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ISIRC
MILAN 2021

Enabling the change!
Social innovation and enterprises for a better future

Proceedings of the13th International Social Innovation Research Conference

Milan, 8-10 September 2021
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Conference Proceedings

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Contents

Introduction

Università Cattolica del Sacro Cuore together with Graduate School of Business and Society (ALTIS) and E4Impact Foundation are delighted to have hosted in 2021 the **13th International Social Innovation Research Conference** (**ISIRC**). We have been grateful to have had the chance of organizing a dual mode conference in pandemic times, because it allowed a great group of scholars and researchers to start meeting again in presence in our Milanese campus, but also it ensured anyone who wants to join the event virtually.

The conference title was: "***Enabling the change! Social innovation and enterprises for a better future***". By following the leading impactful research being undertaken in the recent years, the conference focuses on how we may move towards fair and sustainable societies through social innovation and social entrepreneurial initiatives. This topic is aligned with the purposes of Università Cattolica del Sacro Cuore, and it matches with the mission of both ALTIS and E4Impact Foundation. In particular, the Graduate School of Business and Society (ALTIS) since 2005 is committed to foster knowledge and practices round corporate social responsibility (CSR) and sustainability, as a place where academics, professionals, entrepreneurs and managers, as well as talented youths, meet and debate turning managerial culture for sustainable development and impact entrepreneurship into reality. Similarly, E4Impact Foundation aims at forging new generations of African social entrepreneurs, by bringing education programs in African countries and working actively with local Universities to foster the development of such impact-oriented initiatives. E4Impact also developed impact acceleration programs which can concrete build a better future especially in emerging economy as Africa.

The conference have brought together more than 300 scholars and practitioners in presence or online, with attendances from all over the world (Europe, Africa, Latin America, USA etc.).
The conference has been running in dual mode, which assured a productive dialogue, a shared and interdisciplinary knowledge among the 21 streams conference, and enjoyable networking.

In the overall organization, we are very grateful to the **Stream Chairs**, which helped us in running the conference streams, and deepening the various thematic areas. This year, we had the pleasure to have hosted five **keynote sessions**: Sophie Bacq (Indiana University), Silvia Dorado (UMass Boston), Matthew Grimes (University of Cambridge), Chris Marquis (Cornell University) and Johanna Mair (Hertie Business School). We actually thank our speakers for their availability and commitment, both online and on-site. Finally, we really appreciated the commitment of everyone who has made this conference possible, including all presenters and participants. A special remark to the colleagues of Università Cattolica del Sacro Cuore and ALTIS, which contributed to the conference organization, and to Camilla Secco for supporting us in the development of conference proceedings.

We then offer the following proceedings with all the abstracts which have been presented in the conference streams, with the desire of continuously pursuing the creation of better societies and a better world through research and practice around social innovation and social entrepreneurship.

Giacomo Ciambotti, Mario Molteni, Matteo Pedrini

01. Active ageing and social innovation

Active ageing: general session

Multi-Dimensional Interventions for Healthy Aging: A Case Study from a Private Foundation in Italy

Claudio Lucifora, Università Cattolica del Sacro Cuore and IZA; Elena Villar, Università Cattolica del Sacro Cuore

Abstract

Aging is a complex and multi-faceted process characterized by the interaction of physical, mental and social factors. To be effective, healthy aging interventions should reflect this complexity and address physical, mental and social health. We study the effects of a multi-dimensional healthy aging program that combines health assessment, health education and prevention, and social engagement on physical, mental and social outcomes on a sample of individuals aged 65 years and older.

We compare lifestyles, physical and mental conditions, and healthy life expectancy of 269 subjects enrolled in the program to that of 87 non-enrolled subjects. Since the allocation of subjects among the group of participants and non-participants is non-random, in the empirical exercise we explicitly model individuals' self-selection into participation, controlling for observable characteristics as well as the distribution of unobservable traits correlated with the decision to take part in the program. More specifically, our empirical strategy attempts to replicate ex-post a quasi-experimental allocation of the subjects into "treated" and "controls". This quasi-random allocation allows us to interpret our findings as the net results of participating in the program on the outcomes of interest.

We find that participants have a higher probability of following a healthier lifestyle and being socially engaged, enjoy better health conditions and mental wellness, and live a larger proportion of their life in absence of chronic conditions. The stronger effects were found among participants

aged 75 years and older, a result that suggests the effectiveness of multidimensional interventions in developing and maintaining functional ability that enables a healthy aging.
From a policy perspective, our results strongly highlight how interventions aimed at promoting healthy aging should target not only the physical, but also the psychological and psychosocial wellbeing of older adults. This is a big challenge, since the Covid-19 has dramatically increased isolation and mental distress among older people. Based on our findings, we recommend strengthening and supporting strategies aimed at fostering greater connection among elder individuals and their social network.

Workshop wonders: Reflections of practical challenges conducting research within the Men's Sheds setting.

Andy Wood, University of Chichester; Christopher Heaney, University of Highlands & Islands; Carl Bescoby, University of Bath; Saskia Commerman, University of Chichester; Josien van der Kooij, University of Chichester; Agathe Isbled, University of Chichester; Matthew Sitch, University of Gloucester; Ruth Lowry, University of Essex

Abstract

Typically attended by older men, Men's Sheds provide male-centred, social spaces, that facilitate skill-sharing, social inclusion, and health benefits to those who attend. They have become a common platform for gendered-initiative research in recent years, focussed primarily in areas of Australia and Ireland. Yet, the practical challenges researchers face in Shed settings are an unexplored phenomenon, with research processes often depicted as a faultless exercise.
This paper details reflections and lessons learnt from data collection within the Men's Sheds setting with older, male participants as part of the EU Step-by-Step (SBS) Project, assessing a new Men's Sheds delivery model.
A total of 57 Men's Sheds participated in piloting and evaluation data collection procedures. 11 Shed Members, 3 Shed Leaders and 9 older adults (non-Shedders) completed piloting materials (survey, semi-structured interview, and social network task), before 68 Members and 37 Leaders completed evaluation interviews and social network tasks; and 188 Members and 45 Leaders completed an evaluation health and mobility survey. All piloting data was collected in the UK, whereas evaluation data derived from UK, France, Belgium and Netherlands. Reflections came from experiences of engaging older male participants and accessing the Shed space.

Five main experiences are discussed: importance of a separate space, interacting with older Shedders, engaging male participants, partnership working, and research practicalities. Hurdles faced included noise, interruptions, lack of space, inadequate tacit knowledge, managerial red-tape, partnership complications, and participant engagement. Key reflections included: men are more willing to discuss health and personal experiences than research suggests, separate space away from the Shed is vital to research, foot-in-the-door introductions enhance rapport and subsequent recruitment, continuously travelling long distances for minimal contact can be frustrating. Methodological alterations included: increased support from partners regarding recruitment and data collection, alternative spaces where necessary, equipment changes, and alterations to the order of the evaluation procedure.
This paper provides practical insights into the pitfalls and obstacles of field-research, which is often portrayed as a faultless process. Older men were found to gladly discuss their experiences of activities that provide them with pleasure; however, recruitment approaches have a telling impact on engagement. Research questions are often akin to those Men's Sheds would like answered; namely, how are Sheds impacting communities and attendees? How researchers demonstrate the potential answering of these questions is key to engagement. These experiences offer recommendations and preparative awareness for researchers proposing further investigations of the Men's Shed setting.

Cycling without Age: Scaling a Social Model

Roger Spear, Roskilde University

Abstract

Cycling without Age is an initiative first developed in Denmark, where volunteers take seniors out for rides on tricycles, so giving them an experience of cycling. It has proved very popular and has been replicated in about 50 countries.
This paper examines some of the core features of this model, and the extent to which it could be considered a coproduction of an active cycling experience. The paper goes on to explore the extent to which there are similar initiatives of coproducing active experiences, in other forms of outdoor or indoor activities. And finally, it examines the key factors in replication into several countries.
The paper draws on a range of research including a number of taxonomies of scaling strategies (Scheuerle and Schmitz, 2016; Desa & Koch, 2014). One key distinction is between direct and indirect strategies. Direct

includes growth of the social enterprise to expand its coverage; it also includes branching- setting up new branches (Dees et al, 2004). This strategy typically involves significant organizational growth (Dees et. al, 2004; Bocken, Fil & Prabhu, 2016). Growing or expanding a social program aims to reach increasing numbers of beneficiaries in more locations, in order to spread the organizational influence wider and deeper in the society (Lyon & Fernandez, 2012; Bloom & Smith, 2010). Scaling through growth is an ongoing process that require adjustments to the nature of social problems and external environment. Expansion and growth are typical of conventional business, with similar issues for social enterprise; and they are frequently wholly owned (i.e., acquisition, organic organizational growth) (Mulgan et al., 2007; Berelowitz et al., 2015).
But there are also indirect strategies, which recognise the importance of collaborating with others, through formally affiliating (Dees et al, 2004), licencing and social franchising (Tracey and Jarvis, 2007); it may also include forms of dissemination including open-source knowledge sharing (Galitopoulou & Noya, 2016); and this may extend to promotion, and advocacy. Thus, in the direct approach, the central organisation is pivotal in a hierarchy led strategy, while in the indirect approach it is just one node in a multi-nodal network strategy.

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Social innovation for active ageing

The Well-Being of Volunteers Who Serve Children at Risk of Maltreatment

Joshua Bishop, Grand Valley State University

Abstract

The lack of sufficient foster care homes in the U.S. and their risk of increasing negative outcomes for children highlight the need for more increased support for children at risk of maltreatment. While volunteer opportunities exist for supporting children *after* foster care placements, few opportunities exist to care for children who are *at risk* of maltreatment. New and innovative approaches provide such volunteer opportunities and may find support from an emerging literature that demonstrates a positive relationship between volunteerism and well-being (Herzog & Price, 2016; Piliavin & Siegl, 2007; Smith & Davidson, 2014; Thoits, 2012; Thoits & Hewitt, 2001). However, no studies have investigated the well-being of those who volunteer with children at risk of maltreatment.

This exploratory, observational, quantitative study addresses this gap with a sample of volunteers (N = 302) from a faith-based, non-profit organization that works to keep children safe and prevent child maltreatment by recruiting volunteers to host at-risk children while their family faces a crisis. The research questions in this study investigate whether volunteering and/or motivation are associated with seven dimensions of well-being: Happiness, Physical Health, Life Satisfaction, Self-Mastery, Self-Esteem, Anxiety, and Depression.

Results of bivariate analysis, as well as multivariate linear and curvi-linear regression models demonstrate mixed evidence of significant relationships

between volunteering and well-being, as well as between motivation and well-being. However, an important finding is that despite the time and emotional demands of volunteering with children at risk of maltreatment, there is no apparent decrease in the well-being of the volunteers. Rather, they are happy and physically healthy. They report very low levels of psychological distress, and they demonstrate a high degree of Self-Esteem, Self-Mastery, and Life Satisfaction.
This study highlights Safe Families for Children (SFFC), which is an international organization using innovative methods and volunteer roles to support children and families, prevent childhood maltreatment, and reduce unnecessary foster care placements. This model will be discussed, as well as other implications for engaging volunteers in child welfare. Implications for future research will also be suggested, including the use of a Confirmatory Factor Analysis to offer reliable options for future studies to operationalize well-being and motivation, and the next steps in research regarding the health and well-being of volunteers.

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The Good, Bad, and Useless in Social Entrepreneurship: Reading Virgil's Aeneid, Achebe's Things Fall Apart, and Goethe's Sorrows of Young Werther

Gordon Shockley, Arizona State University; Peter M. Frank, Grove City College

Abstract

In this paper we offer a pedagogical strategy of juxtaposing three great works of world literature to teach the good, bad, and useless in social entrepreneurship. First, we posit Virgil's Aeneid (ca. 19 B.C.) – the monumental Latin epic of the founding of Rome – to teach good social entrepreneurship. Virgil imbues his main character Aeneas with the pietas, a

powerful concept that we argue is the quintessence of social entrepreneurship. Then, we read Chinua Achebe's Things Fall Apart (1958) – the twentieth-century African account of British colonialism in a late nineteenth-century Nigerian village – to teach bad social entrepreneurship. Specifically, we contend that the clash between its main character Okonkwo and the two Christian missionaries of the British empire show the disastrous effects of misguided social entrepreneurship. Third, Goethe's Sorrows of Young Werther – the romantic manifesto of a love-stricken poet in an eighteenth-century German town – to teach useless social entrepreneurship.
The solipsism of the main character Werther negates his goodness, kindness, and sensitivity, the very ingredients that social entrepreneurs need to be effective (like Aeneas). Reading these masterpieces provide students of social entrepreneurship with what Martha Nussbaum in Cultivating Humanity (1997) calls the "narrative imagination," or "the ability to think what it might be like to be in the shoes of a person different from oneself to be an intelligent reader of that person's story, and to understand the emotions and wishes and desires that someone so placed might have".

Ethiopia: Coffee value Chains and Invisible Women

Varsha Tebo, Hillary Rodham Clinton Research Fellow

Abstract

Ethiopia, widely regarded as the birthplace of coffee, is well-positioned to benefit from increasing global demand for coffee. To do so, it must address key constraints within its coffee market system currently preventing it from being more competitive on the global market. Female coffee farmers, despite being capable and essential for the growing and selling of this labour-intensive crop, are left at the least economically advantageous stages in the coffee value chain. Gender-based inequalities within Ethiopian coffee production are causing restricted access to extension services, improved inputs, and credit for women cultivating coffee. The gender gap in coffee yield and income persists within Ethiopia and much of East Africa. This gap hurts the production and well-being of women working directly in coffee farming, many of whom are among the poorest and most vulnerable in the country. Looking beyond just the gender equality concerns, these gender-specific constraints directly affect the production and marketing of Ethiopian coffee, resulting in long lasting negative impacts on female's ability to contribute to market-oriented agricultural growth and development of the coffee sector.

This research paper will conduct an in-depth stakeholder and value chain analysis of the current coffee market in Ethiopia and investigate questions, such as, what are the gender differentials for technology adoption in the coffee value chain in Ethiopia? What is the role of women, and their perceived involvement, in coffee value chains? How might the role of women change, or be influenced, in the future, and what would be the effect on community? What different kinds of stakeholders engage with coffee value chains (e.g., landless vs. landowning; large/semi-commercial vs. small/opportunistic/nomadic), and what is their perception of this engagement? What contextual nuances exist in relation with these value chains and the promotion of gender-sensitive approaches? The paper will examine the existing practices, latent practices, positive deviance and external best-practice. This research will be instrumental in providing policy recommendations for better, more inclusive agricultural value chains not only in Ethiopia but also across the developing world.

In the debate of public and private sectors for the social good and delivery, what is often overlooked is the importance of religious organizations and their commitment to public service. This paper will discuss the history of Sikhism not just as a religion but an ideology of service to mankind, highlight the pillars of Sikhism as well as its commitment to finding innovative ways to end hunger around the world. Sikhism has 3 pillars, "kirat karni" (living with honesty), "vand chakna" (sharing with others), and "naam japna" (remembering God). The paper will examine the role of Sikhism as the driving force behind global projects like Langar (free food every day to feed homeless people around the world, including in war zones), the concept of Gurudwaras and using it as not as places of worship but also as free lodge for students, free medical and educational services for the needy.

02. Critical perspectives on social innovation

Engaging with critical theories

Social innovation for a better society! But how can we know? And what are the costs? Results of a systematic literature review.

Georg Mildenberger, University of Heidelberg; Juergen Streicher, Joanneum Research; Gudrun-Christine Schimpf, Centre for Social Investment, Heidelberg

Abstract

Social innovation for a better society! But how can we know? And what are the costs? Results of a systematic literature review.
Social Innovators aim to find viable and sustainable solutions to the challenges facing our society.
But like technical innovations, social innovations may have unintended or undesired consequences on society, often only visible in the long run. Researchers, practitioners, and policy makers might be interested in getting to know relevant developments in methods of evaluation and forecasting, in particular when it comes to support the implementation of social innovations.
And is Social Innovation the best way to meet all challenges? Are there problems in society that must be solved by other means?
The reflection on effects of social innovations is still a new topic but is attracting growing interest. This paper discusses the current state of theoretical and conceptual work on the effects of social innovations as well as related concepts and relevant activities in research and practice.
It builds on a systematic literature review done in spring 2020 that checked in major databases for papers and studies with a focus on reflections on the impact of social innovation and methods to analyse such impacts.
We will describe shortly the method of systematic literature review and the complex search term used. In a second step we give an overview on the major topics and disputes in the literature. Those will be the scope of

SI and its functional and transformative consequences, the level of possible effects of SI, the debate of the "Dark Side" of SI. Our focus will be on the latter, as it is the place where most concerns are raised. Here the question is not so much: Will a concrete SI meet its end and at what cost? Rather we will have to ask: What are the consequences if a society entrusts its future to SI instead of social policies or programs of reform?

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Social Un-trepreneurship: critical perspectives on a theory of change

John Abraham, University of Waterloo

Abstract

In the field of Social Entrepreneurship (SE), Design Thinking forms the basis of a methodology for change. This follows a rough sequence of problem-definition, ideation, prototyping and implementation (Brown, 2008). In this endogenously driven theory of change, actors achieve greater utility with nothing more than a rational, non-political, morally compelling and innovative methodology (Teasedale et. al 2012). This normative portrayal has been widely criticized as contributing to the status quo by preserving rather than disrupting existing structures of knowledge and power and as an oversimplification with misleading and potentially catastrophic consequences for aspiring actors and intended recipients in the SE sphere (Abraham, 2020; Dey and Steyaert, 2018).

In this paper, I will propose that rather than oversimplification, what is required for practitioners is a reopening of the methodological toolbox. I interrogate the prescribed sequence outlined above through loosely corresponding alternatives such as Participatory Action Research (Greenwood, Whyte and Harkavy, 1993), the philosophy of the Event (Badiou, 2007), Adaptive Management (McLain and Lee, 1996) and the theory of Capability (Sen 2001). These are not offered as an alternate series of steps but rather as ways of interrogating each part of the prescribed Design Thinking sequence. Instead, I explore how alternatives could be more empowering (Participatory Action Research), novel (Event), democratic (Adaptive Management) and impactful (Capability). However, I also highlight the underlying values and the incomplete nature of knowledge in each of these fields, further emphasizing the tentativeness of change in

a constantly shifting social, economic and environmental landscape. In so doing, the goal of this paper is not to 'rescue' SE so much as it is to instigate a critical perspective on the contrast between the fundamentally utility-oriented values embodied in Design Thinking and the SE aspiration for lasting and impactful change.

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The distinction between Social and Business Innovations: Allowing for research with impact on innovations with impact

Markus Thomanek, University of Wuppertal

The topic of Social Innovation (SI) drew increased awareness to policymakers and researchers alike in the last years. With attention unseen this high before, it is innate that different ideas emerged on what SI is and should be. Building on the analyses on outcome-oriented definitions of Moulaert et. al (2014) and van der Have & Rubalcaba (2016) (see also Edwards-Schachter & Wallace, 2017; Godin, 2012; Cajaiba-Santana, 2014), this theoretical paper elaborates on potential obstacles of a distinction between SI and "Business" Innovations (BI) and calls for a more connected view.

Early on, Phills, Deiglmeier & Miller (2008) put an emphasis on social problems being solved or social value being generated by social innovations, thus trying to draw a line between SI and profit-focused BI (see also Pol & Ville, 2009; Mulgan, 2006; Seelos & Mair, 2020). This stream also

recurrently highlights the value created being shared within the society rather than accruing
to one individual, and the social purpose of the actors (Phills, Deiglmeier & Miller, 2008).
Resulting from this distinction, literature on the two phenomena of SI and BI is not well integrated. This neglects potential synergies, which would be important to be unveiled in order to create the value SI strive for.
It is argued that the sets of BI and SI overlap to a great extent, leaving but small room for distinct effects to study. With profit-oriented BI, social value can be created nonetheless, and many innovations, which foremost are focusing on creating social value, can be profitable and perhaps even scaled more easily (see e.g., Seelos & Mair, 2005). Furthermore, the (social) entrepreneur decides on the business model and on the distribution of the profits, not the
innovation (see also the discussion on microcredits by Phills, Deiglmeier & Miller, 2008).
Emphasizing the distributed value of the innovation could lead to solely focusing on not marketable innovations or non-profit innovations.
Hence, it is called for a more connected view of SI, making use of the extensive literature on BI as well as on Social Entrepreneurship (see e.g., Tracey & Stott, 2016; Phillips et al., 2014).
With the goal of creating social value and solving the grand challenges of our time, integrating these fields could help finding ways to foster the creation and scaling of such value through innovations. For this, researching more effective and efficient ways to measure this social value created by innovations (see Bengo et al., 2016) is seen as a big leap forward to subsequently allow for increasing this value.

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Can Transitions Theory account for the Dark Sides of Social Innovation? An Analysis of Directionality in Renewable Energy Prosumerism

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Abstract

In the context of pressures to accelerate transitions towards sustainable energy systems, renewable energy (RE) prosumerism counts as a pivotal social innovation. Researchers and practitioners seek to identify the

remaining innovation barriers, and to develop supportive innovation systems and incentive structures. Meanwhile, accounts of energy justice, energy democracy, energy citizenship and 'just transition' are raising questions about the purposes, beneficiaries, normative dilemmas and legitimacy of the unfolding transition. These critical interventions coincide with recent calls to confront the 'dark sides' of social innovations, and to shake off the post-political elements and 'pro-innovation bias' in transitions thinking. Taking RE prosumerism as a key example, this paper demonstrates how the dark sides of social innovation can be articulated in sustainability transitions theory. This is not only a theoretical exercise to counter unnecessary fragmentation in transitions discourse: A transitions theory without aforementioned critical capacity would fail to provide strategic orientation. The analysis clarifies how the aforementioned discussions of prosumerism 'dark sides' are essentially underlining the directionality of socio-technical transitions: transitions are complex and power-laden evolutionary processes that as such can take less desirable courses as well. A systematic view on the latter 'dark sides' is developed by clarifying how social innovations like RE prosumerism 1) emerge as socio-technical configurations that are constrained by a broad range of institutions and structures 2) often emerge from processes of endogenous regime renewal, despite surface appearances as transformative 'niche' innovations; 3) rely on technological developments with unintended consequences and 4) involve developments of dismantling and decline that pose challenges of distribution and carefully phased change. The overall conclusion is that transitions theory can very well articulate the dark sides of social innovation, precisely through its evolutionary approach. This does call for a greater focus on the endogenous renewal, institutional contradictions and ideological structures of socio-technical regimes.

Engaging with normative theories

Questioning Power in Social Innovations in Energy Transitions: Insights from a Transformative Power Lab.

Flor Avelino, Erasmus University of Rotterdam; Tessa de Geus, DRIFT, Erasmus University; Karoline Rogge, University of Sussex; Sabine Hielscher, University of Sussex

Abstract

How are power relations altered and/or reproduced in process of social innovation and sustainability transitions, and how do we conceptualise

and analyse such changing power dynamics? Discourses on social innovation and sustainability transitions share an underlying notion of change and innovation as drivers for societal improvement, and an (implicit or explicit) belief in human knowledge and agency to change the world for the better. In this 'enthusiasm-for-social-change', the 'dark' and 'unintended' effects of social change and innovation often tend to be underemphasised, as well as the fierce power struggles and inequalities that come with it. These tendencies demonstrate various challenges for integrating power theoretical insights into research on social innovation and sustainability transitions.
In order to tackle these challenges, we have developed a Transformative Power Lab method to facilitate an interdisciplinary and transdisciplinary exchange on the power dynamics in social innovation processes. More specifically we have developed and tested this method within the SONNET-project on Social Innovation in Energy Transitions, in which we explored social innovation in energy across six European cities (Antwerp, Bristol, Mannheim, Warsaw, Grenoble and Basel) and across six social innovation fields: (1) Cooperative energy production, (2) Campaigns against specific energy pathways, (3) Local peer-to peer energy exchange, (4) Energy gamification and incubation, (5) Participatory experimentation and incubation, and (6) Investment and finance mechanisms.
Building on various theories and conceptual frameworks of power, the Transformative Power Lab consists of four main parts: (1) a multi-actor analysis of existing power relations across state, market and civil society within specific urban energy systems, (2) an unpacking of power to, power over and power with across different types of social innovations in energy, (3) an exploration of decentralisation of power in social innovation, including the unintended reproduction of power inequalities and the 'recentralisation' of power hierarchies in process of energy decentralisation, and (4) a critical discussion of the countervailing power of social innovations in energy to challenge, alter and/or replace the dominant power relations in existing energy systems. In this paper we report on the methods and insights from the Transformative Power Lab.

Non-market Entrepreneurship and Human Flourishing: Recapturing the Normative Essence of the Social Innovation

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Abstract

In this paper, we offer the concept of non-market entrepreneurship as removing the barriers to human flourishing to recapture the normative

essence of social innovation. Social innovation is produced by social entrepreneurship, social enterprise, voluntary associations and action, non-profit and non-governmental organizations, philanthropy as well as certain governmental policy and programs, each of which has its own literature. The emphasis in these literatures has consistently pursued technical and legal forms, institutional incentives and structures, or abstract notions of social and community value or wealth. Reflect back on classic literature in non-profit studies, such as Weisbrod's (1977) and James' (1987) models of over-demand of public and quasi-public goods and Hansmann's (1980) work on the non-distribution constraint. Or consider the foundational theories of the social entrepreneurship literature (Dees, 2001; Dees & Anderson, 2006; Light, 2006, 2008; Nicholls, 2009, 2006; Young, 1983). While this emphasis on form has been vitally important to developing the theory and practice of social innovation, it has often neglected the content of social innovation, its human-centered purpose. As Yunus (2007) postulates, there has been a "conceptualization failure…to capture the essence of what it is to be human" (p. 18). We seek to recapture the "essence of what it is to be human" in social innovation through the application and extension of the concept of non-market entrepreneurship.

"Non-market entrepreneurship" signifies all types of entrepreneurial activity "not undertaken solely for the purpose of profit maximization or commercialization" (Shockley, Frank, & Stough, 2008, p. 3), encompassing forms as varied as social entrepreneurship and enterprise, public sector and policy entrepreneurship, philanthropic enterprise, and non-profit entrepreneurship. The concept is useful in the first instance because it can differentiate between the motivation of non-market entrepreneurs from market entrepreneurs. Commercial entrepreneurship is indisputably motivated by profit signals in a market context. Nothing more than the pursuit of profit is needed to explain the motivation of Joseph Schumpeter's (1934/2002, 1950), Israel Kirzner's (see also1973, 1997; Mises, 1949/1996), or Frank Knight's (1921/2006) market-based entrepreneur. Nothing more than the pursuit of profit is needed to what understand how "productive, unproductive, and destructive entrepreneurship" throughout world history occurs (Baumol, 1990). On the other hand, non-market entrepreneurship by definition lacks a profit motive in a market context. What, then, motivates non-market entrepreneurs? We argue that social innovation resulting in human flourishing motivates non-market entrepreneurs.

We extend non-market entrepreneurship to human flourishing. Amartya Sen's human-capacity model of development approximates our conception of human flourishing. The development of human capacity necessitates "instrumental freedom" through the "the removal of major sources of unfreedom: poverty as well as tyranny, poor economic opportunities as well as systematic social deprivation, neglect of public facilities as well as tolerance or overactivity of repressive states" (Sen, 1999, p. 3). To Sen, this is the work of development; to us, this is the work of non-market entrepreneurs. By removing these unfreedoms, development/non-market entrepreneurship delivers to communities the "instrumental freedoms" of "economic opportunities, political freedoms, social facilities, transparency guarantees, and protective security" (Sen, 1999, p. xii). We argue that these instrumental freedoms encourage human flourishing, the normative essence of social innovation.

In addition to an introduction and a conclusion, the paper proceeds in three parts. In the first part, we review the literatures of social innovation, focusing primarily on that of social entrepreneurship. We demonstrate that social entrepreneurship literature has turned its attention away from its normative essence of human flourishing (i.e., its content) toward legal, technical, and organizational considerations (i.e., its forms). While the latter are worthy of continued research, we argue for the importance of also addressing the theory and practice of human flourishing. Connecting non-market entrepreneurship and human flourishing implies a theory of education, which is the subject of the second part. We argue that recapturing the normative essence of the social innovation naturally leads to studying the human condition through literature, history, and philosophy. A liberal education provides students of social entrepreneurship with what Martha Nussbaum in Cultivating Humanity (1997) calls the "narrative imagination," or "the ability to think what it might be like to be in the shoes of a person different from oneself, to be an intelligent reader of that person's story, and to understand the emotions and wishes and desires that someone so placed might have" (Nussbaum, 1997, pp. 10-11; see also Nussbaum, 2010). In the third part, we revisit the form-and-content distinction in Part 1. If we can recapture the normative essence of social innovation, we can look freshly at the various types of non-market entrepreneurship through a prism of institutional incentives. In other words, if the purpose of non-market entrepreneurship is removing barriers to human flourishing, then different types of non-market entrepreneurship will be most effective in different institutional settings. This is the ultimate value in recapturing the normative essence of social innovation.

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Opening up the social innovation process: is the concept of open social innovation needed?

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Abstract

This communication questions the added value of the open social innovation (OSI) concept and its articulation with research on the social innovation process. We attempted to determine how research on OSI has been structured. Academic research on social innovation (SI) has been developed during the 2000s (Van der Have and Rubalcaba, 2016) and Chesbrough and di Minin proposed the concept of OSI in 2014, which would help to develop more effective innovative solutions to meet social needs and implicitly assumes there would be 'closed' SI processes. However, SI process contains cooperation with stakeholders and is even an element of definition for some authors (Cajaiba-Santana, 2014), as the process is intrinsically 'open'. Our research has been carried out through a Systematic Literature Review and identified 57 references. The results

led to three main series of critical comments. (1) Academic research on SI process openness is published as early as 2009, before the concept of OSI emerged. (2) The "openness" of SI process is studied mainly to show the role of collaboration and is discussed as a process of co-production or aggregation of knowledge sources. (3) Research on SI process openness show OSI is a bidimensional concept: through the intentionality's degree of the process openness on one hand, and its finality on other hand. Our study questions the contributions of the open innovation triptych typology (Chesbrough, 2004) used to characterise SI process openness (Chesbrough and Di Minin, 2014).

Engaging with environmental transitions

How businesses are promoting social innovations through cross-collaboration and co-production

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Abstract
The world is facing many pressing and potentially destabilizing challenges such as slow economic growth, increasing wealth gap, a warming planet and high youth unemployment, along with the growing concern of the huge economic impact in both developed and emerging countries due to the COVID-19 pandemic (Gast, Illanes, Probst, Schaninger, & Simpson, 2020; Mirvis & Googins, 2017).
The aim of this study is to investigate the relationship of three constructs because of the way they connect business and society: corporate social innovation (CSI), cross-collaboration and co-production. They offer potential solutions to social issues, acting as mechanisms to increase organizational benefits, especially when they happen together, balancing corporate interests with local realities and their social needs to achieve both financial and social objectives (Brandsen & Honingh, 2016; Husted & Allen, 2006; Shumate, Fu, & Cooper, 2018; Snider, Hill, & Martin, 2003).
This work uses comparative case studies conducted through semi-structured
interviews with key executives and consultants from social enterprises, NPOs, MNCs, large enterprises and B-Corps from Brazil, USA, Canada and Scandinavia, representing different regions and different social problems to evaluate if they promote social innovations and generate value for society and organizations.

Findings confirm our theory, leading us to propose a new social innovation
spectrum (Dees, 1998; Mirvis & Googins, 2017), where social and economic
purposes converge to the centre, in a sort of hybridization of the market, where organizations focus on their own expertise and complement each other's work, providing something more relevant to society (Dahan, Doh, Oetzel, & Yaziji, 2010; Hartman & Dhanda, 2018; Dionisio, 2020), answering demands of new strategies and business models more socially oriented, in a scenario yet polemic, still considered as "a pact with the devil" by some, as this relationship have been considered adversarial for a long time (Berger, Cunningham, & Drumwright, 2004; Cotterlaz-Rannard, Bocquet, & Ferrary, 2017; Dionisio & Vargas, 2019; Hussler & Payaud, 2019; Huybrechts, Nicholls, & Edinger, 2017;Voorberg et al., 2014).

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Social Innovation: Drawing a line around the contested concept

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Abstract

Social innovation (SI) remains a highly contested concept (Degelsegger and Kesselring, 2012; Cajaiba-Santana, 2014; Ayob et al., 2016). As such, several debates have emerged regarding SI as a scientific field of enquiry

and a field of practice (Marques et al. 2017) since the concept continues being applied, adopted, or arguably co-opted in a wide array of fields and efforts. Superficially, such postulations may seem promising to keep SI free of any rigid doctrine; but it also merits deeper scrutiny in-terms of who gains and loses in the process.

Montgomery (2016) identifies two key SI paradigms: technocratic and democratic; the former lends itself to advancing rather neoliberal notions reproducing existing power structures, whereas the latter relates to counter-hegemonic arguments and diluting power relations. This makes us question if we should be drawing a line around SI's conceptualisation.

The paper emerges to ponder on that question, and is a product of a systematic review on SI that identifies its broad thrust and prevailing themes in literature. We thematically analysed 82 records from SCOPUS database on NVivo. 45 SI definitions coupled with review of its wider descriptions help us understand the common dimensions: purpose/outcome, process, agents, scope, and context. This enabled us to categorise key debates surrounding SI into: normativity of SI- connected to which is the granular take on the meaning of the 'social', SI being a separate innovation class, and agenda-driven conceptualisation of SI as a policy tool (Sinclair and Baglioni, 2014) and its co-option by marketized forces (Sabato et al., 2017). As such, of the 82 records we identified 30 records to fit the technocratic school and 32 align to the democratic one.

We highlight particularly the risks of advancing such technocratic school of thought that includes but is not limited to advancing neoliberal discourses (Sabato et al., 2017; Fougère et al., 2017), marketisation of social services (Klievink & Janssen, 2014), and reproducing existing power-structures (Jacobi et al., 2017). It is done under various guises for example by highlighting: increasing fusing of sectoral borders, for-profits dabbling with blended returns, promise of cross-sectoral collaboration, and other contested concepts like social entrepreneurship. If we consider SI a separate innovation class, why must we conflate it with efforts that match mainstream innovation categories which are already recognised and attract resource and policy support? It is within such resource and policy support as well as socio- political context that we call for demarcation of the SI concept. In the conference we present our arguments regarding limiting SI's usage predominantly, but not exclusively, to spatially- bound initiatives where local community organisations are a strong node in the constellation of varied agents of SI.

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Engaging with philosophy and ethics

Ideas matter: the impact of (economic) ideas on the understanding of the 'social enterprise phenomenon'

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Abstract

Social enterprise studies are an interdisciplinary project. There are no dominant disciplinary theories that constitute *the* research object of social enterprise studies. Theories, ideas, and values originating from various disciplines or research areas (see Mair 2010 for an overview) have been applied to shed light on the phenomena subsumed under the term 'social enterprise' (what I call the 'social enterprise phenomenon' or 'SEP'). Notwithstanding, ideas originating from specific disciplines/research fields have gained particular influence in social enterprise studies. For instance, economics and entrepreneurship have coined the understanding of social entrepreneurship or social enterprise organizations (SEOs) to some extent.

As theories are based on ideas (or systems of ideas) to some extent, ideas are a source (presupposition) of knowledge generation. Ideas affect the understanding of a phenomenon and the research strategies applied to its

study. Ideas can become effective because individuals take reference to them, that is, they can believe into them, ignore them, promote them, or raise their voice against them. Individuals or groups (van Dijk 1998) have put 'beliefs into action' (Da Fonseca 1991). Economic philosophers, including John St. Mill, Joan Robinson, Hayek and Marx, held the view that scholars, through their communication, are part of a social/causal process that can bring social change about (Da Fonseca 1991). It is thus important that scholars critically reflect on the ideas (or systems of ideas) to which their beliefs refer. The paper focuses on economic ideas (and philosophical ideas that have gained influence in economics). Using two examples, drawing on Kant's epistemology and van Dijk's (1998) sociocognitive ideology analysis, the paper discusses an analytical framework for the study and critical discussion of ideologies.

As a first example, the paper addresses the belief in the effectiveness of the social entrepreneur that is based on the idea that human beings can affect 'the world' (social reality) through their actions. The heading used by the philosopher and economist Destutt de Tracy (2009 [1817]) to superscribe the first part of his political economy expresses this belief: "Of the Treatise on the Will and its Effects. Of our Actions". Bacon (1902 [1620]) was among the first who have formulated a respective nondeterministic, philosophic metaphysics (Krohn 1999). This view finds expression in the entrepreneurial trait approach that assumes that entrepreneurs are capable to identify and solve problems and, as social entrepreneurs, pursue specific, noneconomic objectives. The pursuance of the social mission is an objective of actors, i. e. individuals or organizations that are capable to act, to set themselves targets and to make a difference: "Social entrepreneurs find what's not working, spread the solution, change the system from within, and persuade whole societies to change for the better" (Perrini and Vurro 2006, p. 77). It is assumed that actors can achieve an understanding of the problems they have identified that the problem solution aimed at is based on this understanding and that the change resulting from implemented problem solutions can be determined or measured.

The second example addresses the SEO against the backdrop of in light of the discussion about the role of businesses in society. The paper argues that there are two fundamentally different views on the business-society relation. To begin with, the activities and objectives of SEOs can be conceived of as being motivated by the intention to solve problems which have been caused by 'markets' and not solved by governments (Trivedi and Stokols 2011). In a similar vein, Fayolle and Matley (2010, p. 1) argue, "the main vocation of social entrepreneurship […] is to meet social and societal needs that have not been addressed by the state or the commercial sector". In this view, externalities resulting from the activities of economic actors and government failure prepare the field of action for SEOs. One reason why social entrepreneurship or SEOs exist is that actors have not (or insufficiently) considered action consequences, which they should have considered. In this light, the SEO is a kind of repair shop for problems caused by the economy ('the market') and not sufficiently addressed by 'the government.' The SEOs gain their 'license to produce' or legitimacy from their role as 'repair shops.'

A different view links the SEP "to significant evolutions in the entrepreneurial phenomenon, which reflect a desire to restore the balance between its two structuring components: the economy and social well-being" (Fayolle and Matlay 2010, p. 1). This balance has been addressed – inter alia – in economics, macromarketing, and business-ethics. These theories/perspectives assume actors who, through economic action, can pay attention to both their own and social well-being. In addition, they establish the view that "social well-being" does not accrue from unintended consequences of self-interested action (the invisible hand) but has to be created by many visible hands.

Various institutional-economic schools including the German historic school (Goldschmidt 2008) and the social economics tradition in the U.S. (Lutz 2002; Clark 1936 [2002]), have criticized the conceptualization of economic action as limited to utility (profit) maximization and self-interest. Business ethics have addressed the intersection of business and society. For the stakeholder approach the rejection of the separation thesis according to that "business is business and ethics is ethics" (Freeman 1994; Wicks 1996) is constitutive. The rejection of the separation thesis implies that the social good cannot be achieved by the invisible hand but only by many visible hands; however, it does not say what the many visible hands should do and what constitutes the link between society and business. The social enterprise studies, based on the critical reflection on their economic heritage, are able to contribute to this line of research.

While the paper focuses on scholarly beliefs, the impact of economic ideas on the understanding of the SEP is not only of academic interest. Practitioners are permanently engaged in the critical analysis of economic ideas, objectives, or principles. The distinction between the economic and the noneconomic makes a difference in their practice; it may give rise to "conflicting beliefs" (Saebi, Foss and Linder 2019, p. 70) or 'logics,' setting the task of using a "business logic" (Saebi, Foss and Linder 2019) in the 'the social enterprise way,' raising the question about the role of 'the economic' in "hybrid practices" (Douglas and Grant 2014, p. 3) or "inherently hybrid organizations" (Spence et al. 2018).

