data, qualitative statements are welcome.

Finally, it should be noted that the use of qualitative statements should be done carefully, respecting the anonymity of respondents and the scientific quality<sup>7</sup>. Although, so far the COPIE analysis could not hold a representative claim, it is nevertheless based on facts in the form of numerical values. Qualitative data can at best be incorporated selectively and the impression of an objectifying method that did not come into use should be avoided. This should be expressed through appropriate formulations during the phase of interpretation and possible generalisation of the results and even more so when recommendations for practical application are derived.

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<sup>7</sup> The interviewer should remain undetected at the mention of quotations.



## 4 ATTACHMENTS

- (1) Questionnaire for decision-makers (Vers. 4)
- (2) Questionnaire for business advisors (Vers. 4)
- (3) Questionnaire for founders (Vers. 4)
- (4) An example of the structure of the final report
- (5) User guide of the Excel analysis tools for the COPIE analysis tool (Vers. 4)