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Is Social Entrepreneurship Inherently Ethical?

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Abstract

Path-setting studies have heralded social entrepreneurs as altruistic, visionary change agents who relentlessly (Dees, 1998) "catalyze social transformation" (Mair and Mart. 2005) through a "virtuous enterprise" (Mort, Weerawardena and Carnegie, 2003) offering a "ray of hope" (Smith, Gonin and Besharov, 2013) in our troubled world. From employing disenfranchised workers to serving base-of-the-pyramid communities, the intention to help others, pro-sociality, is the unifying construct distinguishing social entrepreneurs from
commercial entrepreneurs. Indeed, pro-sociality is virtuous; nonetheless, this paper asks, "Does pro-sociality consistently result in ethical action?" The objective of this problematizing question is to examine the ethical assumptions underpinning social entrepreneurship to open dialogue regarding the field's ethical complexities.
This conceptual paper draws on critical management and ethical theories to
problematize the state of ethics research in social entrepreneurship (Parker, 2003; Wray-Bliss, 2009; Bull et al., 2010; Dahles et al., 2010; Steyaert and Dey 2010; Teasdale, Dey and Steyaert, 2012; Bull and Ridley-Duff 2019; Spicer, Kay and Ganz, 2019; Chalmers, 2020). I argue that the diminished body of literature on ethics represents an ideological assumption that social
entrepreneurship is inherently ethical based on pro-sociality and that the assumption misevaluates the field's ethical complexity (Chell, 2016; Hota, Subramanian and Naravanamurthy, 2019). I present a case for why ethics should be made explicit based on the grounds that ethical complexity intensifies in dual logic business models and further increases in culturally unfamiliar environments and where systems of power disparity exist (Kimmitt and
Mu.oz, 2018).
To substantiate these arguments, I use Alvesson and Sandberg's (2011, 2013)
systematic methodology of problematization to critically review path-setting articles along with five current review articles. Critical findings are

then used to evaluate ethical assumptions present in eight current ethnographic-case studies grounded in the intersection of social entrepreneurship and ethics. My study offers a typology matrix of ethical assumptions to explain implicit assumptions and values in current social entrepreneurship research that
underpin ideological field assumptions such as ethical absolutism. In this endeavor, I seek to contribute to the theoretical conversation on social entrepreneurship ethics needed in the field and to provide practical research needed by educators instructing future generations of social entrepreneurs and practitioners seeking ethical decision-making guidance in the pursuit ofsocial value creation.

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Contesting social innovations and studying SI adopters to better understand diffusion dynamics

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Abstract

If social innovations are innovations that are not only social in the means, but also in their ends (BEPA 2011), one wonders why these socially beneficial (i.e., normatively desirable) innovations do not diffuse more rapidly. The question thus arises: Why do (sustainable) social practices – in general – diffuse so slowly? And why do not more people take up SI?
As commented by Ghys (2020, 15) "The underlying assumption of much SI research is that: a) SI is in general favorable; b) we all support favorable

innovation." This assumption is supported by the review by Ziegler et al. (under review) who found, based on nearly 800 abstracts that, by and large, the prevailing connotation of SI in relation to sustainability is positive.

SI rarely gets contested. This is problematic, for it leads to a blind spot regarding resistance to SI and the importance of power imbalances (Ghys 2020; Hölsgens 2017). Even in cases where there may not be active resistance, a lack of interest in the SI by potential or targeted adopters may occur. This blind spot is enhanced by the fact that the overwhelming majority of SI research almost exclusively pays attention to the innovators and their characteristics, motivations and capacities (Hölsgens, under review).

This is remarkable, given that we know from various branches of innovation studies, that the effective diffusion of (technological) innovations is crucially dependent on the acceptance and uptake of the innovation by consumers/users (e.g., Davis et al. 1992; Pinch and Bijker 1987; Rogers 2003; Taherdoost 2018). This paper argues for a research agenda for social innovation that:

a) Pays explicit attention to the adopters of SI and their willingness and capacity to adopt a SI
b) Takes a more critical stance towards SI, and is open to the idea that not all SI may be normatively good and/or may be contested by certain relevant social groups; and therewith
c) Aims at better understanding what drives or hinders the diffusion of (sustainable) SI

This paper builds on theoretical insights from innovation studies, with reference to concrete cases of SI and their diffusion (or lack thereof). It argues that, in order to get a better grip on the drivers and barriers of diffusion of SI, the field should dedicate more attention to the adopter perspective, trying to better understand what motivates people to adopt alternative social practices, and what may limit their capacity to do so.

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The necessary discomfort of postcolonial narratives in the social studies classroom

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Abstract

Because social innovation involves “developing new solutions to social problems”, it aligns with the aims of critical pedagogy in the context of K-12 education. Critical pedagogy recognizes structural racism and the way curricula (Yosso, 2002; Crowley, 2013), teacher prejudice (López, 2017), and discontinuity between cultural and academic frames (De Lissovoy, 2012) interact to marginalize non-White students. In 2020, the Black Lives Matter movement pushed these issues to the fore, demanding the adoption of counter-narratives and diverse representation in K-12 classrooms, as advocated by critical pedagogy. This approach has also been widely encouraged in Canada since 2015 in response to the Truth and Reconciliation Commission’s ‘calls to action’. (It is important to note that critical pedagogy and the importance of diverse representation in schools are not recent phenomena; marginalized communities have always advocated for more responsive and representative education

systems. However, these concerns have only recently reached White, socioeconomically privileged consciousness in countries like Canada and the USA.)

This panellist would discuss qualitative graduate research conducted in 2018 in Calgary, Canada which aimed to understand how non-Indigenous, socioeconomically privileged students respond to learning Indigenous history and perspectives from non-Indigenous educators. The research affirms that alone, the inclusion of counter-narratives and Indigenous perspectives are insufficient to challenge problematic understandings of Canada's First Nations, Métis and Inuit communities. Instead, the instruction of Indigenous history and perspectives is often repetitive, superficial, and decontextualized. Additionally, these topics can be emotionally charged as non-Indigenous students are called to grapple with their relationship with Canadian colonialism yet feel constrained to binary perspectives. It was found that discomfort is inevitable when discussing post-colonial narratives, however, this feeling can impede learning when students are not given the opportunity to actively consider their own positionality.

In addition to presenting findings on the effectiveness of critical pedagogy in White-majority, socioeconomically privileged schools, this presenter would offer reflections on conducting research on the topic of reconciliation through education as a White teacher-researcher. The researcher's positionality and privileged research setting brought up a number of questions surrounding social innovation in privileged contexts.

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Multinational corporations: the ignored solution to the urgent problems facing humanity

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Abstract

Since the 1960s the problems of environmental sustainability and wealth inequality have been documented by organizations such as the Club of Rome (1968) and the United Nations. The third and fourth Industrial Revolutions aggravated the situation and prompted a change in the. wealth creation model from the historic land and labor to capital and information. Claude's Shannon's information theory, financial engineering and increasing returns from networks became the guiding economic principles. Now commentators such as Daniel Wahl, Fritjof Capraiv and others urgently call for more holistic approaches that better balance environmental improvement and economic development. To achieve this level of improvement, some advocate for collaboration between governments, institutions and companies to produce systemic
innovation at scale. Some alternatively advocate for solutions beginning at the community level. These approaches in the best cases reflect the multi-stakeholder, holistic thinking of Elinor Ostrom. Undervalued or underappreciated in these alternative approaches is a more active role for the multinational corporations with their enormous human, financial and technical resources.

How to motivate the multinationals to mobilize for social innovation and the common good is addressed in this paper. The scale of multinational resources, talent and capital available to tackle environmental sustainability and wealth inequality is documented. A theoretical approach for multinational corporations to use for significant tangible social innovation is developed with three alternatives, which include (1) traditional cash contributions, (2) business
model innovation and (3) social entrepreneurship. A framework is developed for how to select suitable approaches and rollout a multi-approach strategy. Possible areas for future research on these topics are also presented.

Principles of the government of entropy. Towards a new theory of value and productivity

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Abstract

It is first and foremost necessary to illustrate the context, which gave birth to
the perspective traced in this contribution. Indeed, these ideas emerged, in the last year by being the mediator between the theoretical research in economic philosophy developed by Bernard Stiegler & the Internation Collective (https://internation.world) at the *Institut de Recherche et d'Innovation of Centre Pompidou-Paris* and the territorial laboratory of the "*Quartieri del Terzo Paradiso*" of Lecco, Italy. Therefore, this paper attempts to condense at the same time the best practices proposed within a preliminary document (Toffoletto, 2020), that, through interviews to various key institutional and territorial actors, attempted to trace the parameters and indicators for a territorial accounting system, as well as the theoretical framework developed by Bernard Stiegler & Internation Collective, that has found its most recent expression in the publication of the collective volume *Bifurquer. Il n'y a pas d'alternative (2020).*

Hence, this proposition aspires to argue for the necessity to forge a new concept of value – beyond the classical subjective theories (e.g. Quesnay-neoliberalism, where value = consumer judgement, i.e. markets), or objective theories (e.g. Smith-Ricardo-Marx, where value = time-labour) – upon which to articulate the indicators and parameters of a scalable model of territorial account system, by really exploiting the section dedicated to the satellite account systems of the ESA2010 (European System of Accounts 2010), within which there is the possibility to adopt alternative indicators, beyond the national, statistical or monetary parameters, such as GDP, to establish local or territorial accounting frameworks. Indeed, the main theoretical inquiry of this approach is to pinpoint the different possible forms in which it is possible to operate a conversion from non-monetary, qualitative, and non-statistical
indicators to their monetary expression. In other words, the main argument will be to demonstrate that monetary indicators must be rooted in non-monetary, qualitative indicators.

Thereby, it is paramount to introduce the question of entropy within economic research, from which it becomes possible to ground a new concept of value as well as of productivity. Indeed, an accounting system will reveal itself an instrument for the government of the entropic tendencies, of which value will be the expression of the reduction – or better said the

deferral – of such tendencies to the entropic increase of our natural, socio-economic, psychic and
institutional environments. This presentation will hence begin by providing the theoretical framework in order to understand the economic function of entropy.

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Critical Perspectives on social innovation: A research agenda

Mike Bull, Rory Ridley-Duff, Vicky Novak, Matt MacDonald

Abstract

The objective of this paper is to put forward a research agenda for those interested in investigating critical perspectives in social innovation. We reflect on critical management studies (CMS) theoretical concepts of *anti-performativity, de-naturalisation and reflexivity*, in order to highlight an array of angles to engage in this topic. SI, by (most) definition(s), involves changing power relations to meet new social needs and/or developing new solutions to social problems by challenging or changing social structures. Thus, to consider critical perspectives on SI for a better future we pinpoint three possible avenues: First, critical perspectives might focus on the hidden ideas and ideologies underpinning SI discourses – this links to de-naturalisation. Who pushes SI discourses and policies and why? Second, linked to anti-performativity, critical perspectives might interrogate SI less as an outcome and more as a process which involves bringing different groups together to devise new solutions to particular problems. Thirdly, linking the two *performativity* and *de-naturalisation*, what are the benefits of returning to sociological understandings of the social – and an economy of enrichment? Which is where reflexivity might be useful: What are the problems with fictitious commodification? Sentiment versus efficiency? Intimacy versus market? Economizing versus socializing? Importantly, the aim of this paper is to begin a conversation, we seek to provide some guidance, fleshing out CMS concepts that might be fruitful to explore from an SI lens, challenging popular understandings and taken for granted perspectives, of SI. The paper also seeks to create a space for the counter and little narratives to “go beyond the present narrative representation […] trying to think what is currently unthinkable inside of or in the centre of the grand narrative” (Dey and Steyaert, 2010, p. 87).

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Using Digital Learning to Decolonize Social Innovation Research and action

Willy Oppenheim

Abstract

This presentation introduces "Gender Equality, Digital Learning, and Social Innovation across Differences" (GEDLSID): a new transnational action research initiative involving scholars and practitioners from University of Ottawa, University of Illinois, a US-based global learning NGO (www.omprakash.org), and grassroots social impact organizations from Kenya, Malawi, Mexico, and Nepal.

Funded by a grant from the Canadian Government, GEDLSID uses digital learning to support action research that emerges from and informs the everyday work of grassroots social impact leaders in the Global South. The project explores processes of social innovation within organizations that focus on gender equality, and asks how these processes unfold across diverse social contexts and in relation to transnational flows of resources, knowledge, and
power.

Central to this initiative is its intent to amplify participants' research capacity through ongoing training, reflection, and mentorship occurring via a digital learning platform. The initiative also aims to broaden popular notions of what social innovation research can entail: the emphasis is on rigor, reflexivity, and purposeful knowledge-sharing and consciousness-raising rather than only on formal publications. In these ways, the project challenges the dominant paradigm of North-led research and grounds itself in the everyday work of social impact leaders across divergent contexts in order to enact a praxis in which participants' reflection and dialogue are deeply intertwined with their ongoing social action.

In presenting this work, we hope to share a replicable model for engaging historically marginalized people in forms of academic research and transnational collaboration from which they are often excluded. The GEDLSID project aims to demonstrate a viable model for using digital tools to a) build research capacity within historically marginalized populations, and b) amplify their work by connecting them to donors, grants, interns, universities, and each other —

all at very low cost. In this way, the model is highly replicable, and we expect it will be of great interest to the ISIRC network.

03. New approaches to social innovation: design thinking and beyond

Design thinking: Global Focus

The Role of Social Work in Creating Social Innovation: Four Years Observation Study of Design Thinking Workshops

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Abstract

It is not a novelty to state that society is experiencing crucial social transformations and Covid-19 pandemic is one of the examples. So called "emerging science"*,* „converging technoscience *"impower* new approaches in both practice and science. These changes influence professions and how they adapt to fit new socially constructed requirements. Social work profession is a good example. Traditionally understood as insignificant profession acting a field of care, rooting from charity, acted in a shadow of medicine or psychology, now becomes a social change professional proactively suggesting new social models of social technologies bridging different knowledge (LaMendola, 2019, 2010, Flynn, 2017). It is becoming significant that different professional fields are flooding the practices of social innovation and social entrepreneurship field, "the business and technology sectors have moved aggressively into the area of social innovation", "new forms of investment extended to social impact bonds" (Flynn, 2017). Still, it is doubtful whenever sustainable social innovations could be created excluding social works methods and practices, especially concerning vulnerable groups and social inclusion. Empathy and user involvement practices could be the success factors to solve social problems in novel way (Muller, 2020). Business and technologies suggest new

managerial methods, thus social work gives knowledges about people and them social behavior.
The aim of the paper is to discuss the process of the *Design thinking* methodology in creating social work innovation based on long term observational study. *Design thinking* methodology as a human centered approach is considered as a powerful tool to create social work innovation. The observations study was conducted in 2017-2020 and involved 63 participants from 17 countries. The research subjects were divided into small groups of 4-8 participants and worked on particular social challenge for at least 4 mounts, residing in Lithuania. The observation was conducted using these main observation criteria: group dynamic, problem analysis skills, novelty of ideas (meeting user's needs), prototyping experience. Observation remarks by the researcher were analyzed using constructivist grounded theory (Charmaz, 2006). Another source of data was reflections written by participants at the end of process.
The main findings of this observation study refer to how participants describe, and researcher observes the main challenges and difficulties of the process. Subjective discussion by the researcher whenever created solutions could be understand as innovative in a term of Browns understanding (Muller, 2020) of social innovation in social work is also included. Some moments of the groups work process will be presented in a final paper as well as examples of case analyzes generated during the process of *Design Thinking*.

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Participatory design case study: the potential of using data for third sector organisations toward the delivery of social innovation

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Abstract

As part of my PhD, within the project "Mapping for Social Innovation in Dundee", I have engaged several local charity organisations to cooperate and design around the question "How can data support the work of third sector organisations toward the delivery of social innovation?". My intention was to explore how organisations currently collect and use data about their services and see how this data could be reused in order to foster novel social innovation initiatives. My exploratory case study on the reuse of data for Social Innovation will be presented at the conference. In order to achieve my objectives, I relied on a number of Participatory Design techniques adjusting them to the social-distancing context.

Participatory design is widely used as a tool to empower various actors of Social innovation by involving them in the design process. Current literature (Del Gaudio et al, 2014; Prost et al, 2019) provides examples of involving third sector organisations in the Participatory design process, in order to design Social innovation for the community. However, this actor is not commonly the beneficiaries of the social innovative solution. Limited research on the design with and for third sector organisations focused on solutions for particular social enterprises (Selloni, 2017; Konsti-Laakso et al, 2016) and communities (Björgvinsson, 2012; Hillgren, 2011) beneficiaries, while there is a lack of studies on co-design with charities and local cooperation between them.

The defined gap leads me to explore how the reuse of data can support the needs of charity organisations and empower them through the Participatory design process. Providing the space for mutual learning and collaboration, the study made an impact by raising awareness regarding possibilities of data usage among third sector organisations and enhancing co-creation between local organisations. Focused on the ideation phase, my study will bring novel aspects to the field of social innovation research by placing third sector organisations in the centre of the co-design process

as the main beneficiary and co-designer of the innovative solution, underlining the concept of empowerment and collaboration for social organisations. This work will also aim to contribute to the conference stream, showcasing the adjustment of Participatory design methodology to the online context.

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Lab Goals and the Adaptive Cycle

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Abstract

Labs are an increasingly common tool used by public, private, nonprofit, and academic groups to cross intersectoral and interdisciplinary boundaries to develop interventions into complex societal challenges. Labs draw on design thinking and systems thinking and involve creating space for dialogue and sensemaking while stewarding a group of diverse participants through a systemic innovation process (Tiesinga & Berkhout, 2014; Kieboom, 2014; Zivkovic, 2018). The design of most lab processes

implicitly assumes that the systems they are working within, while suboptimal, are in stable conservation phases when considered from the lens of the adaptive cycle (Holling, 2001). The conservation phase is characterized by efficiency and connectedness, but there is risk of overshoot and over-rigidity which inhibits healthy systems change (Gunderson & Holling, 2002). However, the outbreak of the COVID-19 pandemic has shifted many socioeconomic systems into release and reorganization phases of the cycle (e.g., Schroder, 2020; Worstell, 2020) where system needs are fundamentally different; following a major disturbance the system needs to maintain vital functions and improvise (Fath, Dean, & Katzmair, 2015). Lab processes designed to shift stable systems would likely be ineffective during periods of tumult.

This presentation asks: how could lab processes be redesigned to more effectively meet the demands of complex systems in different phases of their life cycles? We use the adaptive cycle (Holling, 2001) coupled with theoretical ideas underpinning lab design (Westley et al., 2015; Westley, Geobey, & Robinson, 2012; Hassan, 2014; Zivkovic, 2018; Kieboom, 2014) to create a framework for adapting lab design to different phases of the adaptive cycle. This framework provides both a diagnostic tool for matching lab design to their appropriate system contexts and lays out paths for redesigning labs that can more effectively meet those different contexts. Doing so can help navigate a complex system as it moves through the growth, conservation, collapse, and reorientation phases of the adaptive cycle without falling into vagabond, poverty, rigidity, or dissolution traps. A nimbler approach to lab design can increase system preparedness at all phases of the adaptive cycle and overall resilience (Fath, et al. 2015). Grounding this work are experiences that the presenters have gained from running labs through different phases of the adaptive cycle.

This paper contributes by increasing the adaptability of lab tools to different contexts and providing analytical tools for practitioners designing lab processes. In addition, we suggest key design issues that are underexplored in traditional lab approaches and could expand the range of tools available to designers were they to be further developed.

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Democratizing and decolonizing design

Leveraging design tools to build and strengthen low-income social businesses

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Abstract

Vulnerable populations from underserved and underprivileged communities in unequal countries are often trapped in a complex crossroads of deep socioeconomic issues. Lack of sanitation, limited employment, and poor healthcare form the core of the hardships inflicted on millions of Brazilians. On one hand, these populations unwillingly become unique experts in these social challenges. On the other hand, entrepreneurship has the potential to unlock several innovative opportunities.

We developed a novel approach to social entrepreneurship training aimed at democratizing design knowledge and empowering the vulnerable to make the best use of design tools and methods to address their social problems. As opposed to traditional streams of social design, we propose an approach in which the solutions to deep-rooted social problems are designed by the people directly suffering from them, not by an external agent whose knowledge about the context is rather limited and often severely biased.

The approach was developed under the project "Crescendo em Rede", carried out by Associação Aventura de Construir (AdC) in Brazil, whose mission is to promote local development and credit access to generate social transformation. We used action research to develop and deliver 8-week social entrepreneurship remote training to more than 100 low-income people, representing a wealth of entrepreneurial activities and backgrounds from multiple regions in Brazil.

The distinctive feature of our approach summarizes as (i) improved translation and simplification of core design concepts; (ii) emphasis on developing interviewing skills and exposing participants to interviews, as this wasn't natural to them; (iii) remote workshop sessions to build/refine solutions; (iv) no dogmatic stances on what is - or what is not - a social

business, as we fully welcomed all understandings and perspectives on the conceptual framings.
Preliminary results indicate that the approach supported entrepreneurs in significantly changing their narratives and practical perspectives as they were more deeply aware of the social and environmental problems they were tackling. Participants started spotting seemingly unrelated opportunities that could eventually unfold from their business models. The goal of the training was to have 12 projects in good shape to be evaluated at the end, however we reached a total of 28 projects, mainly due to the changes in practical perspectives and new, emergent relations that unfolded. We aim at addressing one of the main limitations of our approach. Despite AdC's strong impact measurement mindset, we have not measured the impact of the training on businesses/entrepreneurs once they have graduated. We envision many opportunities to seamlessly attach impact measurement tools and approaches to the training approach we've developed.

The role of building trust and relationships in design for social innovation

Delina Evans, University of the Arts London; Alison Prendiville, University of the Arts London

Abstract
Eurocentric design activities involving the participation of end-users often follow predefined design methods and phases, where plans are set prior to the involvement of participants. When these design methods are used for social innovation in the Global South, there is growing risk of overlooking the practices and knowledge systems embedded within the daily lives of local communities. Of course, social innovation initiatives often require evidence of careful planning and must demonstrate potential for significant impact to be approved and funded. The concern here is what happens when the engagement with local communities in the Global South reveal irregularities between community values and what was planned, particularly when the plans are shaped from Global North perspectives? How might different ways of design contribute to rethinking complex social settings to encourage flexibility in how social innovation projects are planned and undertaken?
Drawing on design anthropology and social innovation in the context of Asia Pacific, this paper shows initial reflections of a PhD study, from preliminary interviews around how direct engagement with local communities can offer designers different ways of identifying social dimensions at play within local contexts. What is beginning to emerge from early

interviews is that the building of trust and relationships between local communities and designers can offer ways of lowering inherent presumptions, navigating respectfully within the social orders of the local setting, and ultimately facilitating value co-creation through culturally-led social innovation.

Relinking community through participation in La Mira

Andrea Navarrete Rigo, The Hong Kong Polytechnic University; Peter Hasdell, The Hong Kong Polytechnic University

Abstract

In Mexico, the increasing violence and social disruption have been a constant struggle for people living in marginalized areas across the country. Illicit narcotic trafficking and its associated disturbance have become a matter of national concern and are evidently the primary reason behind these conditions. Such is the case of La Mira, a district in the outskirts of Acapulco, Mexico. To address these problems, diverse approaches and methods have emerged within the design field. This paper explores participatory methods as a process that fosters synergy and as an approach to reflect and take action towards social conflicts employing cultural and artistic practices; specifically, it analyzes the case study of 'Cultural Agents Training Program' that took place in 2017 in La Mira. This program aimed to develop the skills and potentials within the community to construct and relink social relations. Divided into five phases, it provided the tools to successfully develop and self-manage artistic and cultural projects, enabling the community to restore its motivation, build a safe network in the neighborhood, and invite other community members to participate. Along with the process and the communities' synergy, it framed and highlighted the endless opportunity for the production and consumption of cultural and artistic, tangible and intangible outcomes from and for the community.

Social Innovation Lab Futures: Exploring the long-term implications of blurred lab boundaries and hybrid digital-physical approaches

Tara Campbell, University of Waterloo; Sean Geobey, University of Waterloo

Abstract

Social innovation labs are participatory processes to "support multi-stakeholder groups in addressing a complex social problem" (Westley et

al., 2015). They draw on design thinking and systems thinking for the purpose of creating space for dialogue and sensemaking while stewarding diverse participants through a systemic innovation process (Tiesinga & Berkhout, 2014; Kieboom, 2014; Zivkovic, 2018). Labs have proliferated since the 2008 financial crisis (Joy, Shields, & Cheng, 2019) and have historically relied on in-person convenings. However, with the onset of the global Covid-19 pandemic foreclosing the possibility of gathering in person, labs have had to reorient their processes. More fundamentally, the pandemic has radically transformed both our day-to-day and large-scale human systems. From the lens of complex adaptive systems theory (Holling, 2001), the systems that labs are designed to shift are inherently different in quality, requiring further re-examination of lab methods (Campbell & Geobey, 2021). What do these shifts and lab reorientations entail for future lab practices? How might these reorientations give rise to evolved labs with enhanced social innovation impacts? What additional pitfalls can we anticipate?

Drawing on critiques of labs (e.g., Joy, Shields, & Cheng, 2019) and major sociotechnical shifts brought on by the Covid-19 pandemic, we will explore these questions and discuss possible lab futures and the impact of evolved practices. We will ground our speculation and analysis in stories from a social innovation lab we are facilitating. As we have been reimagining our lab for online environments, we have come to see a myriad of exciting unfolding

possibilities. Having a digital lab infrastructure means that people can join from anywhere which greatly increases lab accessibility as travel can be a significant barrier to participation. It changes how we consider the geographic scope of labs and allows for hybrid physical-digital lab practices. Additionally, without the closed workshop environment in which participatory lab processes normally take place, we have observed that the boundary between what happens inside and outside the lab gets blurred. This increased permeability opens possibilities for recentring around ongoing initiatives developed outside the lab and recontextualizing lab thinking at the site of where people live and work.

In our presentation and paper, we will further sketch out these diverse emerging lab possibilities and their implications. We hope to contribute to the critical discourse around labs and adjacent methodological approaches (e.g., design thinking and codesign) and expand conceptions of what labs could look like.

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Application and innovation beyond academia

Redesigning strategic planning

Jay Friedlander, College of the Atlantic

Abstract

There is a saying amongst social entrepreneurs that a business plan is obsolete the moment it is printed. Yet countless non-profits adhere to stagnant strategic plans that chart out unpredictable 5-year time horizons. The strategic planning process is often ossified, inward gazing, formulaic, and draining. Rather than exercising the innovation muscle, creating mission statements often devolves into turf wars as factions' scrambles for inclusion. In the words of one senior leader involved in strategic planning, the process often has the "righteous air of self-justification that if we only educate the world about what we do, they'll finally understand and support us".

What if we devote the countless hours of "strategery" to a new process? One that used design thinking to become dynamic, opportunity focused, energizing and sowing the seeds of change. A process that united an organization around common purpose. A process that moved from a linear planning process to a design squiggle that embraced uncertainty and change found in entrepreneurial and design thinking. A process that made experimentation safe and enshrined testing and iteration in the plan.

In this session, we examine the case study of the Academy of Natural Sciences (ANS) of Drexel University. With three major constituencies: a university; the oldest natural history museum in the Western hemisphere; and a community research center, strategic planning had become a Gordian

knot of competing interest. In this presentation we'll examine the toolkit and methodologies used to redesign strategic planning and how the planning process impacted the Academy of Natural Sciences' response to the COVID crisis.

Battling loneliness through design: the BLOM methodology (Battling Loneliness Methodology)

Rodrigo Martinez Rodriguez, University of Deusto; Paula Fernandez Gago, University of Deusto; Irene Garnelo-Gomez, Henley Business School, University of Reading

Abstract

Levels of loneliness have increased, with 45% of adults in England (ONS, 2018) and 68% of people in Spain (DYM, 2019) declaring they feel or have felt lonely. This issue has become more salient during the Covid19 pandemic, with more than 30% of UK adults declaring that their well-being had been affected because of feelings of loneliness (ONS, 2020). Loneliness is particularly worrisome in older groups, with almost one third of individuals aged 60 or over are at risk of experiencing loneliness (Landeiro et al., 2018). As a consequence, Spain is developing a national strategy to battle loneliness and, in the UK, the Prime Minister appointed the first Minister for Loneliness of the world in 2018, giving this topic key priority. Following social innovation design approaches, our proposal aligns with and contributes to these governments' agendas, aiming to achieve two main objectives: 1) to develop a better understanding of the challenges faced by those feeling lonely; and 2) to develop a methodology that could help overcoming the above-mentioned challenges through design in social innovation (the BLOM methodology).

Social innovation is nowadays seen as a collaborative concept, as a space in which different actors from different disciplines work together to achieve valuable outcomes (Ziegler, 2017). Among these collaborations, projects in which social innovation is underpinned by design research are growing on importance and have proven to be successful (Murray et al., 2010). Designers are able to complement social science researchers by making the intangible tangible (Manzini, 2014) and, in particular, 'Design Thinking' approaches allow for systemic solutions for systemic problems (Brown and Wyatt, 2010). At the same time, design has been penetrating the public sector as a key tool in governance management, contributing to co-created projects between sectors and agents. In this way, design has been expanding its impact on the public sphere, from solving specific

problems to being used as a tool at the service of policymakers (Design Council, 2018).
The proposed multidisciplinary research project will be developed following the Double Diamond scheme (Discover-Define-Develop-Deliver) (Design Council, 2015). We plan to first use qualitative methodologies to deep dive into the challenges faced by individuals who feel lonely, in particular those over 65 living in the UK and Spain, to then develop a methodology that could help communities to tackle loneliness. We will partner with local and regional governments as well as other public institutions, as we believe that long-lasting social innovation projects must be co-created with relevant stakeholders. In developing a methodology, this research has the potential to make a positive (and real) impact on society by providing a tangible guide that could help overcoming the negative impacts of ever-changing lifestyles and aging societies.

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Participatory Methods in Architectural Education: Community Design-Build

Michelle Pannone, Marywood University

Abstract

Design thinking methodologies permeate architecture and planning education as a means to introduce creative problem solving and the iterative design process that the profession demands. Architectural interventions address large-scale areas with many layers of context, both physical and social. The work of architects and planners crosses a variety of scales and contexts, requiring an interdisciplinary and participatory approach that "focuses on the interrelationships between all the different aspects of the environment" (Churchman, 2002:4). Churchman (2002) suggests that the work of architects and planners crosscuts many disciplines and scales providing the ideal positioning for opportunities of social impact. However, design studios focus on a blend of developing the student's design sensibility along with their technological skills and knowledge. Within each prompt, the student is given the creative freedom to respond formally and spatially to the proposed program and site. These often studio-based projects infatuate individual innovation and novelty in the final product. These problematic environments and celebrations of object-based architecture further perpetuate the notion of the architect as the sole authoritative figure in the design process. By implementing participatory approaches and community-based design opportunities, students apply their critical thinking skills to design a participation process rather than an object.

Participatory planning is a platform and tool where the role of the architect is transformed, honoring and engaging the end-users throughout the design process. This transitions the goal of the architect from aesthetic innovation of the design implementation to developing sustainable processes for social innovation in a collective community. Implementing community design-build projects in architectural education provide students with the

opportunity to develop their facilitation and communication skills. Users are able to collaborate with designers to propose ideas that are a result of their challenges and desires, therefore highlighting the benefits of designing with the community rather than for the community. This investigation highlights an opportunity in which architecture students had the opportunity to explore interdisciplinary applications of design thinking methodologies, rooting their design decisions in
established research from other disciplines such as the field of environmental psychology and participatory planning. The case study of Community Design-Build concludes the discussion by further investigating the concepts of environmental psychology and participatory planning in action. Presented within the context of a semester-long collaborative build in Scranton, PA, this
case study exhibits a methodology to empower the next generation of social innovators by creating a more integrated user-driven approach to architectural education.

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Design thinking pedagogies

Examining Design Thinking Pedagogies: A Cross-Disciplinary, Cross-Institutional, and Cross-Sector Analysis

Danielle Lake, Elon University; Wen Gu, Elon University; Emily Rose Skywark, University of North Carolina at Chapel Hill"

Abstract

Over the past two decades design thinking (DT) has been lauded as a high impact learning practice that can support transformational lifelong learning. It has also been characterized as a practice that may lead to problematic service learning and community engagement practices. Initial research to assess the benefits and limitations of DT pedagogies is emerging. This article builds upon current research efforts through a mixed-method study, examining the practices, outcomes, value, and challenges of teaching and learning DT in higher education. In particular, we implement survey and follow-up interviews with faculty and students across 22 diverse courses and four institutions of higher education. Our review of the

literature and our findings lead us to suggest that a de-disciplined and democratized approach to DT can act as a catalyst for shifting hierarchical, colonial, and hegemonic educational practices towards situated, relational, and emergent project-based learning. We highlight limitations and challenges across current DT pedagogical practices and recommend practitioners seek out and integrate DT practices that center issues of systemic oppression, social identity, and human-environmental relationships. In the end, we provide an agenda for future research inquiries that engages diverse stakeholders not just within, but also outside of higher education to explore the long-term impact of DT pedagogies, their liberatory and suppressing aspects, and practices of de-disciplined collaborations.

Cultivating a garden for social innovation through design thinking

Catherine Pearl, Mount Royal University; Kerry Harmer, Mount Royal University

Abstract

This paper reflects and elaborates the rich mosaic of social innovation practice(s) at one post-secondary institution in Canada. The authors examine the integral role design thinking has played in inculcating social innovation programming and a changemaking mindset across the academy (Ashoka, 2020; Baglioni & Sinclair, 2018; Gidley, 2012). Agnostic in spirit, design thinking provides a space to explore and experiment, providing opportunities for organic growth and cross pollination across disciplines (Chick & Micklethwaite 2011; Adams, Daly, Mann & Dall'Alba, 2011; Taboada & Coombs, 2013). Our university's foray into social innovation has been deliberate, grounded in experiential learning, community engagement and the creation of meaningful impact as tools to support student learning.

Reviewing existing literature on social innovation and design thinking, the authors present an overview of one post-secondary institution's journey, drawing on institutional data and programming introduced over the past five years (Brown & Katz, 2009; Cross, 2006; Milley et al., 2020; Schroder & Kruger, 2019). The authors provide concrete examples along with insights regarding the role that design thinking has played in supporting a culture of experimentation, co creation and amplification across the university`s social innovation ecosystem. The paper concludes with a summary of lessons learned in view of the fundamental role that design thinking has played in supporting the delivery of course content, special projects, extracurricular events and workshops in support of social innovation and changemaking at the university.

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Design and Design Thinking as changemakers, solving the global problems of the XXI century

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Abstract

In nowadays, we are facing the biggest humanity crisis of all times, in a planetary scale. From the socio-economic problems to Climate Change, humans are walking in a thin line, between a thriving worldwide culture, and the total collapse of all species, including ours. As a Designer, i learn how to solve problems, in a micro or meso scale: looking at persons necessities to develop products to solve them; looking at efficiency in the urban areas, and outdoor or interior spaces; using graphic language to communicate in a creative and efficient way; reducing the impact of products in their cycle of life; designing specific solutions for any kind of problem, through research, drawing, technical drawing, 3D models, prototypes and final products or services.

During these last years, I have been questioning myself: How Design, and Design Thinking, can be considerable important tools, to face and to solve the actual worldwide problems? How a designer, can use and adapt different

methodologies to complement the design practices, as a channel for entrepreneurship, to create viable and changemaking business solutions?

This article approaches different types of problems, and the possible solutions for them, by the scope of a designer's mind. Three main questions are brought to introspection, each one representing the three main domains of human

civilization (social, environmental, economic): "How can we design and implement new social models, able to shift the current ones, towards a possible future? " or "How can we design nature, and create regeneration models

that are profitable? " And also "How can we design alternative economies, to create abundance for all, by local and healthy ways of production?"

The evolution of the universe happens every day, as well as the evolution of consciousness, and only with the correct mindset of thought and action, aligned with the natural rhythms and laws, we can proliferate as human beings on Planet Earth.

Design thinking for Social Entrepreneurship - A systematic review on Indian Agri-food Start-ups

Supriya Kapai, Symbiosis International University; Rahul Hiremath, Symbiosis International University

Abstract

Over the last few years, various start-ups are adopting design thinking methodology to mobilize their innovative capabilities and as a result, research as well as practical implementation on design thinking and human-centred businesses is gaining interest.

Design Thinking is a multidisciplinary team-based methodology that adopts design principles for innovation. The teams produce innovative outcomes by working together on various unconventional tools in engaging environments.

However, research on its application as a co - creation tool in the Agri-food start-ups in emerging economies is limited.

Agri-food start-ups are emerging in India which are primarily based on Big Data Analytics, FaaS, Supply Chain/Market-linked Model, Engineering-Led Innovation, IoT Enabled Innovation etc and these start-ups have enormous potential to transform farmers' lives by revolutionizing the agriculture sector.

As the rise of Agri-food Start-ups has become a ray of hope in Indian agriculture, there's a need to adopt a culture of innovation in prevalent aggrotech sectors in Indian Start-up Ecosystem to improve the agricultural production, agro-processing and strategic marketing through the integration of design thinking in the systems.

The purpose of this study is to explore the application of Design Thinking in the Agri-food sector in order to find out which factors influence the growth of entrepreneurial activities in agriculture and agribusiness.

Descriptive research is used to describe characteristics of a population being studied. Semi-structured interview schedule with closed-ended and open-ended questions is used for data collection. Secondary data is obtained to explore various aggrotech sub-sectors in which these start-ups are working. It helped to provide a basic background of information about the start-ups. The primary data was collected by conducting interviews with the founders of these start-ups. Focus group discussions and observation method are also carried out for data collection.

Our study provides interesting implications for the start-ups, as well as contributes to the discussion of the impact of design thinking implementation on social innovation from an emerging economy perspective. It also

contributes by presenting a conceptual design led co - creation model for Agri-food aggrotech start-ups and incubators.
This paper explains the need of integrating Design Thinking to Agri-food businesses and shows how different Design Thinking tools have been applied and adopted by the aggrotech start-ups. The literature focuses on elements of Design Thinking and how organizations benefit from its application.
In practice, this study provides founders and decision-makers of aggrotech start-ups with practical recommendations about how to improve the implementation of Design Thinking in their organizations.

The Hack of Kindness: Reframing hackathon methodology for community base co-operative social entrepreneurship during a time of Covid

Martin Downes FRSA, Wales Co-operative Centre; Dr. Sarah Evans, Wales Co-operative Centre; Dr. Anthony Samuel, Cardiff University

Abstract

The purpose of this paper is to explore how a hackathon-based methodology can be utilised to stimulate socially innovative thinking and ideation that can inspire changemakers to tackle social issues at a community level, through a lens of social entrepreneurship.
Hackathons have evolved from being the preserve of the tech industry, drawing together programmers and coders to accelerate project development, to developing a broader application in health, civic, and educational settings. Cobham et al. (2017) evaluates that hackathons are considered to be a fora that can produce multiple outcomes, based around innovation, networking, and product design and development.
This research will investigate how the hackathon model has been reframed and reimagined to engage young people and communities in the design of new, innovative, social ventures/social enterprises within various Welsh communities and regions. The reframing of this model has involved the transposition of hackathons from a tech setting to a broader community environment where the context of ideation resulted in a “Hack of Kindness” methodology. The research will discuss how the hackathons have been designed and delivered, also exploring the features of both face to face and online settings; thus, demonstrating the innovative applicability of the methodology pre-COVID-19 and during the height of the pandemic.
The paper will draw on qualitative interview data with event organisers, key stakeholders and participants, both during and post event, to thematically develop what have been considered the key success factors of the

approach, namely; a co-operative and non-competitive ethos reflecting the values of the social enterprise sector; bespoke programme planning and delivery dependent on community needs and social issues; a pedagogy of action learning and the creation of immediate and potential value in the genesis of new, socially innovative ideas that can then be tested post-event; the involvement of key community stakeholders such as funders, social entrepreneurs, and senior business support figures within the delivery of the events; The continuity of partnerships and relationships between participants, business support agencies, enterprise hubs, enterprise educators, and academic staff. These findings will be compared to the wider body of hackathon-based research such as Medina and Nolte (2020) and Gegenhuber et al. (2020) and highlight how a non-competitive approach has stimulated social innovation when compared to the standard competitive hackathon environs.
Finally, the paper will recognise how this methodology can be applied in wider community participation and co-production as Wales recovers socially and economically from the pandemic.

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Adriano Community Center: a successful participatory experiment for the requalification of a suburbn area, from design to implementation

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Abstract

Adriano Community Center (ACC) is the result of a participatory and collaborative design experiment in Milan. An entire neighborhood was involved in the design process of a new community hub, in the area where a nursing homes existed. The design process was used for four different objectives: starting a social innovation project within the walls of the pre-existing nursing home; supporting the requalification of suburban area; restoring the sense of community; promoting strategic and organizational change for the provider managing the nursing home. The design process took place in 2019. 2020 was used for infrastructural interventions and planning of the desired activities. During 2021 Adriano Community Center (ACC) will open its doors to the community and its management will continue following a participatory approach. In fact, the principles of design for social innovation have been embraced in the service philosophy and will guide the functioning of the community hub. ACC can thus be seen as a successful story for social innovation, from design to implementation.

ACC was developed by implementing Standford approach (Brown and Wyatt, 2010) complemented with participatory platform approach (e.g., Shum et al, 2012) and co-creation (e.g. Voorberg et al 2015). The initial challenge concerned defining how to renew an old nursing home to make it the new center of the neighborhood life. The project was initiated by the nursing home provider (third sector organization) supported by designer and social innovation experts. ACC can be considered a best practice since it is one of the few cases where design thinking has been successfully applied in a community context, from the beginning to implementation. For these reasons the case will be used to practically discuss which are the strengths and weaknesses of this approach and which are the conditions needed to reach the implementation phase and guarantee that the design process is effective. This will be possible thanks to participatory research

since the authors have been part of the design process as facilitator and will follow the implementation process as part of ACC managerial board.

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04. Digital and technological social innovation

Disrupting the status quo

“Digital welfare”: web-based platforms and personal social services use

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Abstract

The increasing complexity of social needs, the growing diversity of the workforce, the spread of inequalities and the processes of impoverishment have contributed to redesigning welfare systems, while at the same time highlighting the need for innovative policies for social protection, new organizational practices, and collective well-being. In this context, the spread of digital platforms represents a driving force that can accelerate and amplify these processes, introducing changes at organizational and governance level.

The spread of web-based platforms for accessing a plurality of goods and services is transforming the traditional model of distribution and use of welfare services, both in public and in private sector (occupational welfare) primarily using technology to connect people, organizations and resources in the idea of creating an ecosystem of value. Through (welfare) platform’s user-friendly tools, producers, distributors and users meet in an infrastructure through which to interact and exchange (often without mediation) tangible or intangible goods and services. In the field of welfare, all this means working on coordinates of access to alternative services compared to traditional ones, within which transformative logics are defined both in relations between public administration and citizen / user, and (with greater diffusion) in the rapidly developing field of occupational welfare at company-level.

The role of technology in traditional welfare systems has focused mainly on managing procedures and supporting administrative and organizational control mechanisms. In traditional services, the main purpose of technology is to orient users' behavior through standard processes, while in welfare services platforms it would be aim at enabling the actors to participate in the design of the process by providing and sharing information and thus making it easier for them to benefit from the services, according to their degree of autonomy and capabilities. But even in this case, beyond the rhetoric, as welfare services become increasingly digitalized, users unable to use standardized digital technologies may start to face new forms of exclusion.
The paper aims to understand the sociological characteristics of these innovative practices, analyzing the advantages and critical points emerging in the use of methods that partly integrate, partly replace the traditional methods of distribution and use of welfare services. Alongside a general theoretical reflection on the topic, a first essential typology will be proposed, putting forward some hypotheses relating to the limits and potential of the different tools, focusing in particular on the consequences of the disintermediation and individualization processes that technology tends to determine.

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Digital platforms and social innovation in welfare systems

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Abstract

The emergence of digital platforms is contributing to thorough transformations in every sector of the economy, as well as other societal domains such as – to name but a few – education, energy, the media and personal services. The birth of several ad hoc notions like "platform logic" (Schwarz, 2017), "platform society" (van Dijck et al., 2018), "platform capitalism" (Langley & Leyshon, 2017; Srnicek, 2017) or, perhaps most aptly, "platform economy" (Kenney & Zysman, 2016; Stark and Pais 2020) is a signal of the novelty of the emerging socioeconomic coordination (Grabher & Konig, 2020).

The rise of platforms initially involved mostly the tourism and transport sectors. More recently, this process has begun to spread into other sectors and welfare is among them. Yet, the impact of platform on the provision of welfare services is relatively unexplored. This paper addressed the problem looking at whether welfare platforms present specific elements in interface design, work organization and user involvement compared to platforms operating in other sectors. Our hypothesis is that the platform is not neutral with respect to goods/service they intermediate. In particular, we aim to show that that the provision of welfare services has specific features that require the construction of organizational models at least in part ad hoc for the sector (Flanagan 2019; Ticona, Mateescu 2018; Dupret 2017). This requires moving away from the isomorphic logic: welfare platforms does not have the same characteristics have been defined in other sectors. Rather, we need to investigate the capabilities of the sector in building its own platform model according to a careful consideration of how platforms intersect with its key specificities, and namely the defense of public values (van Dijck et al 2018). Welfare platforms offer a novel type of welfare service governance and provision that does not replace the ones we know, but how it can support and integrate them, triggering services redesign, and restructuring of organization, and governance.

The paper presents the first results of the WePlat research (Welfare systems in the age of platforms: drivers of change for users, providers and policy makers), focusing in particular on the case study of WelfareX, a platform promoted by the CGM Cooperative Group in Italy. This platform was designed for the corporate welfare and then evolved in a more complex "phygital infrastructure" for local welfare system. This evolutive trajectory has required social enterprises to act not only as providers of services but to be part of a cooperative governance capable of managing the scaling of the platform (Busacca, Zandonai, 2020).

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Transforming economies

Building socially cohesive communities using social and digital innovations

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Abstract

After its transition to democracy in 1994, South Africa adopted a White Paper on Transformation in Higher Education (Department of Education 1997), outlining the active role that institutions must take in national development strategies. Although an unfunded mandate, Community Engagement is a vital mechanism in universities. Rhodes University's Community Engagement division addresses the priority of supporting social innovation and access to digital technologies through its Social Innovation Hub - the result of a four-year collaboration in a top-rated EU-Erasmus Plus project, Common Good First. The Hub uses a multi-lab model to improve city-wide access to digital resources, including training, internet and low technologies.

The programme's mission is to empower people to use community assets to support themselves and develop their communities (RUCE 2021). These assets include community-knowledge and the stories of citizens gathered using an innovative, workshop-based method of digital storytelling that uses group reflection and self-representation to guide individuals in creating stories (Digital Storytelling Guidebook 2021). A public resource centre is also set up for innovators to borrow digital tools to support innovation and the centre comprises mobile and semi-fixed hubs for city-wide access.

During the COVID-19 pandemic, workshops were transitioned into accredited online courses, offering educators a means of preparing for digital futures, embracing digital possibilities and mitigating digital divide with the current urgency of acting online. Through their group story workshopping sessions, these courses offered opportunities for relationship-building and empathy among diverse participants all motivated by community development (Freidus and Hlubinka 2002; Gazarian 2010).

Data collected through course evaluations contributes to literature on the efficacy of digital storytelling as a technological innovation and its capacity to stimulate the development of social and technological innovations in the community.

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Rhodes University Community Engagement Strategic Planning Document 2021

Blockchain Entrepreneurs in Africa. Exploring the why and the how of blockchain for social innovation.

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Abstract

"*Truth be told, Africa needs blockchain technology and its resultant cryptocurrencies more than any part of the world*" (Mr. Owusu Darko)
Blockchain projects are technically complex, so we could expect that they are being developed in tech-focused locations. But blockchain is making huge inroads in Africa, which is known for low levels of economic, technological, and social development (Zanello, Fu, Mohnen, & Ventresca, 2016). Why is blockchain playing such an important role in these contexts? One answer is to be found in the potential of the technology to enhance social progress (Bruton, Ketchen & Ireland, 2013; Sydow, Sunny, & Coffman, 2020). For example, several factors make cryptocurrencies - the most famous application of blockchain technology - attractive in Africa. Only a small fraction of the population has access to bank accounts. When they do, the holding and transaction fees are often two to three times higher than in other countries. For similar reasons, Africa has been the world leader in mobile money, which allows payments and transfers using a simple (not necessarily smart) mobile phone, without a bank account or internet connection (Rao, 2018). In order to shed light on how and why blockchain is used and spread by entrepreneurs in a low-tech context, we will interview 15 entrepreneurs in Africa who use blockchain as a form of social innovation. Our study has an explorative approach and aims to shed light on their use of blockchain, how they approached as the first time, why they use it instead of other available technologies to address the problem that they are focusing on, and we will focus on how blockchain is different in Africa compared with its global development. The study aims to develop a framework showing different reasons why blockchain is particularly important in Africa. We aim to show on one

side the implications of blockchain to create social impact by unlocking entrepreneurial opportunities and on the other side we aim to show how the technology not only has the potential to have local social impact but can be a mean to reshuffle global competition.

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The impact of Covid-19 on the usage of agent banking services in Mbarara and Hoima Districts - Western Uganda

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Abstract

Previous research demonstrated that digital financial services delivered through agent banking has positive effects on individuals, SMEs and on the development of the financial sector (Rahman, 2016). Agent banking improves performances of businesses of agents (Margaret & Ruth, 2019), while also improving financial and social inclusion (Hawkins, 2012). Covid-19 pandemic and the subsequent government restrictions on movement have had far and wide-reaching effects on businesses, individuals and communities.

However, little is known regarding how COVID-19 pandemic impacted uptake and usage of digital financial services delivered through bank agents. This study therefore accesses the impact of COVID-19 on uptake and usage of such digital financial services which are delivered through a shared, interoperable agent banking digital platform.

Agency theory was applied in a study on agent banking in Kenya (Margaret & Ruth, 2019). The principal-agent model framework and associated perspectives are equally applicable in this study because it best

explains relationships where an agent acts on behalf of the principal. The principal delegates the authority to the agent to act.
Data regarding transactions conducted on the agent banking platform will be accessed, assessed for consistency, cleaned and analyzed. This data is available with Agent Banking Company (ABC). Correlation analysis will be conducted to assess uptake and usage of digital financial services through the digital platform before COVID-19, during the lockdown and government restrictions associated with COVID-19 and after the lifting of the lockdown. Statistical approaches which are applicable to appreciate cause and effect analysis such as analysis of variance (ANOVA) and chi-square will be applied to ascertain relationships between uptake of financial services and significant events during COVID-19 pandemic.
In early 2020, uptake of agent banking and other digital financial services increased. This was driven by demands for social distancing and the need for bank customers to be able to access bank accounts from the convenience and confines of their homes. Consequently, digital channels became integrated mainstream resources, ensuring the continuance of commercial transaction.
Digital innovations empowered customers to transact during the crisis, thereby demonstrating their powers in maintaining societal functioning and capabilities. By providing evidence for association between the impact of Covid-19 pandemic and usage of agent banking services, this study contributes insights on the current and future potential of digital channels to generate and sustain social and economic change and societal resilience.

The role of innovative digital provisions in positively transforming community-university partnerships

Anna Talbot, Rhodes University

Abstract

Alongside teaching and research, South African universities are mandated to conduct community engagement (CE) as one of their core responsibilities (Hall, 2010). The Rhodes University Community Engagement Division (RUCE) has been at the forefront of conceptualizing and practicing tangible ways to sustain the transformation agendas and social responsibility of universities through CE. RUCE facilitates and supports academic components of CE (e.g., service learning and engaged research) and well as volunteer opportunities for students.
Students play a significant role in the transformation agenda of Rhodes University. In his inaugural address in February 2015, Dr Mabizela, Vice

Chancellor (VC) of Rhodes 'set out his vision for Rhodes University. Memorably, he urged a fundamental re-positioning of the institution, such that "our university is not just in Grahamstown but is also of and for Grahamstown". Put another way, Dr Mabizela was motivating that Grahamstown feature more prominently in the intellectual project of Rhodes University. Dr. Mabizela honed in specifically on the education sector, asserting that Rhodes (as an institution of higher education) has a particular responsibility to engage with the unequal and inadequate basic education sector in Grahamstown (Rhodes University, 2020).' Thus, the VC's Reviving Grahamstown's School Initiative was birthed.

In 2019, RUCE launched the Social Innovation Hub, a result of an acclaimed, 4-year collaborative EU Erasmus+ Plus project, Common Good First. The Social Innovation (SI) Hub seeks to capture, showcase and connect innovative projects locally and internationally. Using a multi-mode approach (e.g., pop-up labs or township-based semi-fixed labs) the SI Hub is able to bring the resources to local communities to empower and enhance their presence in innovative community-university partnerships to solve community problems.

South Africa's disparate digital divide (Blignaut, et al., 2020), in many community-university partnerships perpetuates the exclusion of marginalized communities, particularly during the pandemic, where face-to-face contact was halted. The SI Hub has become an enabling resource for many community-university partnerships to continue throughout the pandemic.

This presentation will briefly share several successful community-university partnerships that emerged as a result of the VC commitment to reviving local schooling and the establishment of the SI Hub. The author will highlight a case study; the Nine Tenths mentoring programme

to demonstrate the innovative models used and how students have become the mechanism for exponentially improving our local matric pass rate (and local degree entrants).

Similarly, the presentation will share the reflections and innovative digital adaptation of these programmes employed during the COVID-19 pandemic, which are set to change the delivery of the programmes forever.

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Enhancing the Contribution of Higher Education in Fourth Industrial Revolution

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Abstract

Global society is changing because of the shifts in technological capacity; higher education must change with it. This paper explores the contribution of higher education in fourth industrial revolution; the societal changes from the fourth industrial revolution will require higher education to develop greater capacity for ethical and intercultural understanding, placing a premium on liberal arts-type education with modifications to adapt to the particular issues raised by fourth industrial revolution technologies and their disruptions to society.

Rapid adjustment of higher education institution is needed by expanding its capacity to accommodate the acquisition of new knowledge by researchers. Social and educational transformations from the first three industrial revolutions can provide a starting point in our considering the potential transformations in higher education arising from the Fourth Industrial Revolution (4IR). The literature and analysis presented show a new approach of enhancing the contribution of higher education in fourth industrial revolution and help the universities in considering some changes in its restructuring in delivering four industrial revolution agenda. Literature analysed show that higher education's institutions have a complex, dialectical and exciting opportunity which can potentially transform society for the better. The fourth industrial revolution is powered by artificial intelligence, and it will transform the workplace from tasks-based characteristics to the human centred characteristics.

Therefore, improving the quality of service in higher education can bring about a significant change in the society. The study used the data for the 35 respondents of higher education institutions. The study collected secondary data and diagnostic test was done on study variables which included the test of normality and reliability test. The test of normality showed that data was a little skewed and kurtotic and did not differ significantly from normality. Based on the results obtained from the analysis of the study, the study recommends that more studies to be done on the topic so as to establish unknown factors that enhance higher education in fourth industrial revolution. Out that all the independent variables the study found out they have a positive correlation with the dependent variable.

The study recommends adoption and implementation of higher education in fourth industrial revolution as a continuous process of creating, acquiring and transferring knowledge as one or two practices may not yield the desired results. The study also recommends that higher education should embrace fourth industrial revolution so as to enhance efficiency economic growth.

Road crime prevention strategy using electronic criminal card integrated with police criminal radar system

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Abstract

Street crime in Indonesia se. every year there is a significant increase which includes: robbery, violent theft, sexual harassment, robbery based on economic hardship factors that cause the perpetrator to commit criminal acts as well as the contributing factors to the low formal law for criminals, therefore new innovations are needed in the field. prevention of street criminals in the country of Indonesia, one of which is an electronic criminal card that has a chip that contains information on criminals which includes basic information, for example: name, residence address, crime history and biometrics information including: fingerprints, face, iris, additional special features such as tattoos if any and the data contained in the electronic criminal card is integrated into the police radar system, which can be accessed online real-time by all the general public with the aim of letting the public know whether the location where there are ex-convicts lives to increase their ta can provide social sanctions to criminals and electronic criminal cards in addition to other functions as a basis for making criminal-free letters. The method used is the collection of criminal data through literature studies of street criminal cases and then analyzed by descriptive anality. The expected results with an electronic criminal card that is integrated with the crime radar to minimize the level of street crime in Indonesia and create a
sense of security for the community.

Developing a Digital Social Innovation Ecosystem for Africa: A Systematic Network Analysis

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Abstract

This article is a systematic network analysis of the emerging digital social innovation (DSI) ecosystem in Africa. A growing movement of innovators in civil society, tech and social entrepreneurs are now developing inspiring digital solutions for a variety of social issues, in areas such as health, democracy, consumption, money and education. Digital technologies and the Internet have transformed many areas of business – from MPesa to M-Tiba and e-Government. These organizations make it possible to connect with customers anywhere in the world, as well as cutting down on transaction costs and shrinking the advantage of scale that larger chains hold. Huge sums of public money have also been expended to support digital innovation in business, as well as in fields ranging from security to intelligence. But there has been much less systematic support for innovations that use digital technology to address social challenges especially in Africa. This study seeks to define and understand the potential of DSI, to map the digital social innovators, their projects and networks, and to develop recommendations for how policymakers, from Africa, can make the most of DSI. An exploratory qualitative method was adopted and included in-depth reviews of organizations focusing on digital technologies in the African context. Our findings show the diversity of the field, but also that many innovations can be understood as manifestations of four main technological trends: open hardware; open networks; open data and open knowledge.

An investigation of digital needs of social entrepreneurship: empirical evidences from an Italian case

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Abstract

Digital Transformation plays a central role in the ongoing success of Social Entrepreneurship Organizations (SEOs). The adaptation and implementation to digital transformation is playing a crucial role in the survival or failure or many organizations (Bluiser et al. 2020). Social and societal challenges may be managed trough innovation and digital technologies can be the enabler of this innovative drive.

SEOs can drive the transformation of the economy and of the welfare state generating a more holistic approach to innovation – combining social dimension and technology. Digital technologies may be adopted by SEOs within different operational functions and support or stimulate the social innovation process either through digitalization of organizational functions or through the creation of new social relationships (Gagliardi et al., 2020). The digital transformation of the SEOs may be fostered at different levels: i) the internal (re)organization (efficiency-driven digitalization); ii) the integration of operations (digitization of operations); iii) or the overall design of SEOs initiatives (digital business model). Those dimensions have been analyzed in our study looking at to main categories of purpose: Human Resources' capacity building and entrepreneurial attitude for the exploitation of business opportunities.
Given the relative novelty of the role of digital transformation in SEOs, a preliminary field investigation was necessary to develop an understanding of the phenomenon (Bush & Bush, 2010). We have built a research opportunity available during the lockdown period in Italy (March-May 2020), thanks to a call that was designed by two major Italian corporate foundations to meet the digital needs of Italian SEOs. In this case, the explorative work consisted in the analysis of the results of this call (480 respondents) trying to understand the characteristics of the digital needs and challenges of this set of organizations.
Through an analysis of the organizations' proposals, it was possible to identify the main digital and innovation clusters necessary for the strategic shift of the Italian SEOs. the coding process carried out was necessary to build a mapping of digital needs.
This mapping was useful to build a dialogue with the main policymakers, institutional investors, managers of impact funds and venture philanthropists to define the trajectories of investments and strategic support for the digitalization process of the Italian SEOs.
Our study can support the academic debate regarding business modelling (Yunus et al, 2010) and digital processes and how it can be adapted or translated in the social and prosocial context.

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The necessary harmonization between the Economic Freedom Law and the General Data Protection Law for freedom of entrepreneurship

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Abstract

Inspired by the social values of work and free enterprise, foundations of the Federative Republic of Brazil stipulated in article 1 of the Brazilian Constitution, Law No. 13,874, of September 20, 2019 - Law of Economic Freedom (LLE), is a legal framework. of great relevance to reinforce the republican matrix rule, that is, the empire of private freedom and autonomy over State regulation. In effect, LLE promotes important changes in the Brazilian legal system, mainly of an economic regulatory nature, insofar as it values the elimination of state bureaucracy for the exercise of economic activity, the strengthening of legal security in contractual relations, as well as fostering competition between Brazilian companies with national capital compared to those with foreign capital, an essential issue in times of an Information Society, networked. On the other hand, the General Data Protection Law (LGPD), aims precisely to establish rules and procedures related to the protection of a new - and already recognized - fundamental right, namely, the protection of personal data, the result of informational self-determination, which stems from the dignity of the human person, another of the foundations of the Brazilian Republic. This

time, considering the apparently opposite poles between a law whose focus is economic freedom and another whose objective is to regulate and, thus, constitute duties of conduct and limits regarding the acts of processing personal data, the main objective of this paper is to evaluate how both regulations talk and what their effects are in a joint analysis, especially considering the points of economic development, legal certainty and markets. Thus, based on the deductive research method, through a bibliographic review of specialized doctrine, as well as legal texts, this study demonstrates how it is necessary to harmonize the LEE's assumptions with the LGPD rules, giving them a systematic and consistent interpretation. in accordance with the dictates of the Constitution, given that both of the aforementioned legal diplomas have a clear concern with the freedom to undertake.

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Technology-driven social enterprises - towards marking a new category

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Abstract

Technology has always been a huge driver of social change. The role of technology in contemporary societies is immense, and more than ever before technology shape the people's lives. Relations between society and technology are nowadays recognized as 'complex knots' (Michael, 2000) where nevertheless technology plays a key role by enabling some groups and disabling others.

Social enterprise is a relatively new concept that emerged with the shrinkage of the public welfare services, but it has received significant attention with a recent crisis and greater commitment of the EU towards social and sustainable goals (European Commission, 2011). Social enterprises are broadly seen as a powerful model primarily focused on addressing social or environmental needs in an entrepreneurial way. Social enterprises may appear in various industries and fields, but their main impact is empowering vulnerable people or communities, by provision of products, services or by creating sustainable workplaces, in particular for marginalized groups. There are several core aspects of social enterprises emphasized in existing literature, such as social nature, economic behavior and participative governance (Defourny, Nyssen, 2012), but proposed features and relating typologies miss to seize specific characteristics of technology-driven social enterprises.

There are not many studies with a focus on the relations between social enterprises and technology (Mulloth et al., 2016). The paper aims to fill the gap and to explore what is the nature of technology driven social enterprise and to offer a comprehensive definition of the category, mainly by deferring it from other types of social enterprises. The study intends to identify their characteristics and implications and to argue why technology based social enterprises should be treated as a specific category. In sense of technology usage, we apply similar distinction as in the commercial business literature by deferring technology-enabled social enterprises - as those who are working within technological envelope to address their mission, but do not push those boundaries; and technology-driven social enterprises - as those who create new technological solutions. We argue that technology- driven social enterprises are strongly interrelated with universities and education institutions in different directions – from being enabled by transfer of knowledge, skills and technologies, to impacting educational institutions to increase capacities for social change. Moreover, we argue that this category exhibits a true potential for technological social innovation and for global social change.
The paper is mainly based on theoretical and conceptual analysis and discussion. It uses three case studies as examples of technology based social enterprises. The main criteria for selection of cases were that they are social enterprises, that they are technology-driven and that they operate at the international (global) level. The purpose of the selected cases is to provide evidence-based support to justification of proposed categorization. Thus, the case studies should be understood as an illustration of thesis not findings that may be generalized.
The paper introduces a fresh understanding of technology-based social enterprises and to offer evidence-based insights on specificities of this type and how it can be acknowledged as a specific social enterprise category. Our analysis showed that technology based social enterprises are less (or not) locally embedded (Granovetter, 1985), but contrary - they are globally present and not particularly connected to any specific communities. This feature makes them less dependent on (national) legal, institutional, and fiscal framework, and easily open for replication and scaling up.
The findings of the study may contribute to better understanding and conceptual clarification of the social enterprise universe, but also to acknowledge the specific social enterprise category that, we believe, has immense potential for broader (global) social change.
The paper gives an original standpoint, and its main value is in opening a new conceptual discussion in the field of social entrepreneurship and social enterprises by intention to mark a new category of technology based

social enterprise as a very specific model that does not fit the existing typologies.

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05. Financing social impact

Crowdfunding to activate social innovation driver

Crowdfunding Sustainability-Oriented Ventures: A Systematic Review of Theories, Subthemes and Evaluated Outcomes

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Abstract

Traditional sources of financing, such as venture capitalists or banks, find it difficult to evaluate sustainability-oriented ventures because these pursue both commercial and non-commercial goals (Austin et al., 2006; Calic & Mosakowski, 2016). Therefore, crowdfunding arises as a more easily accessible alternative for financing sustainable ventures (Bento et al., 2019; Nielsen & Binder, 2020). While research at the intersection of crowdfunding and sustainable entrepreneurship has increased over time, it is broadly spread out across different disciplines, for example, entrepreneurship, business informatics and non-profit research. Furthermore, this intersecting field so far lacks an in-depth overview of: (1) the theories employed or developed to explain the phenomena (2) emerging themes and industry foci (3) a classification of studies along their antecedents, dependent variables and outcomes.

Initial literature reviews in this context (e.g., Martínez-Climent et al., 2019; Böckel et al., 2020) focus on bibliometric analyses, yet lack a qualitative analysis of the theories employed and industries examined. As scholars have noted that the dynamics of crowdfunding platforms vary depending on the underlying model and purpose (Mollick, 2014), it is crucial to categorize studies according to crowdfunding models and sustainability-related purposes when evaluating their results. Applying this categorization to our systematic review process, our study aims at answering

the following research question: Which factors and theories are particularly important for understanding the crowdfunding process of sustainability-oriented ventures, and what is the role of sustainability dimensions, namely social, ecological or both, in this context? Hereby, our study addresses Bento et al.'s (2019) calls for a meta-level analysis of findings at the intersection of crowdfunding and sustainable entrepreneurship.
Following the recommendations of Kraus et al. (2020), our systematic review of 128 journal articles from 2010 to 2020 presents a comprehensive picture of the current state of research on crowdfunding of sustainability-oriented ventures. Based on our in-depth analysis regarding theories, subthemes and evaluated outcomes, we develop a framework on the conceptual underpinnings to facilitate further theoretical advancements, while highlighting unanswered future research questions. Hereby, we contribute to research on alternative finance in sustainable ventures. Furthermore, we offer important practical implications for sustainable and social entrepreneurs as well as crowdfunding platforms. Thus, our study addresses both the main conference theme "Enabling the change!" and the call of track #5 on Financing Social Impact for research on the role of social impact in crowdfunding.

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The Influence of the Crowdfunding Community on the Creation of Added Value of SMEs

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Abstract

Crowdfunding is an alternative financing method to traditional financing. In the literature, the issue of CF is presented from various perspectives, but mainly from investors, the importance and role of crowdfunding platforms, factors influencing the success of a crowdfunding campaign, or the geography and typology of CF. The literature review showed that there is a gap in the analysis of the impact of crowdfunding on value creation for the enterprise.

Hypothesis: The community in CF, apart from providing funds for financing the activity, is also a source of creating other values for the company.

The aim of the article is to answer the question about the types of interactions taking place between the community and the entrepreneur and their impact on the value created in the enterprise. The subject of the analyzes are small and medium-sized enterprises as well as capital and loan CF models, in which one of the main goals is to obtain funds for financing activities and commercialization of projects. The article presents a model describing the values co-created in CF and their relationship with the creation of economic added value (EVA). Based on the theoretical analysis and statistical analysis of data from interviews conducted in the group of 180 SMEs, it has been shown that its role is not limited to simply obtaining financing. Crowdfunding as a way of social financing offers great opportunities for creating added value in all areas of the company's operations. This demonstrates the ability of CF to balance financial goals with other types of goals pursued by enterprises.

The added value is the elaborated model of values created between the enterprise and the community in crowdfunding. As well as a demonstration of the impact of these values on EVA and analysis of the relationship between the financial perspective and other perspectives in the sustainable development of the company as well.

Impact investing asset managers: strategies, practices and challenges

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Abstract

Recently, financial institutions are paying an increasing attention to corporate social responsibility and to the social and environmental impact of their investments (Matallín-Sáez, Soler-Domínguez, de Mingo-López et al. 2018). Banks, investment firms, asset managers are increasing the spectrum of actions and financial products toward a responsible and sustainable economy.

Asset managers have developed a wide range of investment funds characterized by different degree of proactiveness in achieving the social and environmental impact, by different risk-returns profiles, size and typology of investments (Höchstädter and Scheck, 2015; Cunha, de Oliveira, Orsato, et al., 2020; Sciarelli, Tani, Landi & Turriziani, 2019). In other words, alongside the mainstream market of responsible funds, a relatively small, but growing niche of market players have started to launch impact investment funds (Chiappini, 2017).

Despite the fact that asset managers play a relevant role in channelling high amounts of capital toward firms managing social and environmental challenges of our times (GIIN, 2020), no study has focused on business models of asset managers acting as impact investors.

Thus, this paper aims at shedding light on the BM of asset managers, acting as impact investors.

For the purpose of this research work and in line with relevant literature (Russel, 2007; Chiappini, 2017) "investment funds" include any investment vehicle that pools capital with the aim of investing them in a set of companies, regardless by the corporate or contractual form. Consequently, our research includes the business models of both asset managers companies and of investment firms managing impact investments funds.

The methodology adopted is multiple case study analysis of Italian firms managing impact investment funds. The Italian focus is relevant given the long social impact tradition emerging both from the huge experience in social entrepreneurship (Testi et al., 2017) and social finance, and the

growing relevance played by impact funds in the Italian market (Organization for Economic Cooperation and Development, 2019 pag. 170). Furthermore, the focus on non-anglo-saxon countries is highly encouraged (Michelucci, 2016) due to the need of understanding which factors may drive the growth and the efficacy of the impact investing market in contexts characterized by bank-based. Analyzing semi-structured interviews with investment managers of the Italian firms, our research contributes to understanding, specifically, the strategies, the practices and the challenges of firms managing impact investment funds with a particular attention on governance, typology of investors, target investee and managerial profile.

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Crowdfunded value chains for sustainable microlending: an orchestrated digital network interpretation

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Abstract

Economic and financial profitability is a prerequisite for social, and environmental sustainability. Several risk factors endanger the Microfinance Institutions (MFIs) and their precarious equilibrium, dwarfing their outreach potential towards the financially excluded.

The research question analyses the impact of crowdfunding platforms on the MFIs economic and financial equilibrium, to detect if and how sustainability and outreach may be improved. This hypothesis is tested with an empirical simulation and then interpreted with innovative network theory modelling. It is shown that networked platforms and related innovations as crowdfunding, reduce transaction costs, and operational risk. Another source of savings is given by reduced cost of capital: whereas it is difficult and expensive for MFIs to raise capital (equity or debt), crowdfunding (especially if reward- or donation- based) makes it easier and cheaper. Reward, donation, or equity crowdfunding, with its flexible approach and declinations, may represent a viable mix of complementary solutions that soften core microfinance criticalities, providing subsidized capital and cost-cutting technology.

Digital platforms act as pivoting nodes within the microfinance networked ecosystem, intermediating value co-creation, and sharing among cooperative stakeholders. Digital savings improve financial inclusion, fostering microfinance outreach.

The model is applicable to group lending practices that become digitized and may be extended to either individual borrowing or to peer-to-peer lending where direct connections eliminate the MFI intermediation.

Social Bridging Finance: a new model for financing public service design and delivery?

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Abstract

The ways in which public services are designed, regulated and financed has been the focus of academic attention for decades (Castles et al., 2010; Ferrera, 2010; Pierson, 2006). The emergence of more pluralist models of governance and provision of welfare services, often based on public–private networks, where citizens and Third Sector organisations play a role as 'co-producers' of public services (Pestoff, 2012) inevitably involve a rebalancing of responsibilities and power dynamics between the state, Third Sector and communities (Alcock, 2012). These responsibilities raise questions around financing public services design and delivery, which ultimately lead to reflections as to the validity of some social finance models. The Social Bridging Finance (SBF) model aims to enhance the sustainability of public services, particularly those of a preventative nature. It involves a change in the mechanism of designing and commissioning public services.

Third sector providers are involved in a pilot phase of designing and delivering new public services. This phase is funded by an external funder. If the services reach the success criteria identified at the beginning, the public sector is legally bound to sustain the mainstreaming of the service. This model has been piloted in three demonstration projects in Scotland (East Renfrewshire Family Wellbeing Service; Pause in Dundee; and Place2Talk Carrick, South Ayrshire). The SBF model shares some similarities with Social Impact Bonds, as for example the involvement of commissioners (normally central or local government bodies), service providers (who will deliver the services commissioned) and external investors (who cover the upfront costs of service provision), the focus on outcomes and the role of an external evaluator.

However, the emphasis here is on the building evidence that supports the mainstreaming of a newly designed service, offering therefore reflections as to the challenges and strengths of an alternative social finance model for public services. Drawing from the data emerging from the SBF evaluation, this paper seeks to understand the strength and challenges of implementing the SBF model, whether it achieves the intended outcomes, and, if so, what elements of the model enable these to happen.

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New investors strategies in social ventures

Exploring crowdlending preferences for sustainability ventures: a balancing act between financial returns and sustainability impact goals?

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Abstract

For-profit sustainability ventures combine commercial and non-commercial goals and therefore encounter difficulties in raising funds from traditional sources, such as venture capitalists or banks, who tend to focus predominantly on financial goals (Austin, Stevenson and Wei–Skillern, 2006; Calic and Mosakowski, 2016). Hence, crowdlending has emerged as an alternative for entrepreneurial funding of sustainability ventures (Bento, Gianfrate and Thoni, 2019; Slimane and Rousseau, 2020). Within crowdlending, ventures are funded through small loans from a large pool of individual investors (Mollick, 2014). Since crowdlending decisions combine aspects from traditional investing and charitable giving (Allison *et al.*, 2015; Galak, Small and Stephen, 2011), decision-makers need to balance the pursuit of creating welfare for themselves and welfare for others when choosing crowdlending projects (Galak, Small and Stephen, 2011).

Using category spanning as theoretical lens, we shed light on crowd-investor preferences for sustainability ventures that position their goals along the triple bottom line, that is, along the social, ecological, and

commercial category. By applying a choice-based conjoint analysis to a sample of 353 non-professional investors, we (a) assess the relative importance of sustainability-related impact goals and financial return-related project attributes for investor decision-making and (b) identify investor segments to account for preference heterogeneity between investor groups.

Our explorative study offers new insights on the interface between crowdfunding and sustainable entrepreneurship. First, we show that a combination of financial returns and ecological impact goals increases the utility for crowd-investors, whereas a combination of financial returns and social impact goals is less preferred. Second, we draw on basic human values (Schwartz, 2003, 2012) to explain the heterogeneous preferences of the identified investor segments. While our findings suggest that the majority of crowd-investors prioritize financial returns as decision criterion, we identify a segment of "Impact-first investors" that is characterized by high *self-transcendence values* and low *self-enhancement values*. In addition, we find that investors with high *self-enhancement values* attribute higher importance to social than to commercial or ecological impact goals, which implies that they follow a self-centered purpose when choosing socially oriented projects (Allison, McKenny and Short, 2013).

By identifying crowd-investor segments that differ in their preferences as well as their underlying value orientations, we are able to extend the recent discourse about the polarized results of previous crowdlending literature (Allison *et al.*, 2015; Allison, McKenny and Short, 2013; Berns *et al.*, 2020; Moss *et al.*, 2018; Slimane and Rousseau, 2020; Vasileiadou, Huijben and Raven, 2016).

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Delivering on the promise: An investor readiness framework for social ventures

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Abstract

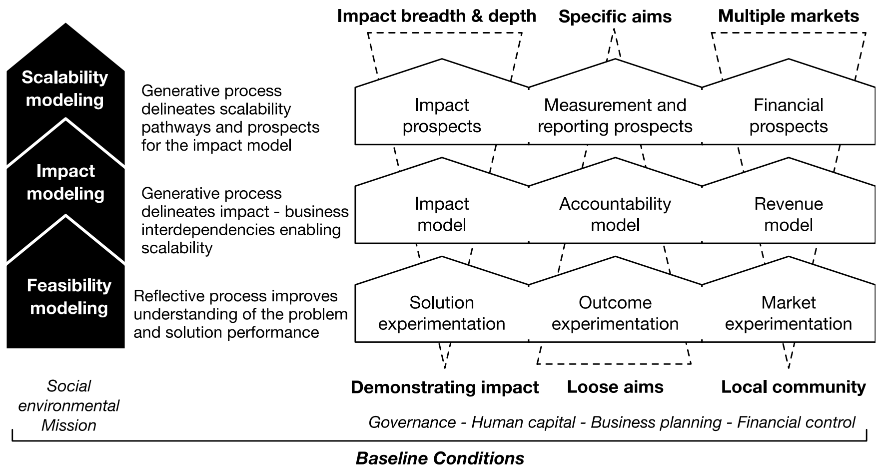
There are major problems on the demand-side of the [social] finance market, such as a lack of willingness of organizations to seek investment, a lack of knowledge amongst investees as to what [social] finance is available to them and perhaps most importantly, a lack of investment readiness amongst those [social] organizations that do seek investment. (SIFI Network - Social Investment and Finance Intermediaries).

Social ventures seem to hold great promises for the future. From solar-powered water purification devices for disaster areas to community-oriented organic urban gardens, these mission-driven businesses are developing solutions aimed at tackling our world's most pressing social and environmental challenges. There has been an enormous growth in the number of social ventures over the past decade, which was accompanied by the development of a new asset class, impact investing, targeted at exactly these opportunities. Herein lies a paradox: this expansion in both the demand (both latent and realized) for investment capital and its supply has not been matched by effective co-ordination of the impact investment market. This is highly problematic as it leaves investors not meeting their investment allocation objectives and entrepreneurs without the necessary funding to fuel their promising ventures.

Literature tends to treat this as largely a unilateral problem from the demand side. We have a different view and see this as a bilateral problem from communication between both sides. Despite the merits of the intentions underlying value proposition, our research shows that it is difficult for entrepreneurs to communicate and convince investors about the value of their business idea. This makes the investment decision harder for both impact investors, who have to take a risk, and for social entrepreneurs, who have to make sense of and communicate their intentions, actions, impacts, and returns using a frame of reference that does not yet exist. The key challenge, therefore, is to strengthen the fragile bridge between social entrepreneurs and those interested in investing in a sustainable future.

In this paper, we seek to resolve this problem by introducing and elaborating on an investor readiness framework for social ventures. The development of the framework is grounded in a three-stage design-science method and informed by extensive research on impact investment markets. In stage one, we conducted interviews with global experts in this

field, arranged roundtable discussions with pending B Corps in the UK, and undertook an extensive documentary review of the investment process of 56 social ventures. A prototype was then created based on four design insights. In the final stage, we gathered feedback on the prototype from 11 experienced impact and angel investors in the UK and The Netherlands and refined it as shown in the figure below.
The framework consists of three modeling stages (feasibility modeling, impact modeling, and scalability modeling), that are focused on increasing investor readiness by intervening three continuums: impact, accountability, and market continuums. While conventional literature understands investment readiness as a set of building, we pose that readiness in social venturing is not a fixed state but rather a generative process. It involves the prospective active integration of new ideas as the start-up team builds relationships, interacts, and learns from its beneficiaries and other stakeholders. As entrepreneurs engage with investors, they use a structured investment approach to learning and understanding the relationship between the problem and prospective solutions as well as the pathways to scale. The framework provides stakeholders with a structured approach to improving the investment prospects and transformative potential of social ventures. For research, the paper identifies key communicative elements bridging investors and entrepreneurs, introduces the ideas of generative process and prospection to impact investment literature and sheds light on the determinants of investability in social venturing.



Exploring the role of funding organisations in mobilising social innovation by local third sector organisations and the relationship between the two groups

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Abstract

Social Innovation (SI) initiatives by third sector organisations (TSOs) require financial support to emerge, sustain, and scale (Goebey et al., 2012). Several private, hybrid, and philanthropic funding avenues have, thus, emerged in its aid (Grimm et al., 2013), including social finance (Antadze and Westley, 2012). Within such avenues exist certain gaps like differences in value between funder and fundee (Witkamp et al., 2011), complexity arising from seeking blended returns, and prioritisation of short-term and quantifiable outcomes by funders, often incommensurate with the dynamic and unpredictable nature of SI (Antadze and Westley, 2012). As powerful actors, funding organisations can affect the extent to which existing power structures are reproduced within an SI process, and thereby, exacerbate marginalisation (Jacobi et al., 2017). Within dearth of literature on SI financing, there is further lack of insight on financing social impact via local SI; even though there is strong agreement on SI being spatially contextual and being mobilised by territorially-embedded actors (Jessop et al., 2013; Moulaert, 2016).

We, thus, explore the role funding organisations play in supporting socially innovative actions by local TSOs, and the relationship between the two groups. We do so by identifying both gaps in priorities, values, and mechanisms between the two, alongside areas of positive association. Data is collected via semi-structured interviews of 27 charities and social enterprises from Dundee city and 8 Scottish trusts and social investment intermediaries. We are in the process of organising focus groups merging the two groups for additional insights. Our initial findings conform existing literature on differences in values and approach between the two, as funders borrow vocabulary and expectations from the field of business significantly; like assessing 'investment readiness'.

Such expectations can have implication on the marketisation of local TSOs. Additionally, when funders take relationship-based and knowledge-sharing approach, SI is enabled. However, such an approach may not always be 'deemed' cost-effective by small/family-based trusts and social investment intermediaries, as opposed to by corporate trusts. Concurrently, there is differences in values at the fundee's end too. Social enterprises and young people in management showcase strong commitment towards self-sustainability; whereas, small charities identify

stigmatisation of grant-reliance, even though they are doing *more with less*. Such outlook can also impact relationship with funders. Thus, we see that the values and mechanisms of both groups jointly determine the relationship, and that it is not a uni-dimensional approach from funders only. Our study can, thus, contribute towards a richer understanding of relationship between social finance providers and local TSOs within the conceptual lens of local social innovation.

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Impact investing strategy. Focus on equity capital providers, investing in profit with purpose companies

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Abstract

The paper aims to identify key topics which an equity capital provider with an investment focus on profit with purpose companies must consider in order to define an impact investing strategy.

'Profit with purpose' means for companies to implement and to uphold purposes beyond that of the profit margin - that is, businesses understanding how their business models can solve problems and answer to people's priorities and needs. 'Impact investing' refers to investments being made into companies, organisations, and funds, with the 'intention' of generating measurable social and environmental impacts alongside a financial return.

Impact investments can be made in both emerging and developed markets,
and target a range of financial returns from below market to market rate, depending upon the specific circumstances, and depending particularly upon the specific investors participating in the investment vehicle (Barber, Morse, and Yasuda 2020; Agrawal and Hockerts 2019; Daggers and Nicholls 2016; O'Donohoe, Leijonhufvud, and Saltuk 2010; Bugg-Levine and Emerson
2011; Godeke and Pomares 2009).

Intentionality to have a positive social and/or environmental impact through investments is essential to impact investing. The impact must be intentionally pre-determined and deliberately pursued, generated, and measured. Impact return is the way in which the capital provider codifies their own impact targets, and the way in which the impact target is outlined by the impact investing strategy.

The impact approach includes the use of the entire spectrum of financing instruments, such as equity, debt, and hybrid instruments, and involves the investor's strategy paying strong attention to the ultimate objective of achieving societal impact. To aid such objectives, grants are sometimes used to overcome specific difficulties or to provide technical assistance and capacity building opportunity.

There are many ways to achieve impact goals, and different investment vehicles can be set up and structured to bring different investors closer to impact investing. Therefore, it is important to define a strategy according to unique interactions with different types of investors, be they private or institutional. It is crucial to design a clear strategy intentionally focused on pursuing
an impact agenda, and accordingly assuring implementation and measurement (Bouri et al. 2018; Gianoncelli and Boiardi 2018).

In this paper, I aim to target the impact capital funds that are investing in for-profit businesses, with the indispensable objective of investing in companies with a business model of impact. Impact investing, by definition, must leverage companies that make positive contributions to society, and which address societal and environmental goals not as a side activity, but rather as a fundamental part of doing business, thereby generating

impact. Impact investing is thus a positive force for societal growth, is a new approach to investing, and a form of making money while making a difference (Badré 2018; Giraud 2015; Bugg-Levine and Emerson 2011). For the purposes of this study, I look at impact investors who seek to combine financial return with impact (social, environmental, economic development return) by using the tools of venture capital to make investments in private companies that have growth potential,
as well as the potential to deliver measurable impact (Barber, Morse, and Yasuda 2020; Kohler, Kreiner, and Sawhney 2011).
The word 'impact' refers to having a strong effect on people, to answering primary needs, and to finding solutions to significant problems related to fair economic development and the earth's most critical needs. The term 'impact return', in the context of impact investing, includes responses to issues along the social-environmental and economic development axes, mostly relating to the provision of primary goods and services to low-income individuals in
sensitive thematic sectors and strong correlation with Sustainable Development Goals (SDGs) (UNDP 2019; Morris et al. 2019; Dhar, Dithrich, and Pineiro 2018).
Impact investing strategies help to set impact objectives, and to implement those objectives as well as to measure and report methodically to investors and all the other stakeholders involved (Bass et al. 2020; Agrawal and Hockerts 2019; Hehenberger, Harling, and Scholten 2015).

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Impact objective is not optional and must be reached alongside the achievement of financial return.

GIIN - Global Impact Investing Network - thegiin.org/

EVPA - European Venture Philanthropy Organisation – evpa.eu.com/

Blended finance and the SDGs: Using the spectrum of capital for stakeholder collaboration

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Abstract

The longstanding debate of whether environmental, social and governance (ESG) issues impact financial performance appears to have given way to identifying the best way for firms to achieve long-term sustainability. In this paper, we argue that overlaying ESG issues with the United Nations' Sustainable Development Goals (SDGs) provides an avenue for

firms to transition to sustainable business models. To this end, the pursuit of sustainable opportunities via blended finance, mechanisms whereby the private sector, nonprofit and public actors work together in an effort to tackle the most pressing global challenges, could help to the risk private sector involvement in sustainable development. Through a comparative case study of two recent multistakeholder partnerships, we identify the challenges and opportunities of blended finance to serve as a tool to meet Agenda 2030. In the process, we highlight the role of materiality to elicit buy-in from the private sector.

Cui Bono: Does FDI in Mexican States Finance Organized Crime?

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Abstract

An examination of the social impact that foreign direct investment (FDI) has on host countries should be interested in answering the question of *who* benefits. For instance, studies examining the effect of FDI on domestic wages find wage increases only for skilled labor (Aitken et al., 1996; Muñoz-Bullón & Sánchez-Bueno, 2013). While FDI may thus increase the overall average wage in a country it may also increase income inequality as only a certain group of people benefit. Further, some studies indicate that not all regions within a would benefit alike from investments (Aitken et al., 1996; Zhang et al., 2010). This appears especially true for geographically spacious countries that are characterized by large differences in the development state of its provinces, states, or regions.

On the macro level, the impact of FDI usually discussed in lights of supplying technologies or extending (superior) domestic standards to host countries (Wijen & van Tulder, 2011) versus corporations exploiting and arbitraging institutional differences (Ghemawat, 2003; Jorgenson, 2007; Madsen, 2009). On the micro level, this often results in a focus on legitimate stakeholders who – from a societal point of view – should benefit from FDI rather than being harmed. However, literature has somewhat neglected whether actors whose activities are illegitimate or illegal directly or indirectly benefit from FDI.

A question that arises in the context of Mexico is whether FDI benefits organized crime. We argue that specifically in the Mexican states bordering the US, FDI leads to social agglomerations. These, in turn, are a conducive infrastructure to border-related crimes such as drug and human trafficking. FDI might thus indirectly finance actors whose endeavors are undesirable or illegal. Therefore, while FDI indeed plays a positive role in

a country's development (Rugman, 2009; Spencer, 2008), it may also strengthen those social forces that policymakers strive to combat.
We test this theory on a rich dataset comprising FDI to all Mexican states from 1999-2019 employing a GEE panel estimation method. The data further contains information on the investments' country of origin and on the targeted sector. Ultimately, tackling the question of whether FDI is 'good or bad' first requires solving the underlying puzzles it is composed of. This study contributes to the literature by addressing the question of 'who benefits' from a unique point of view. Rather than centering on benefits and harm caused to legitimate stakeholders, it examines whether FDI fosters activities of illegitimate or 'undesirable' stakeholders.

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Bringing impact investing to the mainstream: analysis of negotiation processes among key stakeholders

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Abstract

Since its official conceptualisation in 2007 (Agrawal and Hockerts, 2019), impact investing has seen a substantial growth (GIIN, 2020). However, it is still very much led by practice, rather than formal academic theorisation (Rizzello et al., 2016; Agrawal and Hockerts, 2019). The fact of being a practitioner-driven market makes it challenging to recognise the boundaries of the
phenomenon, creating confusion with other, less innovative (Tekula and Andersen, 2019) sustainable investing practices (Busch et al., 2021) and leading to impact-washing incidents (Harji and Jackson, 2012; Höchstädter and Scheck, 2015; Findlay and Moran, 2019; OECD, 2019).

In this context of growth, a considerable number of impact-oriented investment funds coming from mainstream backgrounds have emerged: traditional financial players are in fact realising that it is no longer possible to avoid investing in organisations that address today's pressing social and environmental challenges, exacerbated also by the Covid-19 crisis.

However, the issues arising with these new initiatives are several and not yet addressed in literature. Many investors have indeed no previous experience with impact investments, and therefore find it difficult to engage with investees and implement effective impact measurement and management (IMM) practices. Nevertheless, the actual achievement of impact objectives depends on the outcome of the negotiation between the key players of the investment (the investor and the investee), which is based on the structuring of the IMM process. In this regard, extant literature focuses on measurement as an ex-post tool to assess past activities (Chen and Harrison, 2020), but it fails to address the ex-ante design of the IMM process, from which a more social- or financial-oriented impact generation approach derives.

The research aims to address these issues by analysing a sample of impact investment funds, investigating what characteristics enable profitable IMM from the investment's early stages.

Specifically, in order to understand how impact investments should be shaped to fully unlock their impact potential, this paper aims to investigate what competences are present in the governance of impact investment funds and how these might evolve to secure a deep understanding and focus on social impact objectives, in combination with financial ones.

To perform the research, a double methodology will be deployed: a desk study based on data from key impact databases, together with an empirical research involving data from Italian investment funds.
The paper contributes to shed a light on what structure of an impact investment fund is most functional in fostering impact integrity, as well as understanding which of the countless IMM methods are most effective at each stage of the investment process. Finally, the work provides data on existing practices, as an empirical study involving Italian investment funds will be conducted.

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Social opportunities for finance

When Money isn't Everything—Exploring Different Patterns of Entrepreneur Resource Acquisition

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Abstract

In entrepreneurship, possessing social capital is associated with broader and faster resource acquisition, including financing (Shane & Cable, 2002; Uzzi, 1999) and access to talent, information, and advice (Freeman, 1999). The literature on strategic tie formation has explored how entrepreneurs can build new ties through proactive networking (Hallen & Eisenhardt, 2012; Vissa, 2011, 2012; Zott & Huy, 2007). At the same time, the literature on entrepreneur pitches has examined how narratives and language correlate with ability to raise funds from either professional or nonprofessional investors (Martens et al., 2007; Moss et al., 2015; Pan et al., 2020).

Despite evidence that investors may offer more than financial resources (Shane & Cable, 2002), research on strategic tie formation and entrepreneur pitches has developed separately. Because in-person pitches offer opportunities for entrepreneurs and investors to develop meaningful relationships in addition to exchanging financial capital, we contend that they can serve a dual purpose: on one hand, they can be a tool to secure investor financial commitment and funds. On the other hand, they can help attract investor relational commitment and facilitate acquisition of social resources by means of new ties. Hence, we ask: how does the way entrepreneurs pitch their ideas affect the type of commitment their firms receive from investors?

Using a database of 79 social entrepreneurs conducting in-person, one-to-many pitches targeting angel investors, we found that when social entrepreneurs used relational language, a broader swath of angel investors were likely to make relational commitments - but this effect was more pronounced for early-stage firms. Conversely, when social entrepreneurs referenced financial language, they were more likely to receive more financial resources from angel investors - but this effect was more pronounced for later stage firms. We theorize that the benefits of using relational language are higher for early-stage firms, as it signals opportunities for investor influence, whereas later-stage firms benefit from using financial language to signal their maturity.

These results not only further a more nuanced understanding of pitches as a proactive tie formation tool for entrepreneurs, but also contribute to

a growing understanding of how entrepreneurs' needs, and strategies vary at different stages of new venture development. Additionally, we add to the emerging perspective on entrepreneurship as a process of social interaction between entrepreneurs and their communities (Shepherd, 2015). Finally, we contribute to addressing the scarcity of research analyzing how non-market logics guide access to resources (Clough et al., 2019).

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"Sustainable finance" and securitisation: regulatory challenges and opportunities of meeting the SDGs

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Abstract

The Sustainable Development Goals and the Paris agreement have paved the way for the progressive integration of "sustainability" considerations in financial regulation and investment practices. In particular, they have brought the pressing need for private cash flows to meet the global objectives in the environmental, social and governance sphere. This has triggered a multitude of regulatory initiatives at the national, international, and market level on "sustainable finance". At the same time, investors' demand for bonds, loans, and other financial instruments which pursue ESG (environmental, social and governance) objectives has skyrocketed. There is preliminary evidence that the COVID-19 crisis has not halted this trend, but that it has strengthened investors' confidence in investments in the "social" sphere of sustainability.

In spite of the boom of "green" bonds and loans, which finance environmentally friendly projects, policy-makers and literature seem to have paid only marginal attention to the potentials of securitisation. It is a financing technique, especially used by larger institutions like banks, which provides liquidity through the conversion of credit claims, like leases and mortgages, into tradable financial instruments.

Over the last decade, there have only been seminal examples of deals embedded with "green" or "social impact" credentials. Various practical and regulatory constraints also seem to curb the development of the sector. Nevertheless, I argue that securitisation has an added value compared to other financing mechanisms in advancing the sustainable finance agenda. OECD foresees that it has the largest potential to scale up by 2035 as a vehicle for the low-carbon transition.[1] The operation could facilitate access to finance for projects which accelerate the use of renewable energies, increase energy-efficiency and tackle climate change. Pooling together credit claims also allows originating entities to mitigate the default risk of these assets. However, further reflection is needed on the optimal legal framework which can tackle the complexities and challenges of the sector. Against this background, my presentation will situate securitisation within the "sustainable finance" debate. It will define what makes

securitisation operations "green". It will describe its advantages for companies and investors as well as its potential for the political agenda on sustainability. Lastly, it will illustrate the role that financial regulation could play in promoting the growth of the sector.

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Performance-Based Budgeting and Social Transformation: The Brazilian (In)Experience.

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Abstract

The Brazilian Constitution is an international reference with regard to the protection of human rights, counting, in its article 5, with more than 78 protective clauses of individual rights, in addition to numerous other individual and social rights ensured throughout the text. To implement constitutional provisions, the country has a tax burden equivalent to approximately 33% of the Gross Domestic Product, the highest among developing countries.
Despite this, the country usually occupies terrible positions in the international rankings of human rights, having appeared, in 2019, in the 79th position in the UN Human Development Index. Considering only the specific field of education, the results are even more worrying: in 2018, in the Programme for International Student Assessment - PISA, the country occupied the range between the 55th and 59th position in reading, the range between the 64th and the 67th position in sciences and the range between 69th and 72nd position in mathematics, out of a total of 78 participating countries.
This paper aims to demonstrate the relevance of Brazilian rules that seek to link public expenditure to improvements in social indicators (performance-based budgeting), as well as the need to expand this performance budget model in Public Finance Law. More specifically, we will try to answer the following questions: 1) Does Public Finance Law, in Brazil, give precedence to the rules that convey the performance budget? 2) Do the Brazilian performance-based budgeting practices result in relevant social changes? 3) Is it possible to expand performance budget practices in Brazil?
We will investigate the following hypotheses: 1) The rules that regulate public spending, in Brazil, are aimed almost exclusively at achieving

balance in finances; 2) Despite the fact that they exist in small quantities, the performance budget practices provide relevant social transformations; 3) It is not only possible, but also necessary, to expand performance budget practices in Brazil.
The research is developed, in the theoretical field, from the lessons of Jesse Burkhead, with regard to the theme of Public Budget, and Marc Robinson and Duncan Last, with regard to the theme of Performance-Based Budgeting. The conclusions also support information related to the main Brazilian laws on public finances and the main performance budget practices in the country.
The paper can contribute to explain the poor results of developing countries in the international rankings of human rights, as well as for the sharing, with representatives of the most diverse countries, of information related to Brazilian public finance rules.

Tech-driven social impact measurement in impact investing: Uncovering the inter-organisational relationships between impact investors and investees

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Abstract
The impact investing market has been growing rapidly, attracting more capital than ever and transforming from a niche into a global movement (Geczy et al. 2019). Indeed, this exponential growth has been resonating also in academia and attracting a great deal of interest among scholars, even though the research on impact investing is led by practitioners (Clarkin and Cangioni, 2015). These advancements create pressure to demonstrate the social impact (Glanzel and Scheuerle, 2015) and put one of the core principles of impact investing in the spotlight: social impact measurement (Daggers and Nicholls, 2016; Agrawal and Hockerts, 2019; Chan and Harrison, 2020). While there are studies investigating the challenges and opportunities of impact measurement, the literature has been very scarce on investigating inter-organisational relationships between the two main actors within the impact investing domain – impact investors and investees (e.g., social enterprises) – whose outcomes lead to the negotiation of the approach on how to measure the impact. Shedding light onto this ex-ante negotiation process through theoretical lenses of inter-organisational relationships and information asymmetry would reveal the distinguishing features of implementation strategies of impact investing.
In order to approach the issues highlighted above, the development of emerging technologies such as Artificial Intelligence (AI) and Machine Learning (ML) propose a great potential, as they enable analysing large

and complex information that could allow improvements on the impact measurement process within impact investments at a scale unimaginable even a few years ago. For instance, impact investors could leverage AI to improve the screening methods and align impact metrics, as well as to make decisions and inform investors. Therefore, the research objective is to understand the role of Artificial Intelligence and Machine Learning techniques in helping the transactional dynamics between impact investors and investees in the social impact measurement process in impact investments. In order to meet this objective, a Machine Learning and Natural Language Processing technique "topic modelling" will be applied to a set of recordings on negotiation sessions between the impact investor and the investee in infrastructure impact funds in Italy.
This research intends to contribute to the nascent literature on impact investing and impact measurement by addressing the uncovered issues of inter-organisational relationships between impact investors and investees through a technology-driven methodological approach, and by providing practical implications both for impact investors and investees.

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Microfinance and Catholic Social Teaching: achievements and limits of three recent innovations

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Abstract

The pivotal and multifaceted functions of finance in the broader economy are possible thanks to legitimate return-seeking incentives and profit-driven analyses of investment opportunities. However, the current literature would benefit from a more holistic and humanistic approach to finance, which is able to problematize the study of its impact on realities as diverse as inequality in the access to credit and the resilience of local job markets in developing countries.

This paper proposes an ethical framework, rooted in the tradition of Catholic Social Teaching, for the study and evaluation of financial institutions that can affect positively or negatively both the social fabric and the environment. Through a systematic analysis of three recent innovative institutions in the financial sector, combined with a precise assessment of how ethical concerns both integrated their return-seeking motives and practically impacted previously underserved populations and marginalized markets, this contribution will test the viability and trace the limits of inclusive finance. Three pillars from the Catholic tradition are employed to test our case studies: human dignity; subsidiarity; and solidarity. This theoretical framework has the advantage of resting on a long tradition of thought on the common good, to which The Economy of Francesco has recently contributed through its focus on the preferential option for the poor and integral ecology. When applied to the study of financial tools and operations, this is a ground breaking novelty, with the potential to substantially broaden the scope of economics and partly harmonize its aims with those of other fields in the humanities.

Supporting social impact projects through equity crowdfunding: evidence from case studies

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Abstract

Equity crowdfunding - considered as a trustworthy form of alternative finance – is growingly used to address the funding gap for social and sustainable entrepreneurs (Carè et al., 2018; Rey-Martí et al., 2019; Langley

et al., 2020) being able to tackle a wide range of environmental and social issues (Tenner & Hörisch, 2021). However, few studies have explored the crowdfunding phenomenon under the perspective of social impact investing (Carè et al., 2018). In recent times, several equity crowdfunding platforms are now focusing exclusively on projects that can make a positive social or environmental impact by providing not only information about the financial aspects of the investment but also on the "impact-ability" of the project.

This paper focuses on equity crowdfunding and on how it supports social enterprises and social impact initiatives. We look at this as a complementary financing channel useful for promoting social innovation, social change, and positive social impact by cutting down the traditional financial investment features. Our aim is twofold: (a) to describe the characteristics of the social impact initiatives which have had resource through equity crowdfunding and (b) to investigate which factors influence the success and the positive impact of the campaign, in particular those directly related to the characteristic of the crowdfunding platforms. Given the limited number of theoretical studies exploring this emerging research topic, this study adopts a grounded theory methodology based on multiple case studies (Eisenhardt, 1989; Corbin & Strauss, 2008; Yin, 2013). According to this study's explorative nature, we adopt a purposeful and non-random sampling process (Eisenhardt & Graebner, 2007) by selecting cases to the point of redundancy and focusing on projects characterized by a high social impact. We included only six cases because they enabled us to conduct an in-depth analysis of the phenomenon.

Preliminary results are encouraging and suggest that equity crowdfunding can be considered an interesting tool to support social enterprises and positive social impact projects.

Finally, this study makes both academic and practical contributions. Academically, we contribute by analyzing equity-crowdfunding in the context of social entrepreneurship and impact investing. This study also has practical implications, showing crowdfunding as a reliable alternative for social enterprises and impact investors.

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Using Text Mining and Social Network Analysis to classify VC funds communication strategy

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Abstract

Social impact VC funds (henceforth, SIVFs) aim at generating a positive and measurable social and environmental impact alongside a financial return. SIVFs are characterized by a range of returns that can be below or equal to the market rate, depending on the investors' strategic goals. They typically target sectors such as education, microfinance, agriculture, conservation, energy and affordable and accessible basic services, including housing, water procurement and healthcare.

In this paper, we want to investigate which are the communication strategies that SIVFs use to attract interested ventures and to present themselves to the market. In particular, we want to gauge how much "social intensive" they appear on their communication campaigns through their website.

To identify SIVFs active worldwide, we extrapolated information from ImpactBase, an online database managed by the GIIN (Global Impact Investing Network). The dataset is the best source currently available on SIVFs and takes responsibility in verifying the social nature of these funds. Of the 445 active funds reported in the dataset, only those included in the "private equity" and "venture capital" categories were selected. Subsequently, we complemented information using a second commercial database, Thomson One Banker, managed by Thomson Financial. We restricted our analysis to 195 SIVFs for which an active website was available.
We conducted a text mining analysis and calculated a number of measures to identify the complexity of the language used in website communication, as well as the importance attributed to the social impact theme. To this aim, we measured the Semantic Brand Score (SBS), a new measure of brand importance calculated on text data, combining methods of social network analysis and text mining, introduced by Fronzetti Colladon (2018). We then clustered the analyzed SIVFs into four different categories, based on the intensity of the social impact theme and the informativeness of the language used in their websites. We additionally explored whether our clusters of funds have some commonality traits or rather they differentiate in terms of language sentiment and emotionality. Results highlighted the presence of heterogeneous communication strategies of social impact missions and different embodiments of the social impact theme in the funds' core identity.

Crowdfunding and Social Innovation

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Abstract

The research enthusiasm for social innovation and entrepreneurship has grown rapidly since 2006 when Dr. Mohammed Yunus, a social entrepreneur and founder of microcredit lending organization Grameen Bank was awarded the Nobel Peace Prize. Thanks to this recognition, social entrepreneurs are thus viewed as "the vanguard of this worldwide transformation by launching new organizations serving a multitude of social needs, thereby improving the quality of life and enhancing human development around the world" (Zahra et al., 2008, p. 117).
Although social entrepreneurship shares many of the same challenges as traditional entrepreneurship, it is particularly worth noting that compared to profit-oriented commercial firms, social enterprises have been found to have an even harder time obtaining financial resources.

Nevertheless, the emergence of the crowdfunding concept could possibly address the fundraising issues for social entrepreneurs (Clarkin, J. E., 2014). Through online crowdfunding platforms, individual entrepreneurs can make a direct funding solicitation to a crowd who do not necessarily have any personal ties to the entrepreneurs (Mollick, 2014; Short et al., 2017).

However, scholarly knowledge about the impact that digital crowdfunding has on social entrepreneurship remains quite limited, to a large extent due to a striking lack of secondary data (Bacq et al., 2013).

This study obtained data using a novel web-crawling approach from the Indiegogo crowdfunding site which contains both commercial and social projects and was conducted in two separate stages. The findings show that crowdfunding can be an alternative funding source for social innovation, although social projects lag behind commercial ones which receive higher support and are more likely to raise funds than social projects via crowdfunding. In addition, the study reveals that those social projects that have large campaign teams and social networks, endorsement from the media, partnerships with other credible organizations, offerings of tangible products and rewarding experiences to crowdfunders have a higher chance of being funded by backers. The study contributes to the current literature and strategies on social entrepreneurship and crowdfunding.

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For and before financial support: needs of sustainable entrepreneurs

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Abstract

Since entrepreneurship was pointed as a form of addressing sustainable development (United Nations, 2015), many companies started tackling societal issues through their activities, while other ones were created already with this purpose. Although entrepreneurial activities for sustainability are at the forefront of international discussions, there is a disconnection between investors seeking projects and projects seeking funding, and discussion on how to finance societal goals started to receive greater attention (Clark et al., 2018). Through conceptual research, some studies have focused on potential forms of supporting enterprises, but individual actors, especially entrepreneurs, have not been empirically investigated (Alvedalen & Boschma, 2017; DiVito & Ingen-Housz, 2019; Bischoff & Volkmann, 2018).

To better understand the needs of businesses engaging in solving societal problems, this research will explore the perspectives of entrepreneurs from startups focusing on SDGs in Hamburg, Germany. Entrepreneurs are considered key actors for the development of startups (Choi & Gray, 2008; Filser et al., 2019) and their values are determinant for the commitment of the business to sustainability (Spence et al. 2011). Startups focusing on sustainability are in turn crucial drivers for societal transformations (Kratzer, 2020). An investigation on entrepreneurs with sustainability knowledge and explicit focus on SDG is essential because it indicates not only entrepreneurs' awareness about sustainability but also their commitment to achieving the goals (Spence et al., 2011; Robinson, 2013; Brooks et al., 1996). Through qualitative semi-structured interviews, entrepreneurs' internal and external needs to grow will be accessed. A thematic analysis will identify what the needs for and before receiving financial support are. It is aimed to open a concrete discussion that the needs of entrepreneurs rely on several types of supports, not sole and absolutely on financial support. This research aims to serve as a basis to encourage diverse stakeholders in supporting entrepreneurship tackling societal challenges.

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06. Hybrid models and organizing

Managing hybridity and related tensions

Entrepreneurial orientation and the tension of attention allocation between multiple goals on social enterprise scaling

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Abstract

Social enterprises (SE) operate under a tension inherent in their organizational mode that involves addressing both social and economic goals. It has been suggested that this duality of objectives is fraught with conflict and that adherence to one has a deleterious effect on the other. This study argues that this tension inherent in SEs will have a direct effect on the scaling of the SE. However, the scaling can conceivably also be driven by the fact whether the SE is an integrated or differentiated enterprise, i.e., whether clients are beneficiaries or not. Furthermore, while commercial enterprises benefit from a positive entrepreneurial orientation (EO), the circumstances under which SEs benefit from this is unsure, particularly regarding scaling.

This study argues that EO in social enterprises will have a positive effect on scaling although this might depend on the extent of the social versus the economic goals, as well as whether it is an integrated or a differentiated SE. Through quantitative analysis of 170 small and medium sized SEs operating at the base of the pyramid in India, we find that EO, in particular innovativeness, risk-taking, and proactiveness, is positively associated with SE scaling. However, the tension of allocation attention between social and economic goals does not show a significant effect on scaling, while differentiation seems to improve scaling as opposed to integration. Our study introduces insights from attention/cognition literature

and EO in the context of SEs and scaling in order to elaborate upon EO and attention allocation.

Managing the commercial-social paradox with different forms of hybrid organizing

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Abstract

As businesses start to recognize the importance of stakeholder needs and the impacts of climate change, they start to develop the ethos of balancing business profits and social impacts. The consideration of both the social and commercial logics in organizations is called hybrid organizing. Despite the growing number of business corporations in accepting corporate social responsibility and/or philanthropy practices, the adoption pace of the hybrid organizing of charity and commercial activities remains varied. This huge variation is rooted in the traditional view that charity and commercial practices should not exist under one roof. This rationale was based on the traditional ethos in achieving effectiveness and efficiency solely for-profit maximization in for-profit organizations. However, with the rapid globalization that demands an enormous amount of natural resources, a current far cry of 'tragedy of commons' poses a warning that the shared and unregulated use of natural resources is under threat. Moreover, the integrated reporting of economic, social and governance (ESG) performance is also driving organizations to consciously address the social and environmental impacts. This paper serves to advance organization theory by proposing an impact-profit matrix that captures the different degree of hybridity and the relative social and economic logics being practiced by different for-profit and not-for-profit organization forms.

The hybrid organizing literature has focused on the competing logics and tensions that organizations face with the social logic on one end and the economic logic on the other end. Yet, recently scholars have called for going beyond a simplistic notion of hybridity as a continuum to hybrid relativity, which theorizes the relative importance of the economic versus the social logic. In the conceptualization of hybrid organizing, the degree of hybridity is a multi-dimensional concept combining hybrid relativity and intensity dimensions, in

which relativity is a matter of relative importance of the social versus economic logic and hybrid intensity is a matter of strength with which the economic or social logic existing within an organization.

We theorize that there are different types of organizations (i.e., hybrid commercial, and social ventures) that exhibit different degrees of hybridity based on the relative importance and intensity of hybridity. We introduce in this paper a conceptual model of impact-profit matrix that presents four different types of competing logics: (i) limited social and low financial values; (ii) limited social and high financial values; (iii) high social and low financial values; and (iv) high social and high financial values.

The Governance of Hybrid Organizations

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Abstract

Hybrid Organizations generate income at the same time in which they improve the quality of life of low-income population and vulnerable groups (Haigh et al. 2015). They deal with the duality of creating social and sustainable impact alongside with financial results, blending the practices of traditional for-profit with traditional nonprofit. The strong alignment between such outcomes is central for their survival as they face conflicting demands from their multiple purposes.

Organizational governance has received much attention by academics and policymakers in recent years as a mechanism to deal with conflicting missions (Low, 2006). Scholars have previously investigated the governance of hybrids in precise topics, such as their accountably challenges (Ebrahim, Battilana & Mair, 2014), the gender balance of their governing boards (Lyon & Humbert, 2012), the management of internal and external tensions by an ideal setting (Battilana & Lee, 2014), the report to its stakeholders by mapping process (Holt & Littlewood, 2015) and how to shape their environments to support their goals through the mobilization of the interdependent players and new institutional arrangements (Bloom & Dees, 2008). However, we observed that most studies do not go further to other organizational forms to investigate new solutions to hybrids' problems. Guided by this gap in the literature, we reviewed a variety of concepts related to collaborative governance and the discourses of its main authors to analyze how to apply it on hybrids and answer the following question: how hybrid organizations can improve their governance mechanisms to deal with multiple objectives?

The paper begins by examining approaches related to governance, such as collaborative governance, cross-sector collaborations, network governance and public private partnerships. The next section presents hybrids and their dual missions. We then explore the governance dynamics in such

organizations and how it is distinctive from traditional organizational structures. The paper concludes by describing the implications for future research and emphasizing the role of partnerships and leaderships to implement structures which enable hybrids to prosper, including all stakeholders in the decision-making process. We also discuss the roles of governing boards and leaders, the importance of including the interests of less powerful actors and the alignment of conflicting objectives.

Employment as a Derivative of Hybrid Organizing: How Disabled People Make Trade-Offs in Employment Decisions in Social Enterprises

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Abstract

In the past two decades, we have witnessed an unprecedented increase in the number of social enterprises (SEs) – organizations that hybridize social and commercial goals (Battilana & Lee, 2014). In particular, work-integration social enterprises (WISEs) create inclusive labour markets by employing those who are not competitive in the mainstream labor market. Employment in the context of WISEs mirrors or reflects the logic of organizational hybridity at the work and individual level. Employment is an engine that enables a social enterprise to create commercial value, it is also a key social intervention to create social value as a rehabilitation tool to increase the well-being of oppressed individuals. However, there has been almost no research that investigates how beneficiaries perceive job opportunities at WISEs and how they make trade-offs among different job attributes (Ali, Schur & Blanck, 2011; Schur, Kruse & Blanck, 2005). In this study, we asked: what job attributes of WISEs are most valued by disabled people in making employment decisions? How do they make trade-offs among different attributes?

We drew on the literature on WISEs and disability employment to identify important job attributes in the SE context and hypothesized that social integration opportunities, workplace support, salary level, and perceived roles of employees at workplace are influential factors to disabled people's decisions of working at WISEs. We chose Hong Kong, Taiwan, and Singapore as 'strategic research sites' as WISE is a major form of SEs in these regions as a response to the long-standing employment inequality (Defourny & Kim, 2011). Using discrete choice experiment (DCE), we examined three main dimensions of employment attributes which are economic, relational, and organizational.

Overall, we found that employees with disabilities strongly preferred more career development opportunities, higher salary levels, a role as contributors and a tolerant and worker-centered leadership style in the workplace. Second, we identified that disabled employees put a greater emphasis on the economic job attributes (i.e., career development, salary) than the relational attributes (i.e., social networks) when making employment decisions. This paper makes contribution to the WISE literature by providing an experimental test of beneficiary preferences and their employment decisions. Our findings have substantial practical value in helping social entrepreneurs design more effective interventions in supporting the employment of the disadvantaged.

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Hybridity ad B-corps

Pathways to businesses for society: How traditional corporations transition to hybrid B Corp status

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Abstract

A key challenge for corporate leaders in the 21st century is to develop innovative business models that align profit and purposeful societal impact (Santos, Pache, & Birkholz, 2015). In response to these rising expectations towards business, new organizational forms are proliferating. Generally termed hybrid organizations, they combine, in unprecedented ways, institutional logics – taken for granted social prescriptions that guide actors' behavior (Battilana & Dorado, 2010; Besharov & Smith, 2014; Greenwood, Díaz, Li, & Lorente, 2010; Pache & Santos, 2010).

A growing body of literature explores hybrid organizations, but it predominantly examines companies *founded* as a hybrid social enterprise (or *born hybrids*). Yet to date, there is little understanding of these dual-mission *transitioning* companies (or *transitioning hybrids*), that is traditional existing companies adjusting their business models towards a more hybrid structure. Battilana and Dorado (2010) explicitly call for additional research, beyond the case of social enterprises, into how companies that exhibit aspects of hybrid organizing, such as in CSR activities, manage hybrid organizing. Although social enterprises may be the 'ideal hybrid' equally striving for purpose and profit, hybridity may also occur along a spectrum with firms engaging to various degrees - a topic which has yet to be explored (Battilana, Besharov, & Mitzinneck, 2017). Another unanswered question is how hybrids influence mainstream firms (Haigh, Walker, Bacq, & Kickul, 2015), which we may be experiencing now as traditional firms convert to hybrids.

The objective of this paper is to explore how more traditional, profit-focused companies approach and enact the transition to a new dual-purpose model through primary interviews, secondary data analysis, and observations. Specifically, this research asks what are the different pathways that traditional companies take in the transition to hybridity and to what extent do they hybridize? Applying principles of theoretical sampling based on appropriateness rather than representativeness (Eisenhardt and Graebner, 2007; Glaser and Strauss, 1967), this study

focuses on companies that had a more traditional business model and later opted to pursue B Corporation (B Corp) certification. Certified B Corps, as a uniquely "distinct and readily identifiable set of businesses"

(Moroz, Branzei, Parker, & Gamble, 2018: 119) that embrace an explicit double mandate to pursue profit and societal benefit, are a prominent example embodying the core elements of hybrid organizations (Grimes, Gehman, & Cao, 2018; Moroz et al., 2018).
Ultimately, a shift in capitalism where societal impact is valued alongside shareholder profit will require understanding both born and transitioned hybrids.

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Hybridity and multi-level processes

Social Enterprise Across the BRICS Emerging Economies: From Macro- to Meso-Level Support Institutions

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Abstract

This paper compares and contrasts the institutional factors shaping social enterprise in the emerging economies of Brazil, Russia, India, China, and South Africa (BRICS). The BRICS countries are the five most important emerging economies on the basis of their economic liberalization policies and demographic potential (Sengupta, Sahay & Croce, 2018). Social enterprises in these countries play a critical role in social and economic development because government cannot meet their vast social needs and businesses do not provide sufficient employment and economic security (Littlewood & Holt, 2018) particularly in the face of economic crises resulting from COVID-19. However, there is a gap in our understanding of how economic, political, civil society, and cultural institutions are shaping social enterprises and support processes for them limiting our ability to share insights across countries. To address this gap, we apply Kerlin's revised Macro-Institutional Social Enterprise (MISE) framework (Kerlin, 2017) to investigate the influence of macro- and meso-level institutions.

Kerlin's MISE framework proposes a comprehensive theoretical explanation for inter-country differences in social enterprise (Kerlin, 2017). By drawing on the theory of historical institutionalism, the framework connects culture, civil society, government and market institutions on macro-, meso-, and micro-levels with social enterprise characteristics in a country to develop a typology of social enterprise country models (Kerlin, 2017).

The study draws on several large datasets for macro-level socio-economic indicators including World Bank Governance Indicators, World Economic Forum data, Varieties of Democracy Institute (V-Dem), and the Johns Hopkins Comparative Nonprofit Sector Project. Extensive literature reviews gathered information on meso-level support intermediaries and social enterprise characteristics in each country along with social enterprise survey data for China and India. Through application of the MISE framework, the paper adds new social enterprise country models for Brazil, India, South Africa, and Russia.

The paper finds that, though the BRICS countries mostly share a similar stage of economic development (Schwab, 2019), the government and civil society context of each creates very different pathways for the

development of social enterprise both in terms of types of services offered by social enterprises and the types of meso-level intermediaries that support them. Nonetheless, meso-level intermediaries appear to play a more prominent role in emerging than developed countries possibly due to the smaller presence of macro-level institutions in the social enterprise sphere. Findings suggest that identified social enterprise intermediaries may be transferred to other emerging and developing countries if they are adapted to new institutional environments.

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Towards a Multi-Level Understanding of the Strategies Employed in Managing Hybridity: A Systematic Review

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Abstract

This paper presents results from a systematic review on hybrid organizations, the tensions and trade-offs that can arise from their hybrid nature, and possible solutions to deal with these tensions and trade-offs. From our corpus of 39 ‘high quality’ papers, we categorize the different types of tensions, and also the solutions put forward to managing or mitigating those tensions. Our results explain how hybrid organizations go through a constant process of balancing various logics, and how this balancing works to address issues that are both endogenous and exogenous to the organization.

We identify two strategies that organizations employ to manage hybridity – decoupling logics and logic shifting – and each strategy has different

effects at different levels of the institutional context. We find that hybrid organizations have to maintain a constant status of acknowledgement of their hybrid nature, develop a reflective approach to their objectives and activities, and continually develop and maintain robust relationships with multiple stakeholders.

The Potential for Hybrid Organization in Addressing Social Problems in a Community and On Campus

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Abstract

Universities, particularly small private universities, are facing unprecedented challenges with enrolment declines leading up to the demographic cliff. Exacerbated by the pandemic, the double hit of declining enrolments with declining revenue due to closures has led many universities to face an existential crisis, with no more road to kick the can down in making decisions on how to innovate. At the same time, state and local governments, hurting from pandemic revenue losses, have to find ways to continue the crucial social programming on which their citizens depend. The University of Evansville's ChangeLab program highlights a potential way forward for universities and cities to collaborate across all sectors to creatively problem solve and innovate for a better future.

ChangeLab is a for college credit, interdisciplinary program that allows students and faculty (and staff) at the University to come together and form teams that address regional needs. ChangeLab students have obtained $90,000 in solar panels for a local community center to help lower their energy bills and increase funding available for its children; helped the city government research, fund and install a city-wide Bike Share program, and collaborated across two different departments (math and communications) in the COVID Between the Coasts partnership with the local NPR affiliate (WNIN) to provide investigative journalism and data analysis on how COVID-19 is impacting the Midwest. Another ChangeLab student is collaborating with the head of Evansville Water & Sewer Utility to design a city-block sized wetland education park in downtown Evansville that will help filter millions of gallons of water, working toward a solution for a serious environmental problem in the region. Dozens of projects are held each semester, across all sectors: art history, biology, business, economics, finance, film, physics and more.

This paper will detail the program's evolution over the last decade: from a business project for business students with 20 students per semester, to the city-wide resource it has become with hundreds of college students

engaged in local problem solving each semester. It will 1) identify points of inflection in its evolution, 2) clarify how hybrid programs such as this can engage with college students to achieve significant community impact, and 3) outline some of the curricular and structural challenges to its scalability and how they might be addressed.

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Understanding B Corporation as hybrid organizations

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Abstract

"To be a better company FOR the world and not only IN the world" is the aim of B corporations, which have been in the spotlight in the search for solutions with a positive social-environmental impact. B Corps are certified by the B System, a B Lab partner, and they aim at expanding their actions into Latin America. There are over 150 corporations with such certification in Brazil. Seen in some studies as hybrid organizations, they seek to bring social and environmental values into their strategies.
This research aims at checking the social-environmental practices carried out by B corps, as well as the advantages and the challenges faced by the movement. For such, a qualitative study was performed through documents and semi-structured interviews with 11 B-certified companies. The main results showed the search for social-environmental objectives, the acknowledgement about their concern with society and the environment, and the appeal of impact investors as motivators for such certification. There is also a greater need of spreading the movement in order to expand and strengthen the network.
However, that is about a community that shares mutual values, and which enables exchanges and interactions.

Conceptualizing hybridity

Towards a regenerative paradigm embedding the Economy of Francesco values: an evaluation framework of hybrid organizations

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Abstract

The current economic paradigm presents a series of failures: environmental degradation, social injustice, inequality, and marginalization (Singer, 2018; Phillips, 2019; Nesterova, 2020). Scholars investigated the historical causes that led our society to this irreversible point. One main issue was identified in the "culture of waste" which permeates our society (Francis,

2015). This latter has implications not only at an environmental level - leading to excessive waste production compared to the absorption capacity of the natural system - but also and above all at a social level.
Human being has been commodified and polarized at the two ends of a spectrum: on one end exist the capable ones, who deserve and merit jobs wealth and social recognition because fitting the expectations of the market, and on the other, those who - for reasons which most of the time are not even accountable to them - underperform, are not capable, who are "waste" because not useful to the economic effort (Bruni & Santori, 2021). As a result, when profit maximization and other economic values become more relevant over human ones, phenomena such as exclusion, discrimination, and suffering come about. Fortunately, to date alternatives to this paradigm exist: hybrid organizations. These latter are born with the aim to not only to achieve financial sustainability but also to deliver a positive impact for the society or the environment (Jay, 2013; Battilana, & Dorado, 2010).
However, extant research lacks a deep understanding of how hybrid organizations contribute to sustainable development. In this study, we answer to the research question "how hybrid organizations contribute to sustainable development?". We answer to this research question through in-depth interviews to social entrepreneurs. Our findings contribute both to theory and practice. We theorize that generativity, re-generativity, and autopoiesis (Fusco Girard, 2019; Fusco Girard et al., 2019), are the levers through which hybrid organizations contribute to sustainable development.
Further, our results might be useful to managers of these organizations, who may use our framework as a benchmark for an ex-ante evaluation of their planned strategies or for an ongoing monitoring of the multidimensional impacts of their actions, identifying their strengths and weaknesses to improve their positive impact on the society and the environment, and continue to be financially sustainable.
Finally, our research frames management practices into conceptual models to ultimately spread within business theory and practice the values of inclusion, solidarity, collaboration, and fraternity, intrinsic message of the Economy of Francesco.

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Beyond the ideal type: Classifying hybrid organisational forms

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Abstract

Broadening expectations around the role of business in society have led to a growth in hybrid organizations that pursue both profit and societal purpose. However, with its focus on social enterprise, existing scholarship has largely overlooked the broader spectrum of hybrid organizing (Battilana & Dorado, 2010) including new hybrid organizational forms such as certified B Corporations. Although several scholars have briefly mentioned a spectrum of hybrids (Dees, 1998; Gamble, Parker, & Moroz, 2019; Haigh & Hoffman, 2012; Holt & Littlewood, 2015; Litrico & Besharov, 2019), it has not yet been elaborated in detail. During the last years, historically profit-centric companies have increasingly started to legally integrate purpose alongside profit.

To better understand the phenomenon in full, this paper presents a hybrid organization spectrum incorporating the newer organizational forms and in so doing conceptualizes an emerging and distinct organizational form:

"impact business". An impact business is legally obligated to pursue purpose as well as profit and therefore provides a rich context for research with important theoretical and practical implications. Unlike a traditional share business, an impact business prioritizes purpose alongside profit. An impact business is neither a traditional shareholder company nor a social enterprise: private gains are possible but not limitless. It therefore requires that we explore how pertinent existing theories, particularly theories related to hybrid organizing, fit with impact business, how they might need to be adapted and/or further developed, and possibly, what new theories can be generated from studying the unique impact business category. Practically, the study of impact business offers valuable insights into how we can tackle pressing grand challenges such as climate change, ecosystem collapse, and social inequality.

The argument for a hybrid organization spectrum including impact business proceeds as follows. First, I introduce hybrid organizations including where they sit along the organizational spectrum between prioritizing profit or purpose. Then, I zoom in and provide a corporate hybrid organization classification and present a detailed conceptualization of impact business.

Next, I demonstrate how a more supportive institutional context is necessary for meaningful expansion of the impact business category. Finally, I discuss the implications of these theoretical insights and conclude with future avenues for research on impact business in relation to the hybrid research agenda.

Adopting and Adapting Social Venture Organizational Templates: Social Venture Creation

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Abstract

Founder's past is a determining factor for their choice of an organizational template e.g., non-profit, for-profit or hybrid social ventures (Dufays & Huybrechts, 2016). In this line, Wry & York (2017) suggest that people with a social welfare personal and role identity will pursue a non-profit or charitable model unless others have successfully demonstrated that social and commercial aims can be productively united. This successful demonstration is what Battilana and Dorado (2010) refer to as "ready to wear" models, where a social venture has sustained the hybridity of two contrasting institutional logics of its organizational template over time proving its model to work. As a result, these archetypical organizational templates have gained legitimacy and supportive resource

flows thereby reducing risk of failure for new social venture's that apply them (Battilana & Dorado, 2010; Wry & York, 2017).
Examples of "ready to wear" models that have emerged as legitimate and economically sustainable models include WISE (work-integration-social-enterprise), MFO (microfinance-organizations), BOP (base-of-the-pyramid), B1G1 (buy-one, give-one), SBPS (socially-beneficial-product-sales) and Fair Trade (Hockerts, 2015; Saebi et al., 2019; Wry & York, 2017; Wry & Zhao, 2018). While the creation process of these "archetypical" social venture models by institutional entrepreneurs has been investigated (e.g., Tracey et al., 2011) empirical investigations of why and how social entrepreneurs *adopt* and subsequently *adapt* each of these models to solve social problems is less understood. Hence, this study possesses the following research questions: How and why do social entrepreneurs adopt and adapt archetypical social entrepreneurship models?
To represent each of the archetypes a multiple case study is conducted using cases collected in Denmark. However, it was not possible to identity Danish cases using an MFO, B1G1 and BOP archetypical model. 22 cases were successfully contacted representing eight WISE-, eight Fair Trade- and six SBPS models. The data collected consists of semi-structured interviews varying from 1-1,45 hours as well as secondary data such as website, newspaper articles.
The potential contribution lies in understanding the diverse ways of adopting and adapting the archetypical models. While we have conceptual assumptions as to why such adoption occurs (Wry & York, 2017; Battilana & Dorado, 2010) we are still to empirically investigating them. Such investigation could show the challenges and trade-offs social entrepreneurs face when adopting them and whether they are successfully adopted in the first place or need various adaptions to the local environment.

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Multinationality and hybridity in organizational archetypes: Establishing a conceptual foundation

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Abstract

We look at multinationality and hybridity in organizing and their degree in organizational archetypes. Our research is related to increasing demands towards holistic social value creation in management (Margolis and Walsh, 2003; Amis, Mair and Munir, 2020). Social enterprises, hybrid organizations that are concerned with social value creation (Doherty, Haugh and Lyon, 2014), are mainly limited to distinct national contexts (Bhatt, Qureshi and Riaz, 2019; Bhattarai, Kwong and Tasavori, 2019), comparative country studies (Galera and Borzaga, 2009; Defourny, Nyssens and Brolis, 2019), and research in international business on hybrid organizations is scarce (Ambos, Fuchs and Zimmermann, 2020). On the other hand, there is a large stream of literature that has dealt with the question of how to efficiently organize the multinational corporation (MNC) that has traditional commercial goals at its strategic core (Sundaram and Black, 1992; Casson, 2018) and most researchers agree that social goals have not reached this core so far (Zhao, Park and Zhou, 2014; Kolk et al., 2020).

However, many organizations feature elements of (commercial) multinationality and (social) hybridity to some extent and can change their present configuration at their strategic core and consequently their organizational form in the future of their organizational evolution (Aldrich, 1999). Multinational hybrid organizations (MHOs) that feature multinationality and hybridity in relative balance at their strategic core are an emerging phenomenon that inspires this research. To establish the foundation of

attending to multiple goals across borders by new forms of organizing, we ask: RQ1: how can the multinational hybrid organization be defined? And RQ2: how does a typology of multinationality and hybridity in organizing look like?

In the theoretical background of this paper, we delve into organization design for solving complex problems, the MNC and its social goals, and social hybrid organizations and their international scale. We establish definitional clarity of the concepts of the MNC and of social hybrids and define the MHO. Then, we present a generic and applied typology of organizing by multinationality and hybridity that present nine organizational archetypes each (Snow and Ketchen, 2014). Our definitional groundwork and the typologies can serve management

executives in assessing and adapting their organizations relative to multinationality and hybridity in increasingly complex environments. We close with a discussion and provide future research avenues. Our work contributes to hybrid models and organizing implications for social entrepreneurship research and beyond by introducing the organizing logics of multinationality and hybridity (Besharov and Smith, 2014).

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Hybrid business models

A Case Study of Triple Bottom Line Activities and Metrics in a US Food Cooperative

Michael B. Marks, Consultant Strategist and Researcher Community Currencies

Abstract

'Triple Bottom Line' (TBL; People, Planet and Profit) is an accounting framework used by organizations such as social enterprises, to track progress on organizational goals that are other than financial, including social and environmental. Organizations find it challenging to put TBL into practice, in measuring gains made and balancing efforts at achieving social and
environmental goals with the need to remain financially sustainable.

I was retained as a consultant to advise the governing board of a fledgling food coop on methods and metrics in furthering its TBL mission. The Coop adopted organizational values such as community involvement, economic justice, and local food production and a Business Plan with profitability financing scenarios and community partnership and engagement suggestions. It is located in a community with a growing community currency and demonstrated examples of tiered pricing models in a few retail establishments. My role was to assist the Coop in establishing social, environmental and sustainability priorities, activities and metrics while offering recommendations on if or how to integrate community currency and tiered pricing into TBL activities.

For this paper, I will review the opportunities and challenges that occurred in bringing together diverse stakeholders in moving forward with the Coop's hybrid mission. Questions to be addressed include:

- What priority TBL areas of focus were identified?
- What TBL goals/measures were developed and how are they being measured?
- What activities (internal/external) will be undertaken to achieve TBL goals/measures?
- How are community stakeholders involved in priority setting, activities and metric determination?
- What assets does the Coop have in affecting positive change? Are there unique challenges and opportunities afforded by the Coop organizational and governance model?
- How do SDG goals provide a helpful framework?

- How can the use of the Community Currency and tiered pricing models (or other related initiatives) contribute to the attainment of TBL objectives?
- What are the benefits/costs of using community currency and tiered-pricing models?

In my consultant role, I conducted literature review, interviews, surveys and focus groups involving Coop and community leaders to inform decision-making. Data from these sources will be analyzed and presented. Participants will gain knowledge about the decision-making processes of hybrid organizations like Coops in moving forward with TBL mission. Also, participants will be engaged in identifying ways in which TBL activities and metrics while appearing to be in conflict, could be structured to be generative and complementary including the mechanisms/strategies for this to occur.

The Social Cooperative "La Fraternità": the hybrid model that combines human dignity, inclusion and profit in the world of work.

Lucia Tonelotto, Associazione Comunità Papa Giovanni XXIII; Ilaria Marcellino, Giorgia Gironi; Carla Cervellini; Alessandro Bannini; Giorgis Valerio

Abstract

The hybrid model of the Social Cooperative "La Fraternità" of the Associazione Comunità Papa Giovanni XXIII, present in various regions in Italy, reflects the need to combine commercial, social and environmental objectives. Through its activities it offers educational and employment services to disadvantaged people, putting people at the centre and not only the economic and social balance sheet. The co-operative includes 6 educational day centres for severely disabled people who were not able to enter a working context. For people with medium disabilities, who are more independent, there are 4 socio-occupational centres where they can carry out various types of activities. In recent years, cleaning, cemetery, environmental and energy efficiency services have been set up, as well as green maintenance and eco-sustainable agriculture, both in terms of production and processing. These services involve also socially disadvantaged people who find dignity and independence in their work.

The Cooperative's mission is based on the model of the "Economy of Sharing", which is different from the well-known "Sharing Economy": in the latter, the focus is on goods/objects to be shared, whereas in the hybrid model we are presenting, the focus is on the person with his/her peculiarities, abilities and dignity. This is why we talk about Sharing Humanity, a model in which the focus is on human relationships and respect for the

weakest members of society. The person is valuable in himself or herself and not for his or her economic value, so that disadvantaged people are protagonists of their own development. In this type of social enterprise there is no charity or assistance, but support for people in difficult situations so that they can feel useful to the society they belong to. By describing the structure, activities and balance sheets of this cooperative, we would like to show that profit, social inclusion and respect for the environment are by no means incompatible categories.
Moreover, we would like to show how the activities promoted by this Cooperative and the attention to the social and working development of disadvantaged people, favour the achievement of the SDGs (Sustainable Development Goals established by the UN): SDG 2 sustainable agriculture; SDG 4 education; SDG 8 decent work; SDG 10 reducing inequalities; and SDG 12 sustainable production and consumption patterns. This analysis will be carried out through the study of the satisfaction questionnaires that are provided annually to the staff of the different working realities included in the Cooperative.

Social enterprise´s business models in Latin America

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Abstract

Social Enterprises (SE) are organizations committed to solve social and environmental problems, sustaining their mission through a business model (Alter, 2007; Mair & Martí, 2006), and are considered a type of hybrid organization balancing conflicting organizational logics (Battilana & Lee, 2014).
This dual mission presents great challenges for building and managing social business models, requiring innovative strategies to create value (product/service proposed to customers), deliver value (firm´s organization to provide products and services to their customers), and capture value (the firm´s revenue model) (Yunus, Moingeon, & Lehmann-Ortega, 2010).
In Latin-America and, especially in Argentina, research on SE is still in its infancy. Publications began a decade ago, focusing on SE´s supporting ecosystem (Abramovay, Correa, Gatica, & Van Hoof, 2013; Jaramillo Martínez, 2010; Martino, Figueroa, & Peirano, 2018; Pels & Sucarrat, 2013) and successful SE´s case studies (Berger & Darmohraj, 2016; Berger & Lomé, 2017, 2018; Bucher, Jäger, & Prado, 2013; Symmes & Jäger, 2016). The literature is at a descriptive stage with few generalizable

theoretical advances so far (Jäger, Symmes, & Cardoza, 2020; London & Jäger, 2019).
Thereby, based on sustainable business model research (Baldassarre, Calabretta, Bocken, & Jaskiewicz, 2017; Bocken, Short, Rana, & Evans, 2014; Davies & Doherty, 2019; Evans et al., 2017), this paper aims at analysing Argentinean SE´s strategies for creating, delivering and capturing economic, social, and environmental values simultaneously.
The geographic focus will be on Argentina, as a first step to understand how SE business models are configured in Latin-America, how SE are managed to generate the right conditions that enable vulnerable communities to access greater opportunities in the world most unequal region (CEPAL, 2017), while remaining financially sustainable.
Two Argentinian case studies with regional scale will be analysed, both tackling some of the deepest-rooted problems in the region using technology for inclusion. Arbusta is a firm providing B2B technological services for the digital economy while creating decent work opportunities for more than 300 young people (mainly women) who live in fragile socioeconomic situations. Mamotest developed the first telemamography network in Latin America democratizing access to breast cancer early diagnosis, strategically installing high-quality images centres in underprivileged and remote locations and articulate them with specialists situated in big cities that evaluate the digital images and diagnose in less than 24 hours.
The selected methodology is the multiple-case analysis. The sampling will be directed on non-probabilistic and data collection will be carried out through semi-structured interviews. The respondent units will be firm´s founders or managers, complemented by secondary data. This study contributes to the emergent literature on sustainable business models, social entrepreneurship in emerging economies, dual mission management and technology for inclusion.

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Are benefit corporations useful? Evidence of the Italian and French experience of benefit corporation with the view of the EU perspective

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Abstract

In the last decade, in addition to the voluntary initiatives of CSR implemented by most of the corporations, many Countries developed a multiplication of hybrid organizational forms (e.g.: Benefit corporations and social enterprises) addressing both profit purpose and of societal and environmental issues. Despite the global proliferation of hybrid forms, the notion of a hybrid model and the conditions required to identify them are different and contrasting (Felicetti, 2018, p. 222). The reason for these differences may reside in the different motivations that led national legislators to adopt new forms of hybrid organization.
Therefore, the research aims to investigate reasons that pushed national lawmakers to create hybrid models of business organization in addition to the traditional ones. Furthermore, it intends analyze if the expectations related to those legal interventions are justified or not. The study will focus on reforms occurred in different European states, in the wake of similar experiences in North America.
The research draws inspiration from the academic debate in the USA, on the necessity or not of adopting new hybrid organizational models. In fact, a part of the American doctrine has spoken out against the introduction of new corporate forms, indicating the sufficiency of the existing ones, while many have highlighted the inadequacy of the traditional

organizational structures that can be identified with the classic subdivision between for-profit and non-profit entities (Ventura, 2016, p. 1140).
In Europe, there are similar considerations in doctrine and many legislators have modified the basic organizational structures and added new models of hybrid enterprises to the traditional ones. Examples are Italy and France, which adopted the Benefit corporation model in their own legislation. Also, regarding European Law there is a debate as to the necessity of a more inclusive definition of companies. For this reason, the EESC has proposed the revision of Art. 54 TFEU in such a way as to include in the concept of companies also those with limited profitability (Lecourt, 2019, p. 709).
The research is primary conducted used the comparative method of laws and reforms adopted by different states.
This paper identifies the motivations and reasons that made it necessary to create a form of hybrid organization. Furthermore, the study contributes to a legal systematization of the various regulatory interventions that took place in Europe. Finally, it aims at investigating the lawmakers' needs in the field of social enterprise, so to identify possible solutions and to formulate policymaking proposals.

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Hybridity and grand challenges

Organizing to tackle the problem of waste: hybrid approaches of social enterprises in Lagos

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Abstract

How social enterprises (SEs) can organize to address grand challenges and promote sustainable development (SD) in developed and developing country contexts is an increasing area of scholarly research. More significant are calls for more SE research in Africa and for studies that captures the dynamics of combining commercial, social, and environmental aspects in alternative enterprises situated in this unexplored context. This paper contributes to these discussions in the circular economy (CE) pathway, said to be a design approach for achieving SD through resource

efficient strategies that eliminates waste in a commercially and environmentally sustainable way, while creating jobs as a social benefit. Using institutional logics as a theoretical tool, this paper focuses on the following question: how are social enterprises combining commercial, social and environmental objectives to have an impact on the circular economy in Lagos?
Following a case study strategy, six SEs operating in the waste sector in Lagos were studied by triangulating the data obtained from in-depth interviews, documents, and archival records. This paper shows how SEs in Lagos are drawing on commercial, social, and environmental logics in their organizing to change the way households perceive and engage with waste. Details on the multiple logics they draw on will be presented together with the organizational features where hybrid organizing practices were most apparent, hence contributing to
knowledge on the emergence of hybridity and the various ways that organizations exhibit it.
Previous studies have also found hybrid organizing as a source of opportunity for social entrepreneurs in resource constrained environments such as Africa. As SEs ability to have an impact on the CE relies on overcoming such constraints, this study argues that capturing and sustaining opportunities from hybridity in such contexts relies on SEs' ability to continuously demonstrate their credibility to multiple interest groups from which resources (tangible and
intangible) can be obtained. Further analysis revealed how through commitment, consistency and antecedents, SEs are able to validate their activities and obtain necessary resources to have an impact on the CE in Lagos, while also highlighting the specific strategies they employed during such processes.

Multinational Hybrid Organizing and Grand Challenges

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Abstract

We introduce a framework of multinational hybrid organizing to illustrate its potentials in the context of grand challenges (GCs). The social multinational hybrid organization (MHO) is an organization that by its nature aims to leverage global integration of local operations in its pursuit of financial and non-financial social goals. Mankind is facing multiple GCs (Eisenhardt, Graebner and Sonenshein, 2016; George et al., 2016; Howard-Grenville, 2021) that are present in local contexts, but are also global in that sense that they go beyond the limitations of national borders

and appear in several countries simultaneously. So far, we know little about organizations that engage efficiently with such challenges (Brammer et al., 2019). Despite the presence of GCs on a global scale, there is scarce knowledge on how to potentially organize social hybrid firms beyond national borders (Ambos, Fuchs and Zimmermann, 2020; Gupta et al., 2020), which is surprising given their inherent interest in social goals in addition to commercial ones (Saebi, Foss and Linder, 2019; Smith, Gonin and Besharov, 2013). In international business (IB), the focal actor of the discipline has been the multinational corporation (MNC) (Narula et al., 2019; Wilkins, 2009). There is a growing interest in the social or sustainable value generation of MNCs, but such activities are mostly described to be not central to their organizing logics or strategies yet (Doh and Lucea, 2013; Sinkovics and Archie-acheampong, 2019).

Hence, just as the stream on social hybrid organizing, IB mostly misses research that engages with GCs (Buckley, Doh and Benischke, 2017). In sum, we increasingly learn more about social hybrid organizing (Battilana, 2018) and possess vast knowledge with regards to managing the MNC (Casson, 2018) but both organizational designs do not meet the problem GCs pose. However, social MHOs unite and leverage in their designs the organizing logics of social hybrids and MNCs. They are an undertheorized empirical phenomenon, in particular when it comes to a holistic organizing framework of their activities (Alon et al., 2020).

Our article addresses this gap with a conceptual framework in the context of GCs and asks, *RQ:* how does a conceptual framework of multinational hybrid organizing look like? We build the framework on the existing social hybrid and MNC literatures and relate it to GCs. Our framework is tied together by a number of propositions. We discuss the framework's limitation, operationalization, and future extensions. Finally, multinational hybrid organizing addresses glocal scaling in social innovation.

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The interplay between entrepreneurship and craft as a source for emancipation among a precarious community in Kosovo

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Abstract

In this six-month ethnographic study, we explore PurpleMuse, an entrepreneurial endeavor in Kosovo, to show how the interplay between entrepreneurship and craft contributes to individual revitalization and financial emancipation to imbue oppressed local artisans with new life and vitality against the background of the Kosovan context. The initiative also addresses injustices
that appear in precarious communities in what Brown (2003) called social deracination and cultural decimation.
We show how entrepreneurial engagement with craft can invoke emancipation from constraints within their economic and social environments by allowing artisans to, first, reflect upon their capabilities and mitigate cognitive barriers conceived over the years under an unstable mental state characterized by trauma and depression.
Second, help artisans to professionally rehabilitate by working in an organization, which enacts professional and cognitive change. Third, empower artisans beyond this specific case as they are taught essential proficiencies that facilitate their professional and personal advancement. We contribute to understanding key processes that lead to emancipatory entrepreneurship that allows us to exemplify what is meant with emancipatory entrepreneurship and understand the conditions under which emancipation unfolds in communities that face adverse circumstances and social disorder.

Linking individual capability building and organizational capabilities of hybrid organizations from the global south - a slippery ground?

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Abstract

Fostering decent work, reducing inequality and poverty are closely linked and often contradictory SDGs, especially in developing countries. These are characterized by high population growth rates, high inequality levels and mainly young population (UN, 2015) with largely lacking access to higher education and the labor market. In 2020, about 22.4% of youth were neither employed nor in education and training, exacerbating inequality and poverty (ILO, 2020ab). Most young people have no possibilities to build their individual capabilities, emphasized as a human right by Sen (1997; 1999). Many are trapped in a negative feedback loop, as without training and skills they have no chance being absorbed by conventional companies and the labor market.

In the last decade, also in regions of the Global South, the heterogeneous field of hybrid organizations is growing (Doherty et al. 2014; Saebi et al. 2019). To date, little is known about the effects associated with hybrid organizations hiring marginalized individuals to develop their capabilities (Carmel et al. 2016). From this background, we explore the research questions, of how these alternative economic forms, can contribute to individual capability development

through their social mission? In what way do they build organizational capabilities to remain financially sustainable in the tension between social and economic value creation?

The paper's objective is to provide deeper insights into the contextualization of hybrids in resource-poor environments by combining the theoretical perspectives, of Sen's individual capability approach with the concept of organizational capabilities, and the economic geography approach of place-based institutional environments. Empirically, impact sourcing service providers and their disadvantaged young workforce in Kenya in 2019 is investigated

using a qualitative research design.

The results show that the development of individual skills of disadvantaged youth is influenced by the way they are employed. In particular, the security provided by permanent employment and the opportunity to work on their own skills within the hybrid organization with support and coaching has positive effects on ICT skills, soft skills and fostering self-confidence and financial independence. This is particularly evident in

comparison to disadvantaged youth who are employed by hybrid organizations that practice a scaling business model and teach disadvantaged youth skills so that they can be hired temporarily or as independent cloud workers for their services. Findings provide evidence that employment is not sufficient to develop individual capabilities; rather, a deliberate pathway within employment conditions.
Compared to hybrids that practice a scaling model it is more difficult developing capabilities to achieve financial sustainability for hybrids emphasizing on building individual capabilities.

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Hybridity and social entrepreneurship

Cross-pollinating in the beehive: embracing hybridity at a social entrepreneurship coworking space

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Abstract

Over the last decade, there has been growing attention to new "hybrid" forms of venturing that bridge distinct organizational forms and their attendant institutional logics – typically, social and commercial logics in the case of social entrepreneurship (Battilana & Lee, 2014; McMullen, 2018). Much of this research, however, focuses on already established hybrid ventures, and, moreover, examines each venture in isolation (McMullen, 2018). Yet, entrepreneurs do not operate in isolation but rather interact and influence each other when creating their venture (Mitev, de Vaujany, Laniray, Bohas, & Fabbri, 2018). Therefore, hybridity should also be examined in relation to collective dynamics across different ventures. Understanding these interactions is important in the context of the growing importance of collaborative settings such as coworking spaces (Blagoev, Costas, & Kärreman, 2019). In this paper, we document whether and how participating in a coworking space may help entrepreneurs embrace hybridity while developing their entrepreneurial project, taking into account their ex-ante familiarity of entrepreneurs with regard to the logics in presence (Pache & Santos, 2013).

To respond to this question, our research draws on a longitudinal study of a French coworking space gathering would-be social entrepreneurs. After extensive research on the space and its use by the coworker entrepreneurs from 2010 to 2013, we returned to interview the same entrepreneurs several years later to understand their evolution in relation to hybrid venturing. While all the interviewed entrepreneurs valued the role of the coworking space in building a sense of community and identification, and in participating in constructing the emerging social entrepreneurship ecosystem, entrepreneurs had more contrasted views regarding how the experience helped them to experiment with and translate hybrid venturing into practice.

These findings contribute to the literature in at least three ways. To the literature on hybridity, we show how the coworking space experience generally reinforces the commitment to hybrid venturing, complementing extant work either on hybrid entrepreneurs taken individually (Dufays & Huybrechts, 2016; Lee & Battilana, 2013), or on collaboration among

already established hybrid ventures (Bergman, 2017). Second, our work adds to the emerging literature on collaborative spaces and coworking spaces, in particular (Blagoev et al., 2019; Mitev et al., 2018) by enriching our understanding of how entrepreneurs complement their initial background thanks to the coworking space experience, and how this enables them to embrace hybridity and integrate it into their ventures. Finally, the research also contributes to the literature and practice of social entrepreneurship by highlighting the conditions through which coworking spaces contribute to the emergence and development of social entrepreneurs, besides extant work on social entrepreneurship networks, incubators and competitions (Nicholls, 2010).

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Is the work indeed meaningful? Investigation of the lived experiences of social entrepreneurs

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Abstract

The Protestant work ethic (Weber, 1930) is the foundation of contemporary understanding of work as fulfilling a higher calling (Bell & Taylor, 2003). Beyond economic and career objectives, work inspires a sense of significance, purpose or transcendent meaning (Bunderson & Thompson, 2009). Such focus on purpose, significance and meaning can be seen in contemporary work constructs, such as callings (Pratt & Ashforth, 2003; Wrzesniewski, 2003) and positive work impact (Grant & Sonnentag, 2010) which centre on the belief that work contributes to the greater good and one can have a positive difference in the lives of others through work. Social entrepreneurship, which is the pursuit of social or environmental objectives through market-based mechanisms (Austin et al., 2006), offers a compelling vision of meaningful work centered on solving pressing social problems (Dempsey & Sanders, 2010). Indeed, the implicit assumption that social entrepreneurship catalyses positive social change is not challenged from the perspective of the lived experiences of social entrepreneurs. We lack accounts of the lived experiences of social entrepreneurs to understand if, how, and why they experience their work as meaningful.

In this study we explore how social entrepreneurs perceive their work as meaningful. Adopting an interpersonal sensemaking lens (Wrzesniewski et al., 2003), we explore how meaningful work emerges as social entrepreneurs negotiate between meaningful, meaningless and too much meaning in their daily work. Drawing on in-depth interviews with 40 social entrepreneurs in Malaysia, the study examines the meaning-making process of social entrepreneurs with nuanced accounts of meaningfulness, meaningless and too much meaning in their work, thus ultimately reaffirming their work as meaningful and sustaining their social entrepreneurship careers. Overall, the study explicates the double-edged nature of meaningful work in the neoclassical version of calling — as “a source of transcendent

meaning, identity, and significance as well as of unbending duty, sacrifice, and vigilance" (Bunderson & Thompson, 2009, p. 50) – in the context of social entrepreneurship.

This paper contributes to social entrepreneurship and meaningful work literatures by developing a link between these two bodies of work and thus introducing meaningful work to the social entrepreneurship literature and offering social entrepreneurship as a theoretically rich context in which to examine meaningful work. The findings challenge the implicit assumption that social entrepreneurs experience their work as meaningful, highlight the dark side of meaningful work, and explicate the role of sensemaking in constructing meaningfulness in social entrepreneurs' work. Our unique context of social entrepreneurship also allows us to challenge the assumption in the research on meaningful work that work in the social sector is inherently meaningful.

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Social Enterprises Growth in Emerging Markets. An empirical approach from Argentinian small and medium-sized social enterprises

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Abstract

The social, economic and environmental challenges facing the world require a sustainable development focused on taking care of and enhancing the existing human and environmental wealth. Latin America and the Caribbean is the richest area in biodiversity on the planet (PNUD, 2013) and one of the regions with the youngest population, after Africa and Asia (Ramírez & Ley, 2014).

The union of these natural and human resources could be the key to a promising socio-economic development. However, Latin America is the most unequal region in the world (CEPAL, 2017) and current production models are mainly characterized by an unsustainable use of natural resources that has diminished the ecological heritage. Argentina does not escape regional trends, presenting 33.6% of its population below the poverty line (Bonfiglio, Veran, & Salvia, 2019).

In this context, Social Enterprises (SE) emerge as new organizational forms solving social and/or environmental problems through business models based on the commercialization of products or services. Likewise, SE are considered a type of hybrid organization because they combine two commonly opposed logics: the business and the impact logics.

SE´s growth is crucial to move towards more sustainable economies in the region. Nevertheless, much of the SE´s research has focused on the enablers that promote their creation (Austin, Stevenson, & Wei-Skillern, 2006; Mair & Martí, 2006) and in mission-drift management (Battilana, Sengul, Pache, & Model, 2015; Jay, 2013; Pache & Santos, 2013; Ramus, Vaccaro, & Berrone, 2020; Stevens, Moray, & Bruneel, 2015; Wry & York, 2017), but little is still known about their growth drivers and barriers, especially in emerging economies (André & Pache, 2016; Davies,

Haugh, & Chambers, 2019; Desa & Koch, 2014; Doherty, Haugh, & Lyon, 2014; Kannothra, Manning, & Haigh, 2018).

In the same way, even though research regarding small and medium-size firm´s growth has been the subject of academic enquiry for a long time, there has been and overemphasis on “how much firms grow”, underestimating “how” firms grow. There is a general claim to analyze the multiple perceptions of firm´s growth in order to better assess the different ways of growing (Achtenhagen, 2010; Krasniqi & Mustafa, 2016; Mckelvie & Wiklund, 2010).

Finally, recent findings indicate that there are differences in grow determinants and strategic management models for grow, depending on the firm´s location and environment, variations may appear depending on if firms are from developing or developed countries (Dobson, Boone, Andries, & Daou, 2018; Obeng, Robson, & Haugh, 2014).

This paper aims to address these gaps analyzing how Argentinian social entrepreneurs conceive and measure their enterprises growth, which are the barriers they have faced in their growth process and which strategic responses they have implemented to overcome them.

This objective will be addressed through an exploratory study, with a qualitative inductive approach. The expected results are to provide recommendations for SE´s consolidation in emerging economies and also contribute to small business ‘growth literature, advancing to a more nuanced understanding of growth paths that contemplate sustainable interests.

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Temporal theory of mission drift in social enterprises

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Abstract

Social enterprises (SEs) jointly pursuit social and financial missions and, as a result, face several tensions that usually drive them to experience mission drift. However, while most research has focused how to avoid mission drift, recent research has questioned the negative connotations of mission drift. We use this insight as our point of departure and argue that to fully understand mission drift we must theorize the role of time. Grounding our arguments in temporal depth theory, we address this gap by showing the interplay between time, mission drift and dual mission pursuit in SEs. We argue that when SEs perceive the present as being of short duration, they increasingly experience intertemporal trade-offs, and such trade-offs represent a source of pathological mission drift. In this perspective, the pursuit of dual mission is corrected if a SE react by implementing mending mission works. By contrast, a long-present perspective enables a cyclical process of interconnected practices of drifting and counter-steering, which transcend the trade-offs and ultimately drive the SE to a continuous pursuit of dual mission. Our theory underlines the importance of a dynamic view of mission drift instead of a static one. With our theory we significantly contribute to the literature on social entrepreneurship and hybridity in SEs, also revealing theoretical implications for strategic and institutional perspectives in such fields of research.

Hybridization and competitive advantage in social enterprises

Turning Rebellion into Money? Systems Change, Social Entrepreneurship and Framing Strategies

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Abstract

As the field of social entrepreneurship scholarship has matured, we have seen a shift from studies focusing on the individual charismatic, usually male, 'heroic' social entrepreneur figure, 'changing the world' through the power of their ideas, to a recognition of the importance of collective

dynamics and of negotiating and balancing tensions and institutional logics. More recently, we have seen an acknowledgement of, and attendance to, the complexities inherent in influencing change at the level of 'systems.' Being free of the constraints of defined social missions or rigid business models, social entrepreneurs are supposedly well-positioned to introduce 'radical' social innovations. Increasing attention has, therefore, been placed on how social entrepreneurs attempt to change institutions, whether through shifting values, or eroding and replacing institutional arrangements.

With this in mind, scholars have called for the social entrepreneurship literature to engage more fully with social movement theories better to understand processes of social change. Although few scholars have yet to take up this call, an exception is Hervieux and Voltan (2018) who examine how field-building actors such as Ashoka seek to engage in social change through 'framing' a 'powerful mobilization discourse' (see also Teasdale *et al.*, 2020). However, there has been little research undertaken on how patterns of opposition respond to such systems change action, often ignoring issues of opposition and resistance. In this context, social movement theory may offer an opportunity better to understand the dialectical processes typically involved in systems change.

In this paper, we link Goffman's (1974) work on frame analysis with social movement theory to analyze three contrasting case studies: FairTrade, Burning Man, and Extinction Rebellion. We construct a typology explaining how each case adopts different framing strategies to identify problems, solutions, and calls for action. We also identify that while multiple discursive strategies can be employed to effect systems change processes, patterns of counter-framing typically emerge to oppose and resist the ambitions of social entrepreneurs.

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Temporary hybridizing for social innovation during the pandemic disruption

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Abstract

The outburst of the COVID19 pandemic unveiled several dysfunctions in the national welfare systems. In particular, prolonged quarantines affected many European countries jeopardizing the system of social protection for subjects needing social contact.

If the complexity of the societal issues raised by the pandemic can be tackled through the collaboration between actors coming from different social spheres (Gray & Purdy, 2018; Ramus et al., 2017), sudden disruptions require a prompt response that temporary forms of organizing can offer (Beck & Plowman, 2014; Hällgren et al., 2018). Research pinpoints hybridity as the exemplar organizational template to cope with pressing social challenges (Battilana & Lee, 2014; Smith & Besharov, 2019). However, the link between hybrid and temporary organizing remains underexplored.

Hybridity has been conceptualized as the coexistence of logics, identities and forms that are contradictory and interdependent (Smith & Lewis, 2011; Cunha et al., 2019). This paradoxical nature becomes particularly salient when considering the temporal dimension of organizing (Ramus et al., 2020). In fact, the different logics coexisting within hybrids have been associated with discrepant temporal perspectives (Reinecke & Ansari, 2015). This may lead to the enactment of temporal work (Granqvist & Gustafsson, 2016), especially in temporary organizations born in response to emergency contexts, that dissolve after fulfilling their purpose (Lanzara, 1983).

We explore this interplay between hybrid and temporary forms of organizing through an empirical case of a week-long hackathon co-organized by the Knowledge Transfer Office (KTO) of a major European University (in which the first author works) and a Spanish Social Innovation Lab, responding to the request of a local Association of parents of cognitively disabled kids. The enactment of this temporally bounded initiative, involving the three actors,
was marked by a sense of urgency (Granqvist & Gustafsson, 2016).

We use a single case study research design (Siggelkow, 2007), data-collection follows a self-ethnographic perspective (Alvesson, 2003) and the analysis combines insider's and outsiders' insights (Louis & Bartunek, 1992).

Our preliminary findings show that the tight temporal constraints imposed by the emergency context did not always suppress the tensions. Our central result is the emergence of processes of hybrid tooling. The actors involved attempted to cope with the time constraint and the diversity of their organizational identities, forms, and logics, by adopting tools that aimed at spanning their boundaries and creating a common ground (O'Mahony & Bechky, 2008).
For instance, the selection of people involved in the project with a hybrid background helped to catalyze the overall organizing process. Moving, in this way, the inherent tensions of the temporary organization down to the level of individuals.
However, this was not always effective: the underlying tensions persisted, sometimes leading to paradoxical agreements. Likewise, the adoption of boundary objects, useful at finding quick solutions, was not always coherently received from all the parties, especially if they lacked the background knowledge to manage them.

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Tipping Points for Volunteering and Social Enterprise: For-Profit and Nonprofit Children's Consignment Sales in the U.S.

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Abstract

For the past two decades a growing number of local and national-level for-profits have entered the pop-up children's consignment sale space in the United States, a space that has traditionally been occupied by nonprofits that use the sales as fundraisers. Such for-profit corporations have largely copied nonprofits' model most notably by using volunteers to run the sales. The extensive use of volunteers in a commercial setting came to the attention of the U.S. Department of Labor who in a series of recent court cases involving a national children's consignment business, established that the business must pay its volunteers (2019). Since laws on worker compensation in the U.S. focus on circumstances around the individual worker and not the organizational entity, the court's

determination could apply to the nonprofit and social enterprise use of volunteers in similar situations without due consideration of the social value of the work.

This paper examines the normative tipping points for volunteers in settings with both social and commercial goals broadly, that would apply to volunteer use in both nonprofit and for-profit social enterprises. Specifically, this paper preliminarily outlines the circumstances that would determine the sufficient “social value” in an organizational setting in order to allow unpaid work in the form of volunteering. This discussion is timely since traditional boundaries between for-profits and nonprofits are becoming increasingly blurred leaving policymakers and practitioners without research-based guidance.

Much of the past literature on nonprofits and for-profits operating in the same industry has focused on the competition between fee-based programs of nonprofit organizations and similar services offered by for-profit corporations (Brown & Slivinski, 2018; Liu & Weinberg, 2004; Rose-Ackerman, 1990). However, there is no research in this sphere that considers when volunteers should or should not be used in an industry that spans the nonprofit/for-profit divide.

This study draws on relevant court cases to understand current legal arguments around volunteering in commercial settings and ongoing interviews and participant observation of nonprofit consignment sales in Georgia (USA). It also conducts Tableau mapping of 71 for-profit and nonprofit children’s consignment sales in Georgia to identify geographic trends in nonprofit sales in relation to for-profit sales. Analysis draws on an adaptation of Young and Longhofer’s (2016) social efficiency frontier framework that juxtaposes social impact and profit and the work of Santos (2012) on value capture and value creation.

This study fills a large gap in academic and policy discussions around what constitutes sufficient social value to justify the use of unpaid labor in the form of volunteers in commercial activities. Addressing this question will not only assist in establishing policy for volunteering around commercial activity in social mission organizations, but it may also help reduce fuzziness around the definition of social enterprise in the United States.

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Unmasking social innovation as a competitive capability in social enterprises: A qualitative approach

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Abstract

In recent times, the phenomenon of social innovation is increasingly receiving considerable interest within the context of third-sector organisations and social entrepreneurship as an important tool for creating social change. Unfortunately, research inquiry into social innovation as a competitive strategic approach for third-sector organisations such as social enterprises to distinguish themselves and attain sustainability in response to competition in the marketplace is relatively limited in extant literature. Through an in-depth qualitative study of UK based community interest companies, we explore how social enterprises acquire social innovation as a capability and use this to transform themselves into a more competitively driven business. We find that the path to social innovation as a form of competitive capability for social enterprises requires six diverse enterprise practices at three distinct dimensions; these are— "embracing social-focused creativity", "developing transformative value", and "pursuing

inclusiveness behaviour". Our findings advance research and practice of social innovation by offering a holistic framework for explicating the central practices for developing social innovations as a competitive tool for social enterprises to remain relevant in competitive markets.
Further, our study allows practising managers in social enterprises and other third-sector organisations to learn and enhance their practice as well as being helpful in developing and implementing organisational strategies related to social innovations especially where it is a key capability for growth. For scholars, our findings pave the way for investigating the connections of each identified social innovation dynamics as a strategic approach and the implications it can have on the overall strategy of the organisation.

Exploring B-Corps in Brazil

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Abstract

Certified B Corporations (B Corps) are for- profit legal forms focused on creating wellbeing and characterized by a mission that embeds social and environmental purposes. They entail characteristics of corporations while aim to generate sustainable solutions in social, economic, and environmental issues
as part of their mission, strategies and business model (Dionisio, 2020; Harjoto, Laksmana, & Yang, 2019; Sabrina, 2020; Stubbs, 2017). There are currently over 3,500 Certified B-Corporations in more than 70 countries. Launched in 2013, in Brazil there are 173 B-Corporations (Comini, Fidelholc, & Rodrigues, 2014; Https://bcorporation.net/, 2021).
B-Corporations are still incipient in Brazil, and it is still premature to state that the benefits of certification are sufficient to transform it into an expressive movement, especially considering the many institutional voids that exists in the Brazilian market, including the lack of a specific legal form, heavy bureaucracy, and a complicate tax system, among others. Nevertheless, according to B Corporation reports they are in general, superior to that of other sustainable businesses performing highly in terms of governance, showing themselves to be transparent and responsible in accountability to stakeholders and offering a positive work environment (Comini et al., 2014).
This study aims to identify and explore B-Corps organizational forms, how they combine social and commercial results, and what types of social innovations they offer. The study will be based on a survey distributed to

all 173 B-Corps certified in Brazil, complemented by a qualitative study with semi-structured interviews of a small sample of B-Corps.

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Addressing World Challenges: How Hybrid Models to Social Entrepreneurship Can be the Answer

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Abstract

This paper/presentation will examine and discuss how World problems and challenges can be partially and/or completely "tackled" through Social Entrepreneurship and specifically the combining or joining of Social as well as profit centered business models (hybrid models).
Examples will be offered ranging from large corporations to smaller companies that are successfully employing a hybrid model to address global problems. Incorporated in this paper will also be a discussion regarding the tension that exists between social and profit centered models and how that tension needs to be overcome by decision makers in order for the hybrid model to become a prevalent business model.
The final section of this paper will be discussing the type of business leader that is needed. One that is able to realize the value in both aspects of the hybrid model and the responsibility that businesses have to address world challenges.

Preaching to the choir (or not)? Exploring communication in social enterprises

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Abstract

As social-business hybrid organizations, social enterprises need to be able to engage with audiences motivated by different expectations about acceptable objectives and behaviors. The ability to adapt their message and communication to heterogeneous audiences is thus vital for these organizations to obtain the external support they need to thrive in conditions of institutional complexity. Through a combination of Structural Topic Modeling and Grounded Theory methodologies, we analyzed the communications of a social enterprise towards its different audiences over six years.

Our findings show how audiences at different institutional distances are targeted with different specific combinations of strategic task framing, and divergent trajectories of content development over time in term of content complexity and simplification. Building on this, we identify three main communication strategies that social enterprises and hybrid organizations can use to engage external audiences: 1) Prognostic Complexity toward broad audiences, 2) Diagnostic Simplification toward institutionally close audiences, and 3) Motivational Simplification toward institutionally far audiences.

Exploring Failure among Social Entrepreneurs

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Abstract

Entrepreneurial failure and exit are important components of the entrepreneurial process as they have substantial consequences for the founder of the enterprise, the industry and the economy. This affects both commercial and social entrepreneurs in a similar way. However, in case of the latter, consequences are even more serious as they affect also multiple stakeholders, whose well-being depends on the (public/social) value that the social enterprise provides. Literature acknowledges social enterprises for their role in offering solutions and alleviating the social, ecological and economic problems that are overlooked, disregarded or unsuccessfully addressed by governments, private sector or civil society organizations [Mair & Martí, 2006; Elkington & Hartigan, 2008; Muscat & Whitty,

2009; Zahra et al., 2009; Smith, Woodworth, 2012; Defourny & Nyssens, 2013]. Generally, failure in social enterprises is divided into 'financial failure' and 'mission drift' [Dart, 2004; Bielefeld, 2007, p. 79], which makes failure of any organisation within this sector is difficult to conceptualize. In Polish context entrepreneurial actions of social cooperatives also goes beyond the need to maximize profit for shareholders and owners, as they, above all, solve social problems, create workplaces for people at risk of social exclusion and professional marginalisation and engages in delivery of social services and work integration services for disadvantaged groups (such as people with disabilities) and communities. Therefore, combination of mixed value creation complicates the process of launching and running a social enterprise, threatens organisation's sustainability [Moizer & Tracey, 2010] and in turn, makes experiencing failure and deciding to exit, more multivariate and challenging.
Actually, some authors disclose that social entrepreneurs are significantly more likely to fear failure and exit than their commercial counterparts [Harding, Cowling, 2006]. Entrepreneurial exit can be defined as "the process by which the founders of privately held firms leave the firm they helped to create; thereby removing themselves, in varying degree, from the primary ownership and decision-making structure of the firm" [DeTienne, 2010]. Failure, on the other hand, is often simply described as the opposite of success. Although in most cases scholars' discussions are focused on best practices, the author intends to associate failure and exit with important part of the learning process. Eventually, analysis of unsuccessful social enterprises is also crucial to understand the barriers that lead to it failure, being those related to external constraints or internal factors.
As mentioned before, in case of social enterprises entrepreneurial failure and exit has effects on at least three different levels: individual – connected with social entrepreneur himself and on how he copes with a failure, local – connected with the local community and local stakeholders but also failure as a result of lack of or insufficient support from of Social Economy Support Centres (OWES), national – connected with governmental institution in charge of shaping and implementing the eco-system for social enterprises in Poland.
The identified research gaps relate to the social enterprise failure, which have been mostly researched on purely non-profit organizations [Dacin et al., 2010; Mordaunt & Cornforth, 2004; Scott & Teasdale, 2012]. Taking into consideration that there are many organisational forms of social enterprises (includes other types than only non-profit) another gap in literature is obvious. Lastly, there is lack of research on the topic of failure among social enterprises in Poland and Eastern European countries.

This research applies a qualitative and explorative approach in order to identify reasons why social entrepreneurs and social enterprises fail and what perspectives do they have on failure. Because of the fact that researching failure in the context of SE is rather new, this paper bases on expert focus group interviews as a research method. The data from 3 expert FGIs are analyzed. Each of three meting aimed at engaging triple helix of actors (social enterprises representatives, experts from Social Economy Support Centres (OWES) and local authorities from Regional Centre Of Social Policy) into a co-creative dialogue. Each actor provides specific type of content while drawing on inspiration from others, which produced synergies in recognising shortages of social enterprises leading to their failure.
With a lack of academic and case-based research on social enterprises that have failed, the goal of this research paper is to investigate and report on the underlying reasons why social entrepreneurs fail and to provide some insights into why talking about failure is beneficial to both current and future social entrepreneurs.

An approach to Systemic Change through Corporate Social Innovation: A Glance from B Corps in Latin America

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Abstract

This paper aims to examine to what extent and how Certified B Corporations (B Corps), a type of hybrid organisation, pursue systemic change through corporate social innovation (CSI) in the context of emerging economies in Latin America.
Utilising a system change approach, this study builds on a multiple case study of seventeen participating B Corps from Argentina, Brazil, Chile, Colombia, Ecuador, Mexico, Peru, and Uruguay.
By focusing on two systemic change levels, the study identifies three types of CSI orientations towards systemic change in B Corps, framed in this study: Individual, Collaborative-Inclusive and Facilitator-Promoter. Although B Corps can approach both first and second systemic change levels, their focus on resolving social problems is more outstanding. B Corps capacity to reproduce broader societal changes increases when working collaboratively with the umbrella organization, B Lab.
Scholarship on hybrid organisations in Latin America is limited. This paper provides an initial attempt at describing Latin American B Corps performance in CSI and its relationship with systemic change. Doing so provides a starting point for further discussion and analysis.

Hybrid business models: do we actually need them? A comparative analysis

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Abstract

In the last decade, in addition to the voluntary initiatives of CSR implemented by most of the corporations, many Countries developed a multiplication of hybrid organizational forms (e.g.: Benefit corporations and social enterprises) addressing both profit purpose and of societal and environmental issues. Despite the global proliferation of hybrid forms, the notion of a hybrid model and the conditions required to identify them are different and contrasting (Felicetti, 2018, p. 222). The reason for these differences may reside in the different motivations that led national legislators to adopt new forms of hybrid organization. Therefore, the research aims to investigate reasons that pushed national lawmakers to create hybrid models of business organization in addition to the traditional ones. Furthermore, it intends analyze if the expectations related to those legal interventions are justified or not. The study will focus on reforms occurred in different European states, in the wake of similar experiences in North America.

The research draws inspiration from the academic debate in the USA, on the necessity or not of adopting new hybrid organizational models. In fact, a part of the American doctrine has spoken out against the introduction of new corporate forms, indicating the sufficiency of the existing ones, while many have highlighted the inadequacy of the traditional organizational structures that can be identified with the classic subdivision between for-profit and non-profit
entities (Ventura, 2016, p. 1140).

In Europe, there are similar considerations in doctrine and many legislators have modified the basic organizational structures and added new models of hybrid enterprises to the traditional ones. Examples are Italy and France, which adopted the Benefit corporation model in their own legislation. Also, regarding European Law there is a debate as to the necessity of a more inclusive definition of companies. For this reason, the EESC has proposed the revision of Art. 54 TFEU in such a way as to include in the concept of companies also those with limited profitability (Lecourt, 2019, p. 709).

The research is primary conducted used the comparative method of laws and reforms adopted by different states.

This paper identifies the motivations and reasons that made it necessary to create a form of hybrid organization. Furthermore, the study

contributes to a legal systematization of the various regulatory interventions that took place in Europe. Finally, it aims at investigating the lawmakers' needs in the field of social enterprise, so to identify possible solutions and to formulate policymaking proposals.

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07. Migrants and social innovation

Integration in the labour market

Migrant inclusion model in a region. Social innovation as a support for the local integration management process

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Abstract

Nowadays, migrants are one of the most vulnerable groups to social exclusion. They are becoming an increasingly visible part of societies of those countries that only a few years ago were perceived as countries of emigration. Such an example is Poland, which has changed from a sending country to a country receiving migrants, mainly employees coming to work periodically. Despite the growing importance of migrants in Poland, there is a lack of initiatives at the regional level that could become local social innovation (Moulaert, Martinelli, Swyngedouw, & Gonzalez, 2005). The aim of the research is to determine what activities would support the process of migrant integration in the region. A case study was conducted in the Opolskie Voivodeship, thus following research questions were developed: 1. How should the public administration be prepared for the influx of migrants (in terms of education, the market, work, social welfare, housing)? To what extent can employers support the process of migrant integration?

The conducted analyzes were based on Gabriel Tarde's theory, according to which social innovation can be identified as a specific mechanism of change, and hence the analytical perspective can be directed towards society as a locus of innovation (Howaldt, Kopp, & Schwarz, 2015).

The study consisted of several stages. Individual in-depth interviews, a deliberative method and a questionnaire survey have been used. The first was research conducted among Opole communes that showed that they

were not prepared to support immigrants and basically, apart from single exceptions, they do not undertake activities strictly directed at this group. This showed little activity of communes in terms of systemic preparation for the increased presence of migrants. The second stage, individual in-depth interviews with entrepreneurs employing migrants showed that some integration activities are carried out at the level of employers. Based on the obtained information, a consortium consisting of representatives of the Marshal's Office of the Opolskie Voivodeship and experts in the field of migration, labour market, management and sociology from the Opole University of Technology and the University of Opole developed a model of migrant inclusion.
So far in Poland, integration strategies dedicated to migrants are created mainly at a city level. The model of migrant inclusion developed in the Opolskie Voivodeship can be considered a social innovation, because it is a pioneering initiative on a Polish scale, aimed at supporting the marginalized group of migrants at the level of the entire region and assuming the implementation of many new social initiatives. It is to serve social transformation - both among the host society and migrants and contribute to the inclusion of these groups. It supplements the knowledge to what extent social innovation can serve regional development.

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Developing an ecosystem for a more inclusive society. The case of each One: a French organization working for the professional integration of refugees

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Abstract

For over two decades, approaches to migration call for the emergence of an inclusive society through social innovation and intercultural dialogue (Parekh 2000). Inclusion is opposed to exclusion by emphasizing the participation of all to society and refers to a more open vision of society than univocal integration. While integration puts the burden of adaptation on the shoulders of migrants requested to comply with local norms, inclusion implies a two-way movement which places demands on both the host

society and the newcomers (Castles et al. 2001). However, this this theoretical model is based on principles (e.g., visibility, consideration, change of representations, etc.) which have yet to be turned into concrete realities. The objective of this paper is to show that organisations focusing on economic development and employment can act as social innovators and experiment a virtuous inclusive model that democratic societies call for but are struggling to implement. Employment has consistently been identified as a major factor of integration as it promotes economic independence, planning for the future, meeting members of the host society, providing opportunities to develop language skills, etc. (Ager & Strang 2008). How can workplaces move beyond integration to become inclusive places? The reflections and experiments underway in organisations involved in economic development and employment of migrants can shed light on what an inclusive society and associated intercultural dialogue could consist of. This article draws on the example of an organisation, each One, which aims to support refugees in their career planning and, through this process, to transform the way in which society looks at and manages cultural diversity. The case study is based on collaborative research with each One that started in June 2019 and is still ongoing. The research team conducts interviews with the protagonists (founders, employees, refugees) and has been immersed since January 2021 through participant observation in one of the training programmes. The analyses also use internal data from the organisation (impact reports, training tools, etc.).
In terms of contribution, this paper provides a case of social innovation concerning labour market integration of refugees. It responds to the call from Garkisch et al. (2017: 1861) to develop research on economic integration of migrants and the interplay between third sector organisations and businesses. Precisely, the case demonstrates that organisations working on economic development and employment can be the core of living labs for inclusive societies.

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Fostering immigrant inclusion through co-creation. An exploration of drivers and beneficiaries

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Abstract

This paper addresses the issue of co-creation which lies at the center of social innovation concept and refers to the active engagement of citizens in the service delivery process (Voorberg et al., 2014). Co-creation implies a collaborative process where multiple public and private actors cooperate and share their resources for creating joint solutions and addressing common challenges (Torfing et al., 2019). Although co-creation is applied in various fields and across different sectors (Voorberg et al., 2015) little is known about its application in the context of immigrant/minority inclusion. This paper aims to understand the drivers for adopting co-creation as a minority inclusion approach and to identify its beneficiaries.
Three (main) theoretical perspectives will guide the data analysis in this paper. According to the first perspective, the turn to co-creation is due to the lack of the necessary resources of public institutions to address the contemporary challenges which has led to a growing interest about the potential role that 'external' actors may play in solving public tasks. Citizens co-create public services with ''professionals'' which gives them an enhanced representation opportunity and increased influence in the decision-making process (Pestoff, 2018). The second perspective concerns the 'democratic crises' and the decreasing legitimacy of public institutions due to the inability of public services to meet citizen needs. Accordingly, co-creation is expected to fill this "democratic" and ''performance" gap (Voorberg et al., 2014). The third perspective is related to the decline of the welfare programs under the ''advanced liberal regimes" where various governmental tasks and responsibilities have been delegated to the non-state agents (Balazard et al., 2017; Ilcan & Basok, 2004, p. 130; Shamir, 2008; Soneryd & Uggla, 2015). Consequently, various nonprofit and for-profit agencies are 'responsibilized' and expected to perform tasks that were previously the responsibility of governments (Ilcan and Basok, 2004, p.137).
Multiple case study design consisting of three instrumental cases (situated in the Norwegian public, private and non-governmental sectors) selected

based on their potential for informing the co-creation theory in the context of migrant (immigrant) inclusion.
By identifying the drivers and beneficiaries of co-creation in the three case studies, this paper aims to enhance the knowledge about the potential role that social innovations (i.e., co-creation) can play as policy measures and strategies for social, political, and economic inclusion of immigrants.

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Social and economic integration

Applying the Integrative Justice Model to Facilitate Social and Solidarity Economies

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Abstract

The Integrative Justice Model (IJM) is a normative ethical framework which provides guidance for fair and ethical marketplace exchanges, particularly when engagement with impoverished or marginalized populations is involved (Santos and Laczniak, 2009a, b; 2012, and Facca-Miess and Santos, 2015). The IJM postulates five key tenets required for justice in marketplace exchange, which are also applicable to development of social and solidarity economies, namely:

1. Authentic engagement with non-exploitative intent (AE)
2. Value co-creation with consumers (VCC)
3. Representation of stakeholder interests (STK)
4. Investment in future consumption without endangering the environment (IFC)
5. Long-term profit management rather than short-term profit maximization (LTPM)

Additionally, it is imperative that the evaluation of justice is grounded in the voices of stakeholders, particularly those impoverished or marginalized. Amplifying the voices of consumers (AVOIC) is a latent, but integral variable in the IJM, alternately used in place of long-term profit management (LTPM) in NGO, non-profit, or community development contexts. Eight values have been identified in the existing social and solidarity economy (SSE) literature that shape the current organisational behaviour of these initiatives. These values are: solidarity, mutual help, plurality, inclusion, trust, honesty, equity and equality (Coraggio, 2011, 2007, 1994; Laville, 2013; Laville et al. 2016; Razeto, 2000, 1984; Utting, 2015). These SSE values work over the capital. Its aim is to meet the needs of individuals and communities rather than trying to maximize profits or financial gains. Economic organisations guided by these values are based on a model of democratic decision-making, and a participatory and transparent management to ensure collective governance and responsibility, as well as ongoing mobilisation to ensure its success (Saguier and Brent, 2017).

We propose that the tenets of the IJM can provide a normative framework for social innovators in social and solidarity economy settings to ensure fairness in marketplace exchanges. For example, given that trust is a key value to shape organisational behaviour in the SSE, the IJM tenet of authentic engagement with non-exploitative intent offers theoretical support and normative decision principles (Santos and Laczniak, 2012) to facilitate the development of trust within the SSE. This work will further explicate the links between the tenets of the Integrative Justice Model and the key values of social and solidarity economies. Open-source online curriculum will be introduced, which is designed for social innovators and other SSE organizational participants.

Mapping housing initiatives for asylum seekers and refugees: Spaces for social innovation?

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Abstract

Affordable housing a critical matter in the European Union (European Commission, 2018), in particular for vulnerable social categories such as migrants (FEANTSA, 2020). In many European cities, the housing problem has been increasingly evident for asylum seekers and refugees since the
2015 "refugee crisis" (Paidakaki, 2021).

The management of housing for asylum seekers and refugees depends on a multi-layered policy landscape, represented by international, national, and regional policies; and crossing different domains, such as immigration, welfare, housing and urban planning policies (e.g., Lomonaco, 2020; Meer et al., 2021). The provision of affordable housing therefore tends to privilege interventions on either (1) facilitating access to housing for those who cannot access the market with their own means; or (2) supporting the economic autonomy of people. In this sense, the interventions in favor of housing autonomy are located at the intersection of housing policies, social policies and active labor policies (Stephens et al., 2010).

Despite the relevance of this issue, the literature is still scant and fragmented. We are therefore interested in providing a review about how housing solutions for asylum seekers and refugees are designed in Italy and discussing whether and to which extent they provide scope for social innovation to include asylum seekers and refugees. We here broadly refer to social innovation as the collective capacity of societal groups to look

for alternative futures and meet human needs in the face of societal challenges and crises (Moulaert and MacCallum, 2019).
To keep into consideration the context-dependency of housing solutions for asylum seekers and refugees, we specifically focus on the case of Italy. This is an interesting country because of several characteristics of the housing system, e.g., very high number of owners, and of the reception system for asylum seekers and refugees (Colombo, 2019). In fact, in Italy, humanitarian migrants benefit of temporary public support system, which has been subject to several changes over the last years. While. there are positive aspects in the organization and outcomes of this system, scholars have shown its weaknesses in terms of contributing to a condition of ongoing housing precarity and socio-economic instability for its beneficiaries, for instance due to the use of temporary facilities and multiple relocations during the reception process, or the absence of long-term integration facilitation (e.g., Dotsey & Lumley-Sapanski, 2021).
Our study is based on a review of the Italian and international literature on the topic of housing for migrants; a review of policies in the domain of housing and accommodation; and interviews with key informants from the academic, practice, and policy domains. Through the different insights gained from both literature and qualitative data collection, we analyze the different initiatives dedicated to housing for asylum seekers and refugees in Italy along several dimensions, such as the domain orientation of policy (welfare vs. urban planning), the nature of management and funding structure (private vs. public vs. mixed), and the temporal orientation of the initiative (short- vs. longterm). We identify categories of initiatives and gaps that suggest potential opportunities for additional policy and practice developments in this relevant area of research.

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Transnational migrant entrepreneurs as resilient change agents: An institutional nexus perspective on social entrepreneurship

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Abstract

The ongoing COVID-19 pandemic has led to a myriad of small business closures around the globe while its impact on entrepreneurial enterprises in developing countries has been particularly devastating. In Latin America, for example, the Ecuadorian business sector has been among the least prepared for the pandemic (Deza & Beverinotti, 2020), with 80% of its business closures during 2020 accounting for small and micro-enterprises (La Hora, 2021). However, some entrepreneurs have also demonstrated strong business resilience and managed not only to sustain and grow their enterprises during the pandemic but also simultaneously created social value for others. In this regard, we found one particular group of these high-resilience entrepreneurs as considerably outstanding: Transnational social entrepreneurs (TSEs) with a top-down migration background from developed countries to developing countries.

TSEs are migrant entrepreneurs who are socially embedded in two or more geographic environments from where they leverage resources and knowledge for their social enterprise (Bolzani et al., 2020). Although foreign social entrepreneurs are often seen as important contributors to socioeconomic development in developing countries (Seelos & Mair, 2005; Zahra et al., 2009), many of them continue to fail because of a misunderstanding of the host-country context (Claus et al., 2020; Shantz et al.,

2018). Migration-based transnational embeddedness, however, enables entrepreneurs to bridge institutional divides more effectively (Riddle et al., 2010) as it implies a deep understanding of both home and host country context.

In the transnational entrepreneurship literature, previous research has focused almost entirely on individuals with a migration direction from emerging economies to developed economies (e.g. Drori et al., 2009; Patel & Terjesen, 2011; Portes et al., 2002; Riddle et al., 2010; Sequeira et al., 2009) or on returnee entrepreneurs who return home to developing countries after spending considerable time abroad (e.g. Filatotchev et al., 2009; Kenney et al., 2013; Qin et al., 2017; Saxenian, 2002; Wright et al., 2008). However, research on TSEs with a migration direction from developed countries to developing countries has been largely overlooked, with few notable exceptions (e.g., Bolzani et al., 2020; Clausen, 2017).

In the social entrepreneurship literature, scholars have developed an *institutional void perspective* and an *institutional support perspective* of social entrepreneurship (Stephan et al., 2015). According to the institutional void perspective (Dacin et al., 2010; Estrin et al., 2013), social entrepreneurship flourishes in countries that are characterized by weak institutions because many social entrepreneurs actively seek to improve the dire circumstances in deprived environments (Austin et al., 2006: 375). In contrast, the institutional support perspective ascribes more potential to social entrepreneurship in developed countries where there is higher government support and better resource provision (Korosec & Berman, 2006; Pathak & Muralidharan, 2018; Zahra & Wright, 2011). However, neither of the two perspectives can adequately represent the idiosyncratic TSE type who bridges the institutional voids of developing countries with the institutional support mechanisms available in developed markets.

In this paper, we contribute to the emerging TSE literature and the lack of research on the engagement of social entrepreneurs in different institutional contexts (Dacin et al., 2010; Sutter et al., 2019). We introduce an institutional nexus perspective of social entrepreneurship by focusing on 10 TSEs from different developed economies (Germany, France, UK, USA, Spain, Switzerland, and Canada) who migrated to Ecuador and established a social enterprise. All TSE have successfully navigated their social enterprise through the COVID-19 crisis by balancing the institutional contexts of Ecuador and their home countries. Based on our findings, we argue that TSEs with a top-down migration direction can be particularly resilient change agents in times of crisis and demonstrate how these TSEs leverage their embeddedness in contexts of institutional voids and institutional support for social entrepreneurship stability and social innovation in crisis-torn developing countries.

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Innovative Start-ups and Immigrant Entrepreneurship in Italy

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Abstract

Immigrant entrepreneurship – generally understood as the undertaking of entrepreneurial activities by immigrants – has become a phenomenon of global interest mostly due to the growing scale of migration caused by globalization (Dabić et al., 2020).

The disproportionate role played by immigrants in American entrepreneurship (Pekkala & Kerr, 2016), with 27.1% of immigrant entrepreneurs, even though immigrants constitute only 15% of the general U.S. workforce, caught the attention of research call for uncovering the causes and effect of immigrant entrepreneurship. Despite the growing interest in various fields of research (Dabić et al., 2020; Dana, 2007) the existing scholarly literature still provides a blurred picture of the phenomenon, being highly fragmented and geographically concentrated (Pekkala Kerr & Kerr, 2020). Indeed, prior studies mostly refer to the high-tech immigrant entrepreneurship in the United States (Pekkala Kerr & Kerr, 2020) while the European context seems to be currently unexplored, even if the European Union (EU) has surpassed the United

States for the second time, in terms of innovation performance (European Commission, 2020) and it is widely marked by immigration (Eurostat, 2020).

Within entrepreneurship research field, scholars suggested to focus the attention on both individual characteristics (Endicott et al., 2003; Fee & Gray, 2012; R. C. Kloosterman, 2010) and external environment (Chrysostome, 2010; Cobas et al., 1991; Haskell & Light, 1974) in order to explain the propensity of immigrant in pursuing new venture creation. Many recent studies (Kloosterman, 2010; Rath, 2001) showed that immigrant may own a specific set of capabilities – such as the locus of control, self-efficacy and risk-awareness – that seems to be in accordance

with entrepreneurs' prototypical personality (Åstebro et al., 2014). These positive aptitudes, combined with cultural heritage, can lead to more entrepreneurial behaviour (Sahin et al. 2007) and allow immigrants to discover better business opportunities than the native population (Vandor & Franke, 2016).

Vandor and Franke (2017) investigate the impact of the new set of competencies and skills acquired through cross-cultural experience on entrepreneurship (i.e., the ability to identify profitable business opportunities) in two different studies.
In the first one, they run a longitudinal quasi-experiment on the opportunity recognition capabilities of 243 individuals before and after a semester of living and studying abroad.
In the second study, they have held a laboratory experiment based on "Kirznerian" arbitrage and "Schumpeterian" creative recombination conducted on 96 migrant entrepreneurs in Austria that lived a long-term cross-cultural experience.
Both studies showed that people with cross-cultural experience had better business ideas (rated by four venture capitalists and industry experts blind to the source): the group of students abroad achieved higher VC and expert ratings (+17%) while the results on migrant entrepreneurs were rated higher (+27%) than the ideas of the control group.
Building on the earlier observations, we posited the following hypotheses:

H1: Immigrant-led start-ups are more likely to reach highest firm performance.
H2: Immigrant-led start-ups are more capable of securing investments than native business owned start-ups.

In spite of work of previous scholars, this comparison between immigrant and native-founded firms remains incomplete, and relatively little is known about the characteristics of immigrant business and impacts of immigrant entrepreneurs, in terms of economic and social performance. For the best of our knowledge, empirical evidence of the influence of immigrant entrepreneurs on financial performance are still missing.
Considering these findings, the aim of this work is to investigate the influence of entrepreneur's cross-cultural background on performance of Italian innovative start-ups.
The sample is composed by entrepreneurs of start-up business in the field of high-tech. Our empirical analysis is focused on the Italian context, in which law 221/2012 (also known as Start-up Act) has been introduced with the purpose to provide a favourable environment for
the establishment and growth of innovative businesses, characterised by a high innovative and technological value, the so-called "innovative start-ups". The legislative framework for innovative start-up (Start-Up Act) defined foreign participation as "main" when over the 50% of the shareholders' equity is owned by foreign entrepreneurs, as "high" when non-

native hold over the threshold of 66%, and as "exclusive" when the foreign shareholding is equal to 100%.

The decision to analyse the high-tech sector is since about one-fourth of start-ups born in the U.S. between 2006 and 2012 had at least one immigrant cofounder. It's crucial to consider that start-ups can raise capital through rounds of external funding, obviating the possible problem of a lack of adequate financial resources of founders and helping in make accessible entrepreneurship to a broad audience (Lofstrom & Wang, 2007).

In order to compile statistics on high-tech economic activities, we will follow the Eurostat sectoral approach, using an aggregation of the manufacturing industry, according to technological intensity and based on NACE Rev.2. and services activities grouped together into "knowledge-intensive services (KIS)", defined consistently with a similar logic, at the NACE Rev.2 2-digit level.

Data concerning innovative start-ups have been gathered from the specific website of the Ministry of Economic Development, which provides data of the start-ups and innovative SMEs registered in the special section of the Business Register. The variables selected for the analysis on firm performance will be collected through the balance sheet of 2019 available on AIDA, the Italian branch of Amadeus (Bureau van Dijk).

The purpose of this work is to firstly understand the role played by immigrants in Italian high-tech entrepreneurship, also due to the growing scale of migration in recent years (European Commission, 2018), giving a preliminary contextualization of the phenomenon that seems to be currently unexplored in literature.

The project contributes to understanding the impact of cross-cultural experience on entrepreneurship and, by implication, the influence that a multicultural background has on performance.

Aware that equal or higher performance registered immigrant-lead businesses compared with native ones could represent a crucial argument in adding legitimacy to the notion of immigrant entrepreneurship, this work aims to further explore the correlation between immigrant leadership and performance. Furthermore, the study seeks to contribute to the area of literature related to the effect of diversity on business, migrant entrepreneurship and cross-cultural experience, with a focus on the reasons that may lead to stronger ability to identify profitable entrepreneurial opportunities.

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Migrant entrepreneurship

Entrepreneurship on the Margins: Does Necessity Entrepreneurship Really Alleviate Necessity?

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Abstract

While we have a good understanding of the drivers of becoming entrepreneurs and its outcome, we know relatively less about Necessity Entrepreneurship (NE) (Dencker, Bacq, Gruber & Haas, 2021). NE originates from basic human necessity (e.g., survival, livelihood, security etc.) and usually found outside of mainstream institutional environment (Martí and Mair, 2009). Usually, people from impoverished context involve in NE when it becomes the only way to alleviate the basic human necessity and thus escape poverty (Sutter, Bruton & Chen, 2019) which is one of the most pressing grand challenges of our time (George, et al. 2016). Many suggest that promoting entrepreneurship is one of the most effective ways to tackle this challenge (McMullen, 2011; Alavez & Barney, 2014).

The underlying argument is that given the absence of income sources, income stream from entrepreneurial activities can provide the poor enough financial muscles to meet their necessity and gradually prosper (Kimmitt, Munoz & Newberry, 2020; Sutter et al. 2019). Based on this argument, different programs are designed to facilitate entrepreneurship in impoverished context all over the world (Valdivia, 2015). Many have shown microfinance as a strong instrument to facilitate such a movement (Sutter, et al. 2017). Some also advocate for more active roles of organizations in investing in BoP and constructing an inclusive market context (Kistruck et al, 2015; Mair et al. 2012).

However, the success of such programs has come under question again and again and we are still grappling with the great grand challenge of poverty.
Studies have shown that entrepreneurship indeed can help people pull out of poverty trap. This is usually the case when entrepreneurs are enabled by different external levers such as market and institutional development, training, financing etc. (Sutter, Bruton & Chen, 2019) and in most cases those who are benefited from such programs are not necessity entrepreneurs but have already leap-frogged the so-called poverty trap (Banerjee and Duflo 2011).
Those who are trapped in the poverty, are usually left to take the journey themselves. What happens to these entrepreneurs is still a mystery. Given that ‘poor economics’ works differently (Banerjee and Duflo, 2011) and entrepreneurship does not always bring the promised prosperity (Matos & Hall, 2020), it would be unwise to automatically accept the liner assumption that NE alleviates necessity, especially of those who are living on the margins. We need empirical evidence to support such an assumption. Unfortunately, though entrepreneurship in impoverish context has received considerable academic attention over the last four decades, NE on the margins remains less understood phenomenon (Denker et al, 2021; Sutter et al. 2019).
To explore NE and its impact more fully, in this paper we ask: *Does NE really alleviate necessity*? Drawing on a 30 months ethnographic fieldwork and an extensive survey conducted in Kutupalong refugee camp in Bangladesh we explore the nature of NE and its impact on the households, contributing in NE and entrepreneurship on the margins literature.

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What is the interplay between social integration and entrepreneurial intention among newly arrived migrants in Sweden? The quantitative analysis with the focus on refugee migration status

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Abstract

This study draws upon and contributes to the intersection of three strands of literature immigrant entrepreneurship, social integration and refugee entrepreneurship. The majority of studies highlight the influence of immigrant entrepreneurship which leads to social integration (Evansluong et al., 2019). However, there is not so much research showing the opposite direction of this phenomenon, which is the impact of sociocultural integration on the immigrant entrepreneurship (Kushnirovich, 2015). Thus, this study will explore the impact of social integration on the immigrant entrepreneurship.

The second scholarly debate addressed in this paper is between immigrant and refugee entrepreneurship research fields. Refugees differ from other types of migrants in terms of their motivation to migrate, migratory experience and legal migration status in the host country, which matter for the formation of their entrepreneurial intention (Wauters & Lambrecht, 2006). Most of the existing literature on refugee entrepreneurship is based on qualitative studies, and it is either grounded in the theories coming from immigrant entrepreneurship or it lacks solid theoretical framework (Heilbrunn & Iannone, 2020). Thus, there is a need for quantitative research in the field and the need for an explanatory mechanism showing how migration status influences the entrepreneurial intention.

Thus, this paper addresses the two following research questions. First, under what conditions do immigrants have entrepreneurial intention in the host country? Second, how does the refugee migration status influence the entrepreneurial intention of immigrants?

Building upon the model of mixed embeddedness (Kloosterman et al., 1998) the paper offers a proposition of a theoretical model called the pyramid of immigrant and refugee entrepreneurial intention. In order to test this theoretical model, the study tests 10 hypotheses based on the quantitative analysis of the Swedish data set (Invandrarindex, 2017, *N=2526*).

The results, first, suggest that the sociocultural integration, thus adaptation to Swedish norms and barriers to social inclusion, affects positively the formation of entrepreneurial intention among immigrants and refugees. Second, they indicate that the refugee migration status plays a role in shaping entrepreneurial intention. The study confirms that the migration status is related to resilience, which in turn is related to entrepreneurial intention.

The paper fits into the conference theme of "Migrants and social innovation" _by underlying the importance of social integration of newcomers in forming their entrepreneurial intention, the dimension which is not enough appreciated in the immigrant entrepreneurship research.

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Windmill Microlending - social innovation in support of Canadian newcomers

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Abstract

The movement and settlement of newcomers in host states is a challenge impacting countries throughout the world. Unfortunately, there is little sign of abatement. In fact, as of December 31, 2019, globally almost 80 million people were identified as persons of concern, that is, individuals forcibly displaced as a result of war, terrorism, discrimination or persecution (UNRA, 2020).

At the same time, social innovation has been gaining momentum worldwide as a vehicle and in many instances a mechanism, through which solutions to complex problems may be addressed (Baglioni & Sinclair, 2018). Moreover, it has been argued that successful social innovations are durable, scalable and transformative in nature (Westley & Adatze, 2010).

The proposed paper and presentation will highlight a case study of an organization, operating within Canada's social economy to support displaced and marginalized newcomers; Windmill Microlending (WM).

The paper and presentation will address the following:

- an overview of the research methodology followed in the development of the case study (Creswell, 2009; Erskine & Leenders, 2007; RISB, 2020).
- an overview of the organization and its journey since its establishment in 2004
- an exploration of the challenges and issues faced [including most recently COVID] along with opportunities that have been leveraged

- a discussion of the relationship between economic inclusion, and the role that microloans can play in supporting newcomers
- a discussion of social innovations aimed at newcomers that can be transformative, durable and scalable overtime

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Disembedding and re-embedding practices of social innovation at the nexus of migration and labour exploitation

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Abstract

The last two decades have witnessed growing academic research on the debate around labour exploitation, 'caporalato', organized crime and migration (Caruana et al. 2021; Van Buren et al. 2021), also in agri-food value chains (Fanizza 2020; Perocco 2019; Perone 2020). As a wicked problem (Dentoni, Bitzer, and Schouten 2018), cause-effect relations characterizing these realities are complex and resist any simple solution. Approaches for addressing such challenges indeed should include multi-sector decision-making, adaptive institutions, markets that incorporate natural capital and collaborative processes to engage diverse stakeholders and address inequalities (Defries and Nagendra 2017; Haubold 2012).

To contribute to this thriving debate from a social innovation lens, this article investigates the organizing practices meant to disrupt the exploitative practices and to foster inclusive sustainability transitions.
Drawing on a case study from Foggia, in Puglia (southern Italy), one author had access to the field (until November 2018) after making contact with an Italian nonprofit organization whose promoters launched a pilot project of economic integration in the rural areas of Foggia. Our case study witnesses the existence of a multi-stakeholder initiative - as collaboration among local authorities, civil societies and private sectors - able to unlock underused resources in the system (Patuzzi 2020) and meet the needs of the most vulnerable individuals embedded in it. To do so, this initiative simultaneously disrupted and added value to the overall system. First, it collaboratively fought the 'ghettoization' of migrants, thus disembedding them from the existing and already organized – yet illegal – system they were part of. Second, while supporting migrants for their inclusion within the licit economic system, the initiative matches the social-economic re-embedding process undertaken by local farms; thus, embedding them in an alternative, legal yet still emergent, and therefore fragile, system.
By developing a grounded theory on practices of disembedding and embedding, this paper contributes to theories on social innovation as political actions and interactions that purposively trigger systems disruption and change towards sustainable transitions (Lee et al. 2019; van Wijk et al. 2019). Furthermore, it builds an intellectual bridge across theories of social innovation and labour exploitation, organized crime and migration (van Buren et al.
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Organisational change in the reception and integration of asylum seekers and refugees in Portugal: the need for new service model

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Abstract

According to the UNHCR Report "Global Trend Forced Displacement in 2019", there are currently 79,5 million people forcibly displaced worldwide (26 million refugees and 4.2 million asylum seekers).
The conditions set to receive and integrate forced migrants are often considered as inadequate. The EU action plan on integration and inclusion 2021-2027 promotes inclusion for all. However, European welfare services have been criticized for poor coordination. Some tentative responses were enacted. 'One-stop shops' have emerged as a vision for public administration and civil society to improve the services provided to European citizens and migrants. New intervention approaches have emerged, such as the Case Management and the Community Sponsorship. We argue that, with the expected increase of the number of asylum seekers and refugees, these responses are not sufficient.
The success of immigrants' integration policies in Portugal has been often praised – as witnessed by the position in MIPEX. However, good practices achieved in policies do not always match the practical ways of migrants' integration. The procedures set by organisations, are not always

effective in tackling their needs. We believe that is urgent that Portuguese organisations (NGO's and Public) carry out a process of organisational change, in order to be able to respond to asylum seekers and refugee's needs.
The paper objective is to present preliminary results of a research aimed to analyse the organizational models of key institutions in Portugal and other countries devoted to the reception and integration of forced migrants, as well as to propose a new service and financing model. Most studies are focused on the process itself, on the existing integration conditions or the institutional network. Our proposal is to analyse the problem from the organization's perspective, not forgetting the other levels - intraorganizational and the organizational system - and the relationships established between them.
Having as a background recent organisational theory, organizational change, social innovation and institutional isomorphism, the paper will seek to demonstrate that only with a new organisational structure, distanced from the traditional models, it will be possible to respond effectively to asylum seekers and refugee's needs. It will be demonstrated that organisational changes and innovation processes will have to occur in different areas (financial capacity, HR, technology, operation procedures). Recent experiences in Canada and Ireland regarding new service and financing models on the reception and integration of refugees are expected to reinforce this argument.

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The role of social entrepreneurship in migrant integration

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Abstract

Social entrepreneurship contributes to important policy objectives, such as inclusiveness and equal opportunities. Specifically, social entrepreneurs

channel resources to social problems that affect disadvantaged groups, including migrants and beneficiaries of international protection. In this article, social enterprises are presented as a tool for inclusion. The writer's analysis is threefold; existing barriers for migrants to access the labour market, the role of social entrepreneurship in empowering vulnerable groups and the types of economic models which can further promote social entrepreneurship's goals, i.e., inclusive business models and circular economy.

Firstly, the article underlines that displaced populations are vulnerable throughout the migration cycle. After they reach the country of destination, the lack of documentation, the absence of a support network, the limited knowledge of the local language and discrimination are typical factors which hinder their integration. While they bring skills and experience from their country of origin, they may not always match their skills with the professional opportunities offered.

Secondly, the article describes the role of social entrepreneurship in the EU and presents existing social enterprises to showcase how they empower vulnerable groups. Social enterprises can involve marginalised persons in the production chain and/or orient their products and services towards the resolution of social issues that affect disadvantaged groups. Economic inclusion in the labour market refers to the equality of opportunities, regardless of gender, age and socioeconomic status.

Thirdly, the article explores how social enterprises can increase their social impact, by adopting an inclusive business model, i.e., through involving low-income communities in both the demand and supply sides, as clients, employees, producers and entrepreneurs. A promising concept for inclusive business models and social entrepreneurship is circular economy, which fosters the transformation of waste into resources to reduce negative environmental impact. It is evident that circular economy and inclusive business models meet at numerous points since both place individuals and sustainable development at the centre.

The contribution of this article lies in highlighting the role of social entrepreneurship in EU members states, in addition to case studies, in order to achieve migrants' integration through innovative business models.

Immigrant entrepreneurship and inclusive entrepreneurial environment: evidence from an Italian local context

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Abstract

In recent decades literature on IE has mainly focused on: individual characteristics, social and ethnic immigrant networks, and labor market characteristics in the host country – factors which can influence entrepreneurial intentions (Dabic et al., 2020; Oliveira, 2007; Dana, 1997). Many studies have examined the importance of business education, incubators and accelerators (Dabic et al., 2020; Bolzani & Mizzau, 2019), but analyses are still insufficient, do not allow us to establish whether an entrepreneurial environment can be called inclusive for migrants. This situation obtains despite pressing calls from international institutions to develop entrepreneurial environments responsive to immigrants and supportive of their business projects, with the ultimate purpose of promoting their social inclusion (OECD/European Union, 2019; United Nations, 2018; Desiderio, 2014; European Commission, 2008).

With the aim of filling this literature gap, we propose to analyze the entrepreneurial environment in order to examine whether it can be described as inclusive on the bases of the United Nations guidelines (2018). Specifically, we focus on the business support services offered by the local entrepreneurial context.

This study takes shape by considering two main theoretical areas: immigrant entrepreneurship and entrepreneurial ecosystem. Literature on IE has revealed the characteristics of immigrant businesses and provides an overview of the entrepreneurial paths taken by immigrants (Dabic et al., 2020; Aliaga-Isla & Rialp, 2013; Brzozowski, 2017). Available literature on entrepreneurial ecosystems has highlighted how important it is for a range of social, cultural and physical conditions to coexist and interact in any given area (Audretsch and Belitski, 2017; Spigel, 2017). Taking into account both theoretical areas has enabled us to conduct a study of the entrepreneurial environments with a view to verifying its ability to support immigrant entrepreneurs in the challenges they face, as suggested by United Nations guidelines (United Nations, 2018).

Our empirical research focuses on the central Italian province of Pesaro-Urbino, an interesting context for analyzing the local attributes of the entrepreneurial environment. In Italy most IE studies concern major towns (Solano, 2020; Bolzani & Mizzau, 2019; Amato, 2017; Harney, 2006), due

to the high concentration of immigrants in these urban areas; but IE is an established phenomenon throughout the country (Centro Studi e Ricerche IDOS, 2019-2020) which needs to be examined more thoroughly at a local level. The data was collected through interviews with representatives of trade and migrant associations, incubators and third sector institutions, offering business support services. The interviews were conducted with a view to obtaining information as to the types of services offered, the experience with immigrant users, the possible existence of ad hoc services for immigrants, the professional profile of those providing the services, etc. The data gathered enabled us to identify the profile of the local entrepreneurial contexts and check if they are consistent with United Nations guidelines (2018).

By analyzing the entrepreneurial environment, we contribute to immigrant entrepreneurship literature by providing empirical evidence of the types of services offered to businesses in the light of the United Nations guidelines on inclusiveness. By studying the characteristics of certain components of the entrepreneurial ecosystem, we gain a fuller awareness of their adequacy to support immigrant entrepreneurs. Practical implications: to promote inclusive

entrepreneurship effectively, policymakers need to know if and how the entrepreneurial context can help overcome the obstacles deriving from migrant status. The paper contributes by offering policymakers insights useful for devising programs which both take account of the challenges migrants face when starting a business and successfully promote their social inclusion in the host country.

08. Public institutions and social innovation

Public institutions and social innovation

'Shared ambitions' for social enterprise: Examining value co-creation using Scotland's Social Enterprise Strategy

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Abstract

Governments have increasingly dedicated more resources to social enterprises, touting them as effective delivery partners for public services (Galera & Borzaga, 2009). Policymakers have also increasingly experimented with co-producing policy and public services, with the aim of fostering socially innovative ideas that better engage service users (Voorberg et al., 2015). Scotland represents one such government: in 2016 they developed a ten-year Social Enterprise Strategy, perhaps the first national social enterprise strategy to be co-produced with the Scottish Government and the sector in this manner. They used the Strategy to promote the narrative that Scotland had
the world leading social enterprise ecosystem (Roy et al., 2014). These claims about Scotland cultivating the 'most supportive environment in the world' for social enterprises, and promoting their Strategy as being 'jointly developed' to reflect the social enterprise sector's and government's
'Shared ambitions,' have not been critically studied.

This paper uses Osborne's (2018, 2020) Public Service Logic (PSL) to critically examine social enterprise policy development in Scotland beyond the linear trajectory of 'co-production' and instead assess the extent to which the development of Scotland's Social Enterprise Strategy is an example of dynamic 'value co-creation'. It presents emerging findings from interviews with key actors who were influential leading up to, and in the development of, Scotland's 'co-produced' Strategy. Building on the work

of scholars who have studied the heterogeneous landscape in which co-production often takes place (e.g., Mazzei et al., 2019), the analysis considers the Scottish Government's role in the facilitation of value co-creation. In other words, this paper begins to untangle the complexities inherent in the process of co-creating policy and to uncover the extent to which the Scottish Government was actively embracing socially innovative policymaking that alters unjust power relations in the pursuit of social impact (Montgomery, 2016).
Finally, the paper outlines policy implications for government actors seeking to more effectively facilitate coproduction and co-creation of public services and policies based on this examination of the 'Scottish Approach to Service Design' in the case of the Social Enterprise Strategy.

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What distinguish public institutions with experience in implementing social innovation in rural Poland?

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Abstract

Although the concept of social innovation is of constant interest to researchers and practitioners from all over the world, few analyses concerning the process of social innovation implementation, its conditions, and its consequences have been carried out in rural areas. In the literature on the subject of the implementation of social innovation, considerably more attention has been paid to the activities of non-governmental organizations (NGOs) than public institutions (PIs). PIs are not as often perceived as entities willing to introduce practices that differ from those that are prevailing, especially when considering how to solve local social problems. In fact, PIs are criticized for their over-centralization and inability to respond flexibly to change. Nevertheless, specifically in post-socialist countries such as Poland that have less potential for the self-organization of their inhabitants, and also in formalized NGOs, it is PIs that can play a significant role in promoting the very idea of social innovation and implementing its various types.

This presentation will address the implementation of local social innovations (LSIs) by PIs in the context of rural gminas in Poland. The aim of the analysis is to identify the characteristics that distinguish PIs with experience in implementing LSIs from those without such a background. The analyzed practices include the following: (1) PIs cooperating with NGOs from the same gmina, (2) PIs cooperating with NGOs from outside the gmina, and (3) the involvement of the gmina inhabitants, as motivated by PIs, in activities aimed at solving the social problems affecting those very inhabitants. The results of the study conducted with a random sample of Polish rural gminas will be presented. The research was conducted with the use of an Internet survey. The study included 330 PIs that were considered key to solving local social problems (i.e., gmina offices and social welfare centers). LSIs have been defined as alternative practices pertaining to the practices of a rural gmina that are aimed at solving the social problems affecting their inhabitants. The model suggested by Cajaiba-Santana (2014) was a source of inspiration to the Model of the process of implementing social innovations that was used.

These results indicate that rural PIs implementing LSIs were more likely than those that did not to involve residents in activities aimed at solving the social problems affecting them.

Is social innovation seen as the enbler for better future by local governments?

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Abstract

Local governments in rural areas with ageing and decreasing population increasingly struggle with the rising demand for public services and scarcity of public resources. The aim of this article is to analyse which role local level public policy instruments have at specific points in the social innovation process for creation of systemic change in the communities. The objective is to understand if and how social innovation is addressed in local government policy documents. The article analyses how policy makers on a local level interpret systematic change and social impact, which aspects of social innovation are evident in local government development plans and to what extent the resources are provided. The focus is on the pursuit of generating social impact in the development plans and the discrepancies in actual implementation of that attempt. Local governments have been selected as the appropriate level of governance as they provide the first meeting points for grassroot and community-based initiatives.

RQ: How social innovation is seen as the enabler for better future by local governments?

The social innovation spiral is a well-known approach for creating systemic societal change. Resilience theory is used to explain the phases of social innovation and to demonstrate the links between the phases and the local government policy instruments.

In the framework of this research, we analyse policy making for social innovation in a remote area in Võru county, Estonia utilising social innovation spiral and resilience theory. The research employs a mixed qualitative approach based on desk research of development plans of local governments in Võru county, mapping of cross-sectoral partnerships for development of public services, funding instruments provided by the local governments for community organisations (non-governmental organisations, social enterprises), interviews with municipality officials and local government leaders.

This research adds to the evidence-base about understanding how community resources could be utilised for the implementation of systemic change and development of public services. It provides evidence of the discrepancies in public policy making for social innovation and enablers of change.

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Implement Social Innovation on Public Transportation and its Opportunities

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Abstract

Smart city is characterized by intelligent system consist of connected infrastructure, capital, behavior and cultures and achieved only if all of them are integrated. One of its example is on public transportation. Today, the growth of public transport is increasing as its benefit for the surrounding areas for improved life quality in terms of economics growth, accessible logistics and safety.
In line with the growth of public transportation facility and its safety, citizen's interest for walking to use the public transport also increase, so we have a chance to take benefits about converting potential energy and became what we call smart city. Therefore, social innovation is needed to persuade the citizens to have more interest in terms of using public transportation and walking to get around to support the implementation of smart city, which what we called "M4M" (Move for More) program.
This paper contains of author research about "M4M" program and how it is impacted citizens to use public transportation and walking to get around areas, so the energy they created from this trend is converted. Later, its converted energy should be utilized to fulfil society's needs of energy and creating a smart city. This trend also gives positive impact for sustainable energy development such as (i) clean energy, (ii) action to prevent climate change, (iii) increase the good health of citizens. The research ends with suggestions from author.

Partnerships and collaboration

Social Entrepreneurship as Hybrid Public and Private Values: A Career Choice Perspective

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Abstract

Research on why young people consider social entrepreneurship as a career option – or Social Entrepreneurial Intention (SEI) – has gained traction in recent years. Despite what is known about SEI (Hockerts, 2012), the conceptualization of social entrepreneurship as a hybrid of values – private and public values – within individuals' occupational choice remain under-studied (cf. Chandra et al., 2020). That is, the engagement in SE contains motives to benefit oneself (for pecuniary and non-pecuniary reasons) and the public (for public good). At the same time, studies of SEI in emerging economies remains scarce (de Sousa-Filho et al., 2020). In many developing countries, SE plays an important role in job creation for young people.

To study the 'public-private value' gap in the SE as a career choice literature, we conceptualized a model that integrates variables that reflect the public and private values. Drawing on the private value literature, we derived Entrepreneurial Passion (EP) and Money Ethics-Success (MES) as drivers of SEI. Drawing on the public value literature, we derived Public Service Motivation (PSM) and Meaning in Life (MLQ) as drivers of SEI. We theorize that EP acts as a direct predictor of SEI, while MES, MLQ and PSM indirectly drives SEI via EP. We developed six hypotheses in the model.

Using a survey of final year undergraduate students from several universities in Indonesia – the fourth largest population in the world and the largest economy in Southeast Asia, and a developing economy with high number of unemployment among youths – we collected data of 1021 respondents who were in the "job search" year. We tested the model using structural equation modelling using AMOS and validated it using mediation analysis using Hayes's approach.

The findings reveal that all of the paths tested (the hypotheses) were supported except for one hypothesis (H2). The study offers a new contribution to the SE as a career choice literature by offering new evidence of the direct and indirect roles played by Entrepreneurial Passion,

Money Ethics-Success, Meaning in Life, and Public Service Motivation on Social Entrepreneurial Intention.

Hypothesis	Path Description	Standardized Estimates (β)	*Critical Ratio (C.R.)*	*P-value*	Remarks
H1(-)	MES → SEI	-0.066	-2.217	0.027	H1 supported
H2(+)	MES → EPF	-0.014	-0.464	0.642	H2 not supported
H3(+)	MLQ → EPF	0.423	5.344	***	H3 supported
H4(+)	PSM →EPF	0.206	2.816	0.005	H4 supported
H5(+)	PSM → SEI	0.772	14.646	***	H5 supported
H6(+)	EPF → SEI	0.096	2.351	0.019	H6 supported

Notes: ***P-value < 0.001, **P-value < 0.05.

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Assessing the Strategic Public Social Partnership model in Scotland: an example of social innovation?

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Abstract

In the context of recurrent economic crises, engaging communities in the design and delivery of public services has gained momentum. In the UK in particular, this participatory impetus is underpinned by claims that social innovation can act as an innovative policy solution to promoting local development. However, while social innovation is widely supported in academic and policy circles, empirical evidence on its effectiveness is scarce. In this paper we discuss the findings of an evaluation of the Strategic Public Social Partnership model in Scotland. In 2012, the Scottish

Government's Third Sector Unit supported the development of six 'Strategic' PSPs with a view to strengthening public-third sector partnerships, service-user involvement and innovation in public service delivery in three key areas that the government considered to be especially important as prototypes for the model: early years, criminal justice and care for older people.
This model of co-production in service design and delivery acts as an exemplar of a socially innovative policy solution aiming to reshape public services to make them more flexible, responsive and effective by removing 'unnecessary bureaucracy' and emphasising 'co-commissioning' (i.e., involving people and communities). Despite some positive results, expected changes in practice were not mainstreamed.
However, these innovative governance practices enabled experimentation with the possibility of flexibly organising the collaboration arrangements among partners and to test ideas to pilot jointly designed solutions. By exploring the progress of the Strategic PSPs to-date, and discussing the barriers faced by the current model, this paper aims to contribute to wider discussions about innovative solutions to problems and the promotion of a more inclusive model of local governance.

Leveraging Sustainability across communities: A collaborative value creation agenda towards nurturing Social Innovation

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Abstract

The challenge for sustainable development stems from the underlying need for building value for the successful pursuit of the sustainability agenda. This paper offers a stakeholder centric approach through collaborative value creation to target sustainability concepts that could strategically guide public organizations to discover the true potential of Social Innovation.
The study provides a holistic framework that identifies how organizations could establish contextual clarity and generate value creation opportunities through knowledge management processes guided by supportive sustainable environments. The conceptual pillars contribute to the knowledge assets procured from a stakeholder and problem-solving orientation, coupled with the organizational culture that drive innovation and spirituality serve as value-generating mechanisms for social innovation. This stakeholder centric approach eventually contributes to the

strategic renewal of public administration in deserving its rightful role as a successful enabler of social innovation.

Public Administration and Social Entrepreneurship: A Plea for Integration via Public Value Theory

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Abstract

Every day in many public services, especially those human-centred, we experience the key role of social entrepreneurship for public value co-creation. The importance of a social type of entrepreneurship for public value was even more evident during the Covid-19 emergency with, for example, many businesses converting their productions to producing masks and medical equipment. Moreover, even from a public sector perspective, public managers and public institutions are called in many circumstances to be social entrepreneurs and engage in processes of social entrepreneurship themselves. However, if in the practice this collaboration and hybridization of public administration with social entrepreneurship is evident and driven by the purpose of (co)creating public value, what is the relationship of public administration and social entrepreneurship as academic fields of study?

This conceptual paper discusses this research question by drawing from recent developments in the theory of public value co-creation and by analysing articles published in a sample of relevant public administration and social entrepreneurship journals. Specifically, we searched for the words "public" or "government" or "state" in the abstract in four key journals in the field of social entrepreneurship (Journal of Social Entrepreneurship, Social Enterprise Journal, Voluntas, Non Profit & Voluntary Sector Quarterly) and for the words "social or community enterprise", "social or community entrepreneurship", "social or community entrepreneur" in four key public administration journals (Public Administration Review, Public Management Review, Public Administration and Journal of Public Administration Research & Theory).

By conducting a qualitative and interpretative analysis of the articles retrieved (with a focus on the theories and units of analysis), we identify four possible combinations in the relationships between these two academic fields of study, namely: i) separation; ii) distinct cooperation; iii) distinct integration; iv) permeation and transformation. We discuss how the implications on the future of public administration and social

entrepreneurship as fields of studies and practice depends on which of the four combinations will prevail. Finally, we contribute to theory building by developing and integrating the concepts of “publicness economy” and “public value society” into the theory of public value.

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Innovative public practices and services

Social Impact Through Business: A Comparative Analysis of Undergraduate Course Offerings and Perceptions of University Support

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Abstract

How do undergraduate students and faculty across different universities perceive the respective social impact initiatives at their institutions and how do they think it could be improved? Social impact education is a new and growing field, studying social impact programs within business schools has been a relatively recent occurrence. Many of the contributions are focused on either only one university or only on MBA programs, but there is little research that has been done examining these programs at the undergraduate level.

The 2011 paper by Moon and Orlitzky shows the differences between CSR education systems in the United States and Europe. Although there is no consensus on the definition of CSR education, this article hopes to consolidate basic themes from the various courses and draw conclusions about how universities in different regions approach social impact education. In this article, they found that business schools associated with

higher prestige (measured by the Wall Street Journal), on both sides of the Atlantic, were more likely to have social impact programs in their curriculum. They did not, however, discuss if the prestige of an undergraduate program
correlated with social impact offerings on campus, nor did they dive into the relative interest in the programs from an undergraduate perspective leaving an area of social entrepreneurship education research ripe for exploring.
This project was conducted using a semi-structured interviews to gain a preliminary understanding of how social impact education is currently being enacted in a few universities around the country. Bernard wrote that semi-structured interviews can be most helpful during early and late stages of exploring the research domain (2000). Clearly, this approach is being used in the early stage to ensure that a relevant research question is being proposed. I used snowball sampling, recommended by Earl Babbie in "The Basics of Social Research" to get connected to the best people to talk to in this subject (2011). This method was especially helpful to connect with leaders of social impact departments at various universities. A list of questions asked can be found in the appendix of this paper.

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Bricoleuring Institutional Social Innovation: Digitalization and Resourcefulness in Responded to the Covid-19 Crises

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Abstract

Digitalization processes have emerged as central to strategy in the ongoing crisis of covid-19 pandemic, which has further prompted the hitherto agreed meaningfulness of digitalization when responding to acute

situations (Nambisan et al., 2019; Ratten, 2020). Lately, digitalization has received growing attention in literature dealing with strategy, organization, innovation, and entrepreneurship, specifically in responding to change, new product development, creating new routines, and adapting to new situations. Digitalization is particularly relevant in the extreme contexts where institutions, organizations, and entrepreneurs deal with resource scarcity. Indeed, digitalization facilitates and succors the bricoleuring of resources.

The existing literature has primarily focused on the practicality of digitalization and the negatives of digitalization while addressing the motives and engagement in digital technologies and processes. Yet, a striking feature of the digitalization literature overlooks the process through which institutions respond to the crisis. The current research has not approached digitalization and crisis response from the process perspective and has rarely touched upon this literature stream. Thus, by examining how institutions unfold the digitalization process when responding to crises in extreme situations, we address a central gap in the research by contributing to both theory and practice. To address this gap, we investigate how institutions react to the crises in extreme contexts; specifically, we define extreme contexts as a discrete episode or occurrence that may result in an extensive and intolerable magnitude of physical, psychological, or material consequences to—or in close physical or psycho-social proximity to—organization members (Hannah et al., 2009: 899) and focus on institutions response within limited resources.

Given the limited amount of the extant theory, we rely on theory-building approach and study an in-depth case of *the Ehsaas* program launched by the government of Pakistan during the covid-19 crises to reach the masses living below the poverty line under lockdown. We rely on multiple data sources, primarily archives (websites, videos, news articles, blogs, social media pages) and interviews collecting during the launch and execution of the Ehsaas program. We apply resourcefulness and bricolage as our conceptual lenses and contribute to social innovation, institutionalization, digitalization, and resourcefulness literature.

How do strong and weak ties within policy networks influence the effectiveness of social enterprises in the context of reducing food waste?

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Abstract

This research will aim to map out the networks surrounding food waste reduction and consider the impact that social enterprise can have on food

waste reduction policies. The nature of the ties within the network will be analysed in line with a combination of Granovetter's Strength of Weak Ties theory (Granovetter, 1973) and policy network theory (Compston, 2009) to understand both the relative strength of the ties within the network and the motivations and drivers of the stakeholders within the network. Particular interest will be taken in how social enterprises fit into the network and what their impact is on both governments and external organisations on the reduction of food waste. Food waste reduction initiatives are aligned with the commonly used 'waste hierarchy' (European Parliament, 2008; DEFRA, 2011; US EPA, 2019), with an adapted version used for the purposes of this study.

A qualitative comparative case study approach will be taken in this research, containing semi-structured interviews with key stakeholders in the UK, Sweden and Finland. These countries were chosen as they each take a different approach to social enterprise (Gawell, 2015; Kostilainen et al, 2016; Spear et al, 2017) and food waste policy (DEFRA, 2009; Silvennoinen, 2016; DEFRA, 2017). These interviews will be used to create network maps (Scott and Carrington, 2011), highlighting the strong and weak ties, the motivations and drivers within each relationship and then focusing on how social enterprises create their impact across their network with both policy-makers and external organisations.

This research takes a unique combination of Granovetter's Strength of Weak Ties theory (Granovetter, 1973) and policy network theory (Compston, 2009) to consider how social enterprises work within their networks to create social change. This applies both upstream to governments and influencing policy, and downstream to organisations, helping to implement regulations where they exist or otherwise use their networks to create impact.

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Innovative practices in Legislative oversight and research in the Fight against corruption

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Abstract

The focus of this study is the innovative practices in legislative in the fight against corruption in Kenya. The overarching problem in this study is the realization that despite enacting several anti-corruption laws, the vice of corruption is still prevalent. Corruption is presumably as old as organized society, at least as old as the time when organized society first established public institutions for its preservation and development. The study has demonstrated that while the Government has pursued anti-corruption programs since the mid-
1990s, the malpractice has persisted and in some cases intensified, suggesting that the remedial measures have not been significantly effective.

The General objective of the study is to investigate the innovative practices in legislative in the fight against corruption. It also examines the relevance of the national and county assemblies in the fight against corruption. Hence, this study has explored other anti-corruption methods and strategies outside the law to change the prevalent cultures and beliefs through public education and awareness campaigns on the dangers of corruption. A series of measures, including transparency in the funding of political parties and election campaigns, a code of conduct and close scrutiny of the sources of income and possible conflicts of interest of the legislature.

The study will use longitudinal research design with the target population being legislative officers. Primary data will be collected through interview and secondary data will be collected from the national and county

assemblies' library. Data collected will be analysed using SPSS for multiple regression analysis. Findings from the study will be interpreted for the extent of relationship among the variables. The study makes recommendations for more effective future legal and policy initiatives in an attempt to entrench honesty and integrity in the Kenyan public service through legislative arm of the government. The paper concludes with some solutions to the anomalies.

Supporting Inclusion in Australian Makerspaces through Online Critical Making Workshops

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Abstract

Now, more than ever, communal 'makerspace' workshops are increasingly recognising the importance of including people of all genders, abilities, and backgrounds. Yet, attempts at inclusivity, accessibility, and diversity in these spaces suffer due to the assumption that everyone has equal access to a makerspace (Faulkner, 2014; Loose, 2020). As a result, maker practices – such as 3D printing – are commonly thought of as a privileged hobby for individuals with excess time, money, and other resources (Bardzell et al., 2017). This paper delves into makerspace issues around inclusivity, accessibility, and diversity through a study of the subjective experiences of users and non-users of Australian makerspaces.

This study asks: How might critical making methods, when supported by Actor-Network Theory (ANT) concepts, interrogate issues of inclusion in Australian maker communities of practice? This study proposes an alternative approach to thinking through issues with inclusion, accessibility, and diversity in makerspaces using the framework of ANT. Actor-Network Theory – a historically egalitarian approach that views society as heterogeneous networks relationally generated by humans and non-humans (Law, 2016). Plus, critical making a method merging critical thinking and hands-on making techniques to enhance the discussion around public issues (Ratto & Hockema, 2009).

The significance of critical making is it is useful in increasing people's understanding of the broader context or circumstances that inexorably encapsulate their creative practice (Ananny, 2014). Drawing from these, the workshops conducted for this study involved participants virtually gathering due to the Coronavirus pandemic. Using teleconferencing software, they discussed their experiences around inclusion in their creative community of practice while also conducting a digital 3D modelling activity. Through these workshops, research around a nascent version of online

critical making is bolstered as critical making workshops typically take place face-to-face.
In sum, this study uncovers and challenges assumptions and biases existing in Australian maker culture using ANT and critical making while also supporting the broader goal of increasing inclusion in makerspaces worldwide.

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Is Social Innovation a leverage to transform public services after Covid 19 emergency? Insights from an extensive analysis of pandemic welfare services innovation in Italy.

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Abstract

Covid-19 pandemic produced a shock in the public sector in many different directions (Dunlop et al., 2020; O'Flynn, 2020) arising the necessity to better understand how to cope with extraordinary events and make public administration (PA) prepared to be a competent leader in similar future situations. When it comes to public services, the pandemic has shown wide areas of unsuitability and unpreparedness to answer rapidly to new and urgent citizens' needs, especially in the field of welfare and social issues. In fact, Covid-19 has been a multiplier of (social) fragilities (Nicola et al., 2020), pushing pressures on PA involved in social care to do more and in "extreme" conditions. In fact, in the last years, some attempts to reshape public services in social care have been promoted through Social Innovation initiatives (SI), promoting new solutions and governance models so to use (public) assets in a better way and create durable public value by crossing organizational boundaries (Caulier-Grice et al., 2012; Voorberg et al., 2015). The idea to answer to new crucial needs and doing this by relying on the community, was particularly suitable during the pandemic and made SI approach successful in coping with necessities related to the time frame of the crisis. But what about the recovery after Covid-19? Will this innovative effort fulfil its promises of being a transformative power (Haxeltine, 2017; Avellino, 2019) in the case of public services in social care? Which will be the role of PA in this process?

This research is focused on analyzing SI initiatives arisen in response to Covid-19 shocks so to understand how public services have been reshaped and with which transformative impact on social care. SI initiatives implemented during Covid-19 are to be considered as triggers for PA transformation in the long run?

To answer the research questions, a database of 58 SI initiatives in four Italian regions (Lombardy, Veneto, Emilia Romagna and Piedmont) was created and analyzed so to categorize features of innovative services and how they relate to traditional public services in the context of the pandemic. Moreover, features caught from the database analysis have been complemented with 10 qualitative interviews with public managers and

professional having a role in social care so to discuss transformative power of such innovations. The empirical context was chosen following a double representativeness criterion. Italy was the first European country to be severely hit by Covid-19 pandemic (Livingston and Bucher, 2020). At the same time, northern Italy emerges as a fruitful field for SI initiatives (Cairoli, 2015; Biggeri et al., 2017; Notarnicola et al., 2020).
The analysis of the 58 innovative initiatives shed light on contents and features of the Sis developed during Covid-19, marking which transformative contents have been promoted in public services. The results include policy areas and new trends addressed through SI, specific features of the SI initiatives, sustainability model, relation with traditional public services and their transformative power, role of public.

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Subverting Boundaries: The Role of Academic Entrepreneurs in Social Innovation

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Abstract

The purpose of the paper is to examine and explain the influence of university faculty and students in university entrepreneurial engagement with

local community, and thereby contributes to the understanding of the role of public universities in social innovation. In the U.S., public universities have established an "third mission" of the application of agricultural research to benefit the community since the passage of Morrill Act 1942. Over time, this mission has been emphasized by multiple policy initiatives, such as the Bayh-Dole Act 1980, to promote academic entrepreneurship in the university (Berman, 2012; Mowery, 2011). However, the outcome of academic entrepreneurship is measured by mainly its financial values—such as, the licensing income of patents or the number of university spinoff firms. However, the educational outcome of academic entrepreneurship has been largely ignored. This paper uncovers the process through which faculty and students are engaged in entrepreneurial activities and answers the question of how an entrepreneurial learning environment is fostered through academic entrepreneurship, and in this way provides implications for future research and practice.

This study relies on qualitative interviews with faculty and students and adopts an interpretive and iterative approach to data analysis. Drawn upon organizational identity theory (Alvesson, 2003; Johansson, 1990), interviews with faculty and students are analysed based on themes their perceptions of the primary goals of the university as well as their purpose and motivations in engaging in entrepreneurial activities. Twenty-five faculty members and students from a large public university system in U.S. were selected and interviewed. In addition, systemwide data and archival documents (reports, policy briefings, academic plans), as well as media coverage (newspaper articles and editorials) were also analysed as an illustration of the external organization identity of the university articulated in the media.

This paper contributes to the understanding of the role of academic entrepreneurship in social innovation through the lens of organizational identity of the university. Public universities are fulfilled with many financial, physical, and intellectual capitals, and these capitals are desired to be utilized and contributed to social innovation. To foster social innovation in the university demands a supporting environment that fosters entrepreneurial education mindsets among students, so that university-community connections are strengthened through the exchange of intellectual capitals and placements of college graduates.

09. Regional and geographical aspects of social innovation

Rural and urban perspectives

Motivations and effects of ethical purchasing from social enterprise in regional cities

Jo Barraket, Swinburne University of Technology; Katharine McKinnon, University of Canberra; Chris Brennan-Horley, University of Wollongong; Tracy de Cotta, Swinburne University of Technology

Abstract

In recent years, the power of purchasing in creating or eroding social value has become of increasing interest. For individual buyers, growth of ethical consumption has been traced to the democratic consciousness of new social movements through to the expansion of middle classes in many world regions. For organizational buyers, the potential of social procurement – or purchasing to produce social value in addition to the goods and services purchased – by governments and businesses has also been captured in new policy frameworks and spending commitments.

Despite growing recognition of social economy organisations as regional development actors and sites of ethical consumption, relatively little scholarly attention has been given to what motivates purchasing from social enterprise, particularly in regional settings. Informed the literature on diverse economies and drawing on an in-depth case study which adopted ethnographic and geographic methods to explore the role of social enterprise in regional wellbeing in the Australian state of Victoria, this paper examines the patterns and motivations for purchasing from social enterprise by local citizens and by the town's businesses, government agencies and not for profit organisations.

Our findings suggest that purchasing practices by individuals and organisations in regional settings are shaped by place-based ethical concerns. In contrast to dominant narratives that posit markets purely as sites for the exchange of goods and services, the regional organisations and individuals in our study were engaging in market exchange as both instrumental activities and moments of ethical decision-making, choosing to shape their consumption practices around an awareness that their decisions have the potential to place them in relationship with their local communities.

This paper extends our understanding of how community economies are negotiated and configured in regional contexts. It further contributes to the social enterprise literature, which to date has been surprisingly scant in unpacking how and to what end ethical consumption choices affect the kinds of value that social enterprises are able to create.

Social innovations to address regional health care challenges in Switzerland: An analysis of involved actors and knowledge

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Abstract

Switzerland faces the challenge of keeping up healthcare provision due to ever-rising healthcare costs and demographic change. The public sector as main financier of healthcare services needs to save resources and provide services more cost-efficiently. In the light of such "grand challenges", the well-established view on technology-based, growth-inducing innovations as enabler of regional well-being is increasingly questioned by some authors (Coenen, Hansen and Rekers, 2015). Rather, social innovations comprising co-creation between actors from different sectors are discussed as solutions to the regional and local. manifestations of these challenges (Coenen and Morgan, 2020). A range of innovative solutions has emerged in some Swiss peripheral and suburban regions with the aim of keeping up health care services and making them more effective.

I analyse five such healthcare-related social innovations in mountain and suburban regions and the Canton of Berne, Switzerland. I focus on knowledge as key element of innovation and on collaborative activities as crucial element of social innovations. Furthermore, I take a process perspective by analysing how these elements vary over certain phases of the social innovation process. Applying innovation biography methodology (Butzin and Widmaier, 2016) and semi-structured interviews, I examine what type of actors (origin, sector affiliation, etc.) shape these social

innovations and what motivates them to work for the success of the social innovations, and the kind and origin of skills and knowledge the actors apply and how they vary over the social innovation process and in which kind of cooperative activities the actors are involved and how these vary over the social innovation process.
The research contributes to a better understanding of the origin and type of knowledge used by certain types of actors as well as how actors collaborate over the social innovation process and not just at certain points in the social innovation trajectory. Thus, the results show ways in which innovations beyond the technological realm can contribute to regional well-being.

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Transformative social innovation in rural areas: insights from a rural development initiative in the Portuguese region of Baixo Alentejo

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Abstract

The role of social innovation initiatives in contributing to sustainable rural development has been discussed in both academia and practice. Some scholars argue that, rather than delivering solely on unmet needs and services, social innovation should have a broader transformative impact. By applying Catsro-Castro-Arce and Vanclay's analytical framework for transformative social innovation (2020), the paper seeks to analyse the experience of a rural development initiative based in Portugal.
The results of this exploratory study indicate that, in triggering bottom-linked governance, the initiative has taken on the bridging roles of knowledge broker, resource broker, shared vision champion, transparency and conflict resolution agent, and network enabler. Alongside taking

on these bridging roles, the initiative under study, while promoting cooperation and knowledge exchange, has encountered some challenges further discussed in the paper. Finally, the paper makes some suggestions on how the proposed framework could be enriched.

Social innovation and urban regeneration in Colombia: a neighbourhood level analysis

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Abstract

The aim of this work is to analyze the relations between social innovation and local development, through the study of three cases, conducted at neighborhood level, in the cities of Medellín, Bogotá and Cartagena in Colombia. The definition of social innovation considered adopts as a reference both sociological and urban planning literature having emphasized different aspects and dimensions (Moulaert et al. 2017; Van Dyck, Van den Broeck 2013). In particular, the hypothesis of the work starts from the definitions of some authors who highlighted the importance of social innovation policies and practices and who pointed out the importance of the adaptation to the territorial context for their success (Cavola and Vicari-Haddock 2000; Moulaert, 2013; Vicari -Haddock and Moulaert 2009).

The empirical research on the basis of this work adopts the qualitative approach of case studies. In particular, three case studies of some fragile (from a social and economic point of view) territories-neighbourhoods are presented in the cities of Medellin, Bogota 'and Cartagena. After a preliminary analysis of the literature on social innovation and territorial development, a desk analysis of articles and documents relating to the socio-territorial systems analyzed is proposed and integrated with the reports of some direct interviews with the representatives of associations having had a crucial role in the development process (field research). Those territories were marked by the consequences of violence and armed conflict in some cases, problems of spatial marginalization or strong socio-economic vulnerabilities in other cases. The work emphasizes the role of some local organizations that boosted the process of change and transformation in terms of inclusiveness and opportunities for work and social integration of the local population. Through a critical analysis of the entire research results, an attempt is made to answer the research question relating to the existence of a link between social innovation and socioeconomic development of local systems. The study makes it possible to confirm some aspects highlighted in the literature on social innovation and

urban renewal. Furthermore, the study makes it possible to foster the understanding of local development dynamics in under-developed regions of the world from a multi-stakeholder perspective and to bring out new ideas on how to reduce social exclusion, territorial fragmentation while, at the same time, to reinforce social cohesion and community identity.

"It's worse than the war": Covid and the geography of social innovation in rural Europe.

Catherine Leyshon, Social Innovation Group, University of Exeter; Michael Leyshon, Social Innovation Group, University of Exeter; Shuks Esmene, Social Innovation Group, University of Exeter; Tim Walker, Social Innovation Group, University of Exeter

Abstract

This paper will consider the impact of Covid-19 on a project specifically designed to combat loneliness and isolation amongst the over 60s in rural areas through developing social innovation. The project - Healthy Ageing through Innovation in Rural Europe (HAIRE) – started in January 2020 and sought to deploy a place-based, person-centred toolkit to understand the needs and aspirations of older people with the aim of developing social innovations in place that improved wellbeing and decreased loneliness.

Led by trained, local volunteers, the deployment of this toolkit was fundamentally altered by the arrival of Covid-19 and its associated restrictions on face-to-face contact. Though challenging, this situation reconfigured existing relationships between the public and voluntary sectors and led to new place-based relationships and working practices being formed between researchers, communities and the voluntary sector. It also led to new social innovations which exposed how important hyper-localised, place-based responses are in social innovation, especially in a crisis.

We consider the implication of hyper-localised, place-based responses through an examination of activities in HAIRE through unique case studies in France, Belgium, the Netherlands and the United Kingdom. We show how our taken for granted assumptions about tackling social issues in rural areas through social innovation have been fundamentally changed by the Covid-19 crisis, perhaps permanently.

A WISE response? Exploring how social ventures incorporate institutional logics across contexts

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Abstract

Social entrepreneurs are motivated by societal problems that are not efficiently addressed by governments, the market or NGOs. They employ hybrid organizational models to address social aims through market-based activities. Using a multiple case study consisting of twelve Work Integration Social Enterprises (WISE) in Denmark and South Africa, we analyze how social entrepreneurs adopt the WISE model in strong and weak institutional environments. Within these two distinct geographical and institutional contexts, social entrepreneurs bridge institutional logics differently based on the salience of each logic in their environment.

The arrangement of the field actors in the social entrepreneurs' environment guides the directional logic in which the entrepreneur gets pulled, affecting the proportion of logic elements incorporated and avoided within their hybrid organization. In both contexts, social entrepreneurship has an important role to play, but requires different hybrid arrangements to succeed due to the pull of various field players.

Cocoa Farmer Livelihoods, Child Development and Social Impact

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Abstract

The cocoa industry is, despite various programs, projects and commitments relating to, inter alia, the Harkin and Engel protocol in 2001 and the Sustainable Development Goals in 2015, still struggling with high numbers of child labor in their West African supply chains. Recent studies indicate over 1.56 million children in child labor on small holder cocoa plantations of which over 90% work on family farms involved in hazardous work, including carrying heavy loads and working long hours (Sadhu et al., 2020).

Meanwhile, research suggests that within the spheres of the household, the meaning of the adjective 'hazardous' can be debated (Berlan, 2009), and international ideas of work-free childhoods might not resonate with prevailing sociocultural and economic realities (Jonah & Abebe, 2018; Maconachie & Hilson, 2016). This raises questions about our understanding of child labor in cocoa production.

The concept of ‘child labor’ contains a heterogeneity of activities and circumstances that lead to different development opportunities and wellbeing outcomes for children growing up in agricultural households. The participation of children in different types of (agricultural) activities cannot be seen in the isolation of one industry (Berlan, 2009). For example, in some cases children perform more (hazardous) tasks at school or, especially for girls, in domestic work (Afriyie, Saeed, & Alhassan, 2019; Berlan, 2004; Fors, 2012; Obed Adonteng-Kissi, 2018). Furthermore, work and school do not mutually exclude each other, as income earned by children is often used to finance school fees (Jonah & Abebe, 2018). At the same time, within this wide variety of activities any potential benefits in terms of opportunities and wellbeing are neglected. These examples indicate that children’s involvement in activities and work is not homogenous and the specific context and gender matters.
It is widely recognized that the occurrence of working children has a broad variety of causes (Dammert, de Hoop, Mvukiyehe, & Rosati, 2018; Fors, 2012; Krauss, 2013) and collaboration of the agricultural sector with the business sector, governments and NGO’s is necessary. However, there is little empirical evidence about how different livelihood characteristics of cocoa farmers lead to various working circumstances and development pathways for children at the level of the farm and how programs and interventions can support an enabling environment. Therefore, this study explores *how the farmers’ enabling context shape different working circumstances and development conditions/pathways for children*.
This study draws upon ethnographic field interviews and observations with cocoa farming families in Ghana, Cote d’Ivoire and Togo (scheduled for April-June 2021). Using Qualitative Comparative Analysis this study aims to identify configurations of livelihood conditions that provide a typology of farming households in relation to different child activities and development pathways.

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The role of social entrepreneurship for a territorially-inclusive innovation strategy: Evidence from Italy

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Abstract

Intra- and inter-region inequalities are emerging as a consequence of the dynamics of the concentration of knowledge-based entrepreneurship; this often has territorially polarised the distribution of the benefits of innovation and knowledge-based investments.

This exploratory paper investigates an alternative territorially inclusive innovation strategy based on social enterprises (SEs) as private innovative actors critical to the economic ecosystem. Drawing from the Italian context, we observe that social entrepreneurship appears to follow a territorial distribution pattern indicating lower concentration in metropolitan areas compared to marginalised areas. Moreover, a cluster analysis from a survey of Italian SEs demonstrates that the location of SEs in peripheral and marginalised areas is associated to key features of inclusive-innovative organisations. These elements space from the orientation of innovative activities to social efforts, a relevance of demand-orientation, capacity of guaranteeing inter and intra organizational learning based on knowledge endowment.
Furthermore, logistic regressions confirm that territorial marginalisation appears to positively affect social entrepreneurial readiness to innovate its solutions to societal problems through technology. Having highlighted this territorially inclusive innovation potential, the paper serves as a foundation for future research and policy trajectories analysing social enterprises as catalyst for innovative entrepreneurship.

Scaling Social Innovation Impact: the case of Amazonian Region in Brazil

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Abstract

Brazil is a country characterized by its natural wealth and cultural, social and economic diversity. However, many of its territories are characterized by distance, difficult access and poor infrastructure. This context creates uncertainties that demand from communities solutions that promote and sustain social innovation (SI) as responses to human needs and social problems for the development of these territories. Thus, the desire to guarantee and expand the impacts of social innovations leads to the search for scalability. We emphasize, however, that scaling an SI initiative is complex and involves a series of barriers, but also elements that contribute to its expansion, systematization and longevity. With this in mind, the Grupo de Trabalho Amazônico (GTA) recognized these difficulties and created a methodology for managing the local territory, the so-called "Community Protocol", which was inspired by the Nagoya Protocol. The Community Protocol prioritizes the protection of biodiversity, provides the empowerment of vulnerable communities and the promotion of sustainable resource management (GTA, 2014; Ramos, 2016). This paper aims to (1) describe the replication of the methodology of the Community Protocol to neighbouring territories and also (2) understand the process

of scaling SI impact and developing the territories. To support the scalability of SI impact, we use the proposal of Riddell and Moore (2015) based on three types of scalability: Scaling Out, Scaling Up and Scaling Deep. Specifically, we develop a qualitative approach in two remote communities, both located in the Brazilian state of Amapá, in the Amazon region close to the Amazon River, called Bailique and Beira Amazonas.
Data collection consisted of in-depth interviews with community actors, which were recorded, transcribed and later analyzed by NVivo software. The results pointed out the importance of replicating socially innovative initiatives and impact for the territorial development, which is characterized by distance, difficult access and poor infrastructure. The results also reveal that the existence of endogenous social practices was responsible for promoting economic, social and cultural development when replicated in another territory. The use of the Community Protocol allowed residents to map and identify their local and natural resources, recognize new forms of community organization, decentralize decisions, create committees, identify leadership positions and governance practices, access and share knowledge, promote community commitment, act collectively, strengthen local culture and thus scaling social innovation impact and develop vulnerable territories.

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Social Innovation: A Mediterranean Perspective

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Abstract

Is it possible to conceptualize and codify a Mediterranean model of Social Innovation? Based on a comparative research in 10 non-EU Mediterranean countries, the paper investigates the enabling and disabling factors of different Mediterranean contexts in search of communalities, while public administrations and third sector organizations in the

Mediterranean are stepping in the adoption of new wording about 'Social Innovation concept'.
The paper presents the first results of a research project - EC funded 'Enisie’ Project, under the Interreg Italy-Malta programme, still ongoing - aiming at analysing and comparing the state of the art in the selected countries and the potential development of a 'Mediterrranean way' for Social Innovation: Egypt, Jordan, Greece, Kosovo, Lebanon, Morocco, Palestine, Serbia, Tunisia and Turkey, are investigated as 'Social Innovation proximity labs' in order to clusterize different geographical types of Social Innovation regarding their design process, key players and changemakers, presence and relevance of enabling factors.
The work is divided into two sections. The first tries to shortly draw the changing boundaries of the Mediterranean Social Innovation 'arena', focusing on the transformation of its definitions and role in the local dynamics in terms of legislation and policy making, key players and enablers. The second, inspired by Putnam's work (Putnam, 1993), stresses how geographic factors influence Social Innovation processes and promoters, how they create social impact in their territories, and which are the main obstacles. (i.e., accelerators, incubators, collaborative spaces, financial institutions, Higher Education Institutions, digital transformations).
This paper contributes to a debate about the future shape of Social Innovation in Mediterranean Countries, aiming to prototype a very first reliable “Mediterranean Social Innovation barometer” in order to monitor and enforce the development of knowledge and practices in the field. The more exploratory dimensions of the research leave unsolved but open up some hot questions about the meaning and role of Social Innovation in today's Mediterranean: i) on the compensatory role of practices in “fragile” contexts with weak or ineffective regulatory systems; ii) the dominant role of the "development" narrative of international cooperation and its apparatuses, where the "emic" approach remains unclear and mostly hidden; iii) the disclosure of a leading generation of young changemakers, mostly internationalized, digital nomads in part disconnected and decontextualized by the local and territorial challenges in progress. Most of the emerged assumptions could allow and foster a new space for public debate with a genuine cross-border relevance, crucial for supporting a Mediterranean Social Innovation Agenda.

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New approaches in higher education enabling social innovation: a board game fostering architectural heritage education for/with the community in a global south geography

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Abstract

Architectural education has been challenged to innovate and revisit its practices, research and teaching since digital technologies have been increasing their participation in current and future activities. Moreover, universities as local innovation agents in regional and geographical contexts have been intensifying their social and sustainable responsibilities regarding social connections, activities, services, places, spaces, scale and levels of proximity
with the community.

This work illustrates some of the actions that have been developed in a Brazilian Architecture Faculty, not only to overcome a dominant colonized discourse but also to challenge traditional pedagogical methods and tools and to foster an approach where social innovation training in higher education is an indispensable part of a mindset to design better futures. Previous actions towards these issues have been addressed by this research group, including (1) a discipline in history and theory of Architecture and Urbanism where a card game and literature review questioned canonical theoretical references; (2) the use of social media (Facebook) to establish higher engagement among contemporary student generation and (3) the

most recent approach to expand from the academic audience to communicate the value of architectural design and culture to the local community. The initial research work considered literature review on architectural education, pericentric contexts, design references, gamification, design thinking and social innovation to establish a theoretical critique before selecting local ordinary architectures that would, however, be valuable to both academic education and to the community regarding architectural heritage and its conservation. When well designed, games can stimulate problem analysis, critical thinking and reflection, as well as to increase the performance of tasks, resulting in unusual solutions and opening up possibilities not previously possible with traditional methods.
To this end, and utilizing gamification methods, an Architecture board game has been developed to provide a more fluid, dynamic, accessible and fun way to learn about places, spaces, context and social connections to activities, services and urban situations, stimulating proximity with local architecture and its history, as well as fostering an architectural heritage education for/with the community.
Therefore, this board game draws attention to designing a social geography in Architecture education and emphasises the relevance of social innovation to scale up solutions and enable change. It not only engages the commons in co-creating responses to local architectural conservation policies but, ultimately, develops a sense of affection towards the whole local context, decolonizing narratives and overcoming geographic matters.

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Breaking the Field Dilemma in Rural Children Reading: A Social Innovation Case Study Based on Shoulders

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Abstract

Reading is undoubtedly important to education, but the development of reading education has remained a challenge in rural China. When the government launched a set of programs that ended up not being well-designed, a flood of well-intentioned and pro-reading NGOs and donor organizations followed pushing projects that were destined to fail.

According to Fligstein & McAdam's (2011) Strategic Action Field theory, there is a 'field dilemma' in the field of reading in rural China, which means the field incumbent provided a ready-made model for the challengers. Since the challengers were actors in lower positions with insufficient resources and relatively weak access to new designs or alternative approaches, the efforts made by the challengers were dependent on the incumbent's initial structuring of the field designs and protocols and there was little hope that new action

programs would emerge from challengers in the field.

To overcome this widespread failure there needed to be a new innovative solution that was able to break out of the field dilemma and provide an effective and implementable way of tackling the issue of rural reading. In fact, based on Strategic Action Field theory, breakthroughs by challengers are possible if they can improve their positions in the existing SAF through building effective and replicable niches (Fligstein and McAdam, 2011, p14, proposition 10). However, more details need to be considered. Our research focuses on how a challenger, an innovator, who overcame a prisoner's dilemma by triggering a surge of innovation and did so in collaboration with the incumbent in a non-contentious way. Through interviews with the founders and strategic decision makers as well as consulting secondary sources and materials, we conducted a longitudinal case study which is unique in having built a sustainable mechanism in the field of reading in China's rural schools.

This study contributes to the mechanism of grassroot social innovation and the theory of SAFs. One of the biggest challenges facing Shoulders figuring out how to get others to cooperate and communicate to the other actors who they should be cooperating with. In the case study we end by finding that the incumbent (China's Ministry of Education) and the challenger (Shoulders) can cooperate in a SAF to realize social innovation while the challenger leads the social change and ultimately becomes the substantive "incumbent".

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Social relations to the test of pandemic coexistence

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Abstract

Already at the beginning of the third millennium, several scientists were wondering if the Net influenced and how geographic science in its various disciplines. In the field of economic geography, the evolution of material and, at this point, also mainly immaterial infrastructures and their adaptation to socio-economic changes were discussed. One wondered, among other things, whether improvements in information technology will eliminate face-to-face interactions and make cities obsolete? We must also investigate whether social innovation understood as innovation in social relations, as well as in satisfying human needs, has been helped by the Net. If we find ourselves in the need to coordinate innovative activities, which rely on the effective transfer of complex, non-modifiable messages that require proximity, the Net does not fully allow it because it maintains relationships but above all establishes mainly superficial contacts.

The Net, on the other hand, has allowed the extension, without losing connections or rather increasing them, between distant production realities. This is because the instrumentation has evolved in a way perhaps unthinkable at the beginning of the millennium, creating a balance, object of criticism, which however responded to the needs of a part of the inhabitants of the globe.

In growth, in economic development, the role of face-to-face interaction, even in an accessory but always usable way, has been present, but today, at the time of the pandemic and perhaps beyond, this possibility, if not completely precluded and strongly limited.

In the case of Face-to-Face Contact, we are faced with an efficient communication method that identifies the communicative act, which cannot be transmitted simply through technological artifacts. Not a simple transmission of contents but the need for a communicative relationship, composed of a structure of eight elements, that is, a complex social phenomenon. On the other hand, technology has made it possible to rediscover some of the characteristics of face-to-face contact in the vast world of remote visual communication, also introducing extensions or augments of reality. This has led to the discovery of limits which become extremely important in the socio-economic context. Direct contact is not completely replaceable in any of the fields covered by the short research. The peculiar characteristics are not easily transferable through current and future technological tools. The Net has helped but it cannot be the whole and not only because of the distortions of the past-present and of the present (divisions of any kind, abuses, etc.).

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10. Social impact measurement: challenges and promising pathways

Context-related approaches to social impact conceptualization and measurement

Participatory research to understand and influence public accountability: Insignes from a research with former Bonded laborers in Nepal

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Abstract

Participatory research has a long history of citizen focused assessment of accountability in policy impact. In recent years, however, this approach has been criticized as costly, time consuming and also for poor data quality. Critics also raise a question about the capacity of local people and reinforce the differences in research gaps created by core-periphery relations in social research processes. To bring experimental evidence, a participatory action research was started in late 2019 by enhancing local peoples' capacity on it. This paper is based on research which aimed to develop an understanding of the situation of the bonded agriculture laborers (*Haliyas*) and their families in Nepal, following the Government of Nepal's decision to liberate them in 2008 and the launch of their rehabilitation program in 2013. The research was conducted with the active participation of a group of freed *Haliyas* who were trained on the use of participatory research processes, tools, and research ethics.

The joint team of community researchers collected a detailed account of 5,714 families from 103 villages. The data uncovered the situation of the freed bonded laborers and the benefits they received from the government's rehabilitation program.

The research found that about two-third of freed Haliya families were excluded from the rehabilitation process and denied rights to land and home, which was assured in the government's policy. Based on this finding, this paper argues that citizen's participation in research is effective to enhance in-depth understanding, collect qualitative and quantitative data, enable local people to improve their advocacy, and address the challenges of shared measurement of accountability. We also argue that in order to mobilize participatory research for influencing accountability of government policy and programs, there is a need for deep appreciation of community participation, their knowledge and values.

Assessing the Social Impact of Social Enterprises based on Sen's Capabilities Approach through the Lens of Bourdieu

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Abstract

Social Enterprises (SEs) use a business approach in an entrepreneurial way to improve the lives of social groups that are excluded and are themselves not capable of changing their situation (Kroeger & Weber, 2014; Peredo & McLean, 2006; Seelos & Mair, 2005). Social impact may be considered an essential performance-based variable related to SEs' activities (Rawhouser et al., 2019) considering that traditional financial indicators often prove inadequate in measuring their performance (Austin et al., 2006).

However, standards for measuring social impact are underdeveloped on both theoretical and empirical grounds (Rawhouser et al., 2019). Despite the plethora of developed methods, current approaches are unsystematic, often controversial (Staessens et al., 2019) and contextually constrained (Millar & Hall, 2013). The fragmented literature on measuring the social impact of SEs, with its increasing emphasis on process over outcome, is becoming detached from the real-world concerns of social entrepreneurs, who need to assess the broader impacts of their social interventions, while several scholars consider it a great challenge to compare the social impact of different, unrelated social interventions (e.g., Austin et al., 2006; Dacin et al., 2010; Emerson, 2003; Kroeger & Weber, 2014; Mair and Marti, 2006; Nicholls, 2009; Polonsky and Grau, 2011; Ryan and Lyne, 2008; Zahra et al., 2009).

Our study attempts to bridge the above-mentioned controversies and research gaps by developing a theoretical model of social impact assessment that has the key-characteristic of focusing on the "consumers" of social impact rather than its "producers", complemented by the incorporation

of the consumers' social dispositions and the socioeconomic field into which they act.
Using case studies of SEs as our empirical setting, we build our model by shifting Nobel laureate Amartya Sen's Capabilities approach from the macro-level of social welfare to the meso-level of organizations under the theoretical lens of French sociologist Pierre Bourdieu and his concepts of field, habitus, and forms of capital, using the research method of "pragmatic empirical theorizing", which promotes abductive reasoning as a compromise between rationalists' deduction and empiricists' induction methods (Shepherd & Suddaby, 2017). Our study contributes to the research on the growing field of Social Entrepreneurship by borrowing theory from macroeconomic disciplines and using an alternative theoretical perspective and a different research method, a theorizing process which according to Mair and Marti (2006) may enhance knowledge in emerging research fields.

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Measuring social innovation impact across a Global North-Global South connection

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Abstract

By identifying, analyzing, and documenting social innovation processes, future leaders may quantitatively and qualitatively report on the impact of social innovation projects within a community in a cost-effective and sustainable manner. There is much ambiguity and conflicting definitions of social impact in the literature (Ebrahim & Rangan, 2014). A second level of complication emerges because of the linear expectation of intervention to outcome (Ebrahim & Rangan, 2014) when for example a circular economy theory approach may be more suitable (Pearce & Turner, 1990). A final tertiary reason for the friction is the expectations of the supervisors or funders who may prefer different measures than those possible to obtain (Ebrahim & Rangan, 2014) given the different actors involved.

Social innovations refer to innovative activities and services that satisfy social needs and span beyond products and technology to include ideas, movements and interventions (Mulgan, 2006; Dainiene & Dagiliene, 2015; Phills et al., 2008). There is a growing body of literature on the measurement of social innovation, but what is even less understood is how these measures can be identified and reliably utilized across a Global North - Global South connection when the field has such little standard conventions (e.g., Choi & Majumdar, 2014; Molecke & Pinske, 2017). Utilizing UNCTAD and WTO typologies, the Global North are the countries considered economically developed, the Global South economically developing or underdeveloped. It is important to understand the differences between these in order to maximize the ability for sustainable collaborations between organizations in the Global North and South. In particular we seek to add to the understanding of measuring social impact in developing economies. Our primary interest lies in contributing to the TBL framework which "captures the essence of sustainability by measuring the impact of an organization's activities on the world. including both its profitability and shareholder values and its social, human and environmental capital" (Dainiene & Dagiliene, 2015).
Given the definitional ambiguity, we use a case study approach through observations and two series of interviews; in doing so we seek to identify possible direct and indirect measures for actors and projects in the Global North and Global South in the context of a University - Nonprofit partnership that can be organized using the TBL. In the context of conference themes, we add to the conversation in Track 10 regarding the challenge of measuring social impact and seek to offer a promising pathway to social impact measurement approaches across developed and developing economies.

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Contributions to social impact measurement from different disciplines

Corruption, populism, and the social-political-economic danger to society

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Abstract

The main objective of this article is to demonstrate how the anti-corruption discourse is used, globally, as a populist political instrument to gain political favor, to covert other cases of corruption, and destabilize democratic institutions (since one of the key elements of this discourse, when allied with populism is the claim that an individual can "purify" the country as opposed to the democratic institutions, often portrayed as inefficient and corrupt).

Since 1990s we have entered what most academics call as an era of a relative consensus on certain traditional ideological topics (decentralization of State, some kind of Welfare State, mixed economic system, etc). This combined with the current crisis on social democracy, the disappointment with the results of globalization, and with today's perception of lack of representation, led to a new form of political organization and how political parties communicate with their electorate, by trying to distinguish themselves, and from "traditional politics", by focusing on valence values, with emphasis on the topic of corruption. Studies have shown that the focus on corruption increases the votes-shares by the whopping average of 5.6% in last elections in the EU and in the Americas.

Also, globally, Party Manifestos' emphasis on corruption increased to 1.17% of all quasi-sentences (way more than topics like Economy, inequality, military, multiculturalism, and immigration). This type of political focus, despite bringing attention to an important issue has a detrimental aspect on true anti-

corruption fight, and on democracy, since it is often used as a political/populist instrument. This is one of the most pressing issues in today's politics and economy, and to help demystify it, as this article intends to (with the help of over 40 thousand analyzed comparative political

documents) is an important way to fight the social-economic inequalities caused by corruption and help strengthen democracies.

How to measure the social impact of impact investments? Evaluating the application of the synthetic control method in impact measurement

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Abstract

The increasing market of sustainable finance and social impact investing has generated a wide range of sustainable finance products within the last years. But at the same time, the incentive to label products as sustainable, without having any measurable impact, rises (Findlay and Moran, 2019). Hence, for the definition and evaluation of impact investing it is required to identify suitable methods of impact measurement.

Considering social and ecological impact indicators, a methodical conflict arises: As far as the impact on populations and their well-being is observed, indicators and the corresponding data are usually given on an aggregate macro level. However, to evaluate the impact of social investments, it is necessary to assess the causal influence of corporations. Only if measured effects are causally determined by an investment, additionality- as a basic characteristic of impact investments, see e.g., Brest and Borne (2013)- is satisfied. This raises the question of how to estimate a causal effect if no natural counterfactual is given. In this case, the application of alternative measurement and estimation methods is necessary to enable a quantitative, data-based impact measurement of social investments.

In this paper we evaluate the use of a synthetic control method in such settings, following Abadie et al. (2010). To estimate causal effects, a synthetic counterfactual is statistically constructed by taking the weighted average of control units. It can be interpreted as the baseline influence of any comparable company in a given sector on an outcome – by controlling for multiple factors at once. Hence, the requirement for these control units to have common characteristics with the target group are less restrictive than in usual comparative case studies. The synthetic control method is used in a wide range of economic application, like labour market policies (e.g., Adhikari et al., 2018) or health economics (e.g., Kreif et al., 2016).

The aim of our paper is to translate the synthetic control method into the field of impact investing and deliver a theoretical analysis of its possible

applications. We evaluate the prerequisites and discuss the advantages and weaknesses of the method, evaluating whether it could be a suitable approach for social impact measurement.

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Applying the Integrative Justice Model to Predict Transformation in Quality of Life for Forcibly Displaced Persons

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Abstract

Business is a vocation, and a noble vocation, provided that those engaged in it see themselves challenged by a greater meaning in life; this will enable them truly to serve the common good by striving to increase the goods of this world and to make them more accessible to all.

Pope Francis, Evangelii Gaudium [n. 203]

Oftentimes it seems business is to blame for many of the injustices we see in the world, yet we instinctively know that trade, or economic exchange, is essential for development of a community. We can teach forcibly displaced persons ethical business practices, in order to be effective business leaders in their communities. Yet how do we ensure that a business is exchanging fairly in the marketplace? Do we consider all the people impacted by a policy maker's decisions? Are we prepared to evaluate fairness in the marketplace? Moreover, are we measuring the right things? This research effort will focus on the Columbian context, with 3.5 million

people in need, and a requirement of $739 million to serve them effectively (GIFMM, 2020). This work details the tools and predictive analytical techniques to deliver data-driven strategic recommendations grounded in the voices of the forcibly displaced persons, critical to transformation in quality of life.

The Integrative Justice Model (Santos and Laczniak, 2009) is a normative ethical framework for marketing that can be utilized as a tool for measuring the extent to which justice is evident in a marketplace exchange. The Integrative Justice Model (IJM), initially designed for multinational corporations engaged in impoverished markets, is adaptable to varied social innovations. The IJM provides guidance for fair and ethical marketplace exchanges, particularly when engaged with impoverished or marginalized populations. We will discuss applications of the IJM to predict transformation in quality of life (TQL) for beneficiaries in varied settings. These will include beneficiaries of a non-governmental organization (NGO) working at the margins of society, in this case refugee camps, as well as a Syrian refugee community in Northern Iraq.

The current research effort aims to evaluate peace and justice perceptions in Columbian communities, leading to the identification of the significant predictors of transformation in quality of life, based on the voices of migrants and internally displaced persons in Columbia. The IJM is applied as a tool for strategic planning for social innovators and communities as they identify the significant predictors of transformative outcomes, based on the voices of their marginalized beneficiaries.

Social and financial performance nexus

Net value of externalities: an alternative management approach to NPV analysis

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Abstract

As businesses increasingly create significant social and environmental global impact, the conventional management approach continues to emphasize profit maximization. In particular, the conventional method uses the traditional net present value (NPV) model to aid in decision making. In this paper I present an alternative to NPV that emphasizes social and ecological well-being rather than prioritizing the financial outcome of a project. I propose that the net value of externalities (NVE) approach helps to weigh the foreseeable positive and negative social and ecological externalities associated with a project, allowing decision-makers to see the true

level of impact their endeavour will have on their community and society as a whole. I use the example of a small local bakery to illustrate how the NVE approach can be implemented.
I argue that the NVE method can be used on its own or alongside the traditional NPV approach. In addition, I maintain that with the right tools and implementation strategies, the NVE method can become as widespread and useful as the traditional NPV approach. This will allow organizations to make decisions that result in social and ecological benefits for their stakeholders.

Paths to Social Hybridity: A Configurational Approach

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Abstract

Social hybrids not only engage in varying levels of prosocial impact activities but can bundle together a variety of types of prosocial activities. We extend concepts from biology and ecology to understand how configure social impact activities. Borrowing from the concept of sub-species, we argue that multiple types of social hybrids exist. Some social hybrids focus on a particular social problem, focusing their social impact activities in order to achieve distinction and differentiation. Other social hybrids marginally within the social hybrid category tend to adopt a broader mix of prosocial impact activities.
Finally, we argue that organizations acting later in the hybridization process tend to also adopt a broader mix of social impact activities. We test these arguments using a fsQCA methodology of the prosocial impact activities reported by 1484 U.S. firms certified as B corps from 2007 to 2019. We identify multiple paths to achieving social hybridity. We find that organizations with higher levels of social impact tend to more narrowly focus on few types of social impact, while those that are lowest in social impact are broader in their focus and tend to be late in their pursuit of social hybrid certification.

Corporates' sustainability reporting and the Sustainable Development. Methods and analysis to measure corporate alignment with the SDGs

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Abstract

Sustainable development has long been central to the United Nations (UN) agenda, but only recently has the private sector featured prominently in these efforts. Increasingly urgent social and environmental challenges prompted the UN to call for broader collaboration with businesses, given firms' potential to innovate bold solutions at scale. The UN launched the Sustainable Development Goals (SDGs) partly to guide a transformation in business practices. Taking 2015 as a milestone, we apply Computer-Aided Text Analysis (CATA) to the sustainability reports of 164 large corporations from the S&P Global Sustainability Yearbook to systematically examine changes in their sustainability reporting following the SDGs' introduction.

Our results show significant positive changes in language alignment for some SDGs, but not for others. We further analyze these changes across industries and geo-institutional groups, revealing intriguing engagement patterns with the SDGs that may point to the mechanisms of progress as business orients towards addressing these pressing global challenges.

Strategic Alignment of Social and Financial Performance in Social Enterprise

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Abstract

Social enterprises are hybrid organizations that straddle social and financial domains, seeking a balance between their objectives in both domains. While the measurement of financial performance is relatively straightforward, the measurement of social performance is more complex, and laden with issues of legitimacy, accountability, and learning (Ebrahim et al., 2014; Lall, 2019). The two issues have received considerable attention separately in scholarship, and scholars have emphasized the importance of measuring social performance to avoid mission drift and maintain governance (Ebrahim et al., 2014; Lall, 2017). Additionally, past research on corporate sustainability reporting and environmental reporting practices in large corporations suggests a strong link with financial performance (King & Lenox, 2001; Eccles et al., 2014), but there is limited quantitative

research that explicitly connects impact measurement practices with financial performance in social enterprise.
We ask whether the strategy of measuring social performance, important from the social domain perspective, is effective to financial performance of social enterprises. To answer this question, we use a panel dataset of about 8000 social enterprises from the Global Accelerator Learning Initiative. The social enterprises in the dataset include both developed and developing economies. Building on the accountability for social impact theory (Molecke & Pinkse, 2017), we find that of all the enterprises, only 36% of them use any social impact measures like IRIS, GIIRS, or others. However, social impact measures are found to be positively associated with social enterprises' revenues and the number of full-time jobs that they create. We suggest that measuring social performance helps align the dual objectives of the company and illustrates a commitment to hybridity.

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Stakeholder driven approaches to social impact measurement

Drivers of Social Innovation Success in Open Social Innovation Contests

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Abstract

Social innovation is a fast-growing field of practice that has caught the attention of management and entrepreneurship scholars. The recent excitement surrounding "open social innovation" contests raises the question of what makes social innovation solutions successful contenders in these ubiquitous contests. We used uniquely assembled data, including data generated from external evaluators, to examine factors that explain success in an open social innovation contest (n = 150 out of 871 entries) in the field of poverty alleviation.

We found that innovators who had networks with corporations and those who had commercial orientations were more likely to succeed in open social innovation contests. We also discovered that the perceived usefulness and innovativeness of social innovation solutions mediated these positive relationships. This exploratory study offers early insights that deepen our understanding of success in the fast-growing field of open social innovation.

Beyond scientific robustness: using social bricolage to navigate the multiple considerations in social impact assessments

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Abstract

Assessing their social impact is a major concern for social enterprises (SEs), both internally (improving social value) and externally (proving social value to stakeholders). We rely on the conservative definition of social impact: the effects generated by the SE on its stakeholders – which raises the issue of attribution. Theoretically, the only robust method to properly isolate this "social added-value" is a randomized assessment. In contrast, some authors suggest that in practice, SEs delegitimize formal methodologies and rely on bricolaged methodologies. The concept of bricolage has been introduced by Lévi-Strauss (1962) as the ability to make do with

what is at hand and has since been developed in entrepreneurship literature.
This paper investigates why and how a SE that wants to implement a scientifically robust social impact assessment must ultimately resort to bricolage. It mobilizes the theoretical framework of social bricolage of Di Domenico et al. (2010) who identified three core constructs of bricolage (making do, refusal to be constrained by limitations and improvisation) to which they added three constructs specific to social bricolage (social value creation, stakeholder participation and persuasion).
We rely on the case study of a social impact assessment conducted by a SE in its shelter for homeless men between 2016 and 2020. This SE is one of the biggest Belgian SE that accompanies precarious people towards autonomy. It wanted to assess the social impact its shelter generated on its beneficiaries in a transdisciplinary approach, relying on a quantitative before-after approach complemented with qualitative data. During the assessment process, we conducted interviews and focus groups with the social workers and the beneficiaries. We also spent full days in the shelter, and we participated in numerous meetings as well as many informal discussions.
The SE was very concerned about the scientific robustness of its impact assessment. However, during the evaluation process, other considerations emerged and came into tensions at different stages of the assessment process (defining the impact, claiming attribution, designing the data collection tool, collecting a lot of data, collecting quality data).
On top of the scientificity consideration, we identified four co-occurring considerations: practicality, efficiency, ethics and purpose – leading SEs to resort to bricolage. Then we identified several elements – resonating with the constructs of social bricolage – that help to navigate those sometimes conflicting considerations: the stakeholders' involvement and voicing, the social value of the impact assessment process through stakeholders' empowerment and the mixed method in a transdisciplinary approach.

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Social innovation indicators: a core topic for sustainable societies and mission-oriented innovation policy

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Abstract

In the light of the grand societal challenges such as climate change, poverty, inequality, or food security, a shift from measuring mere economic production and commercial innovation only to measuring human well-being and the inclusion of social innovation is imperative. In response to the complex, systemic, multidimensional and urgent challenges at hand, we witness at the same time a paradigm shift in research and innovation policies that become increasingly mission-oriented (Mazzucato et al., 2020; Diericks et al., 2019). Accelerated by this normative turn, social innovation is nowadays a central element on policy agendas (Terstriep et al., 2020; Pel et al., 2020). Social innovative activities inform about the resilience, adaptability, and transformability of social systems because they capture how well actors respond to the changing dynamics and the possibilities of actors to create new solutions when the existing ones are outdated.

Organisations of all kinds drive social innovation, for example, firms (Phillips et al., 2015), public administration (Moulaert et al., 2007), or civil society organisations (Ramus et al., 2018), including informal groups such as social movements (Carberry et al. 2019). However, it remains unclear how organisations strategise, manage, and diffuse social innovations and what are conditions enabling them to do so (Krasnopolskaya & Korneeva, 2020). We, therefore, argue it is essential to explore, conceptualise and measure explicit organisational social innovation activities. Finding meaningful and reliable indicators and corresponding

measurement approaches is considered one of the most pressing issues in the field of social innovation (Mihci 2019).
To close this gap, we developed a measurement approach to assess social innovation with a systematic assessment of organisations' social innovativeness. Unlike other surveys, our definition of organisation is intentionally broad, which allows us to uncover social innovation across different legal forms and leave the determination of what is innovative to the instrument of choice. We focus on the measurement of inputs, outputs and outcomes and analyse whether and how organisations strategise, manage and diffuse social innovations and the conditions enabling them to do so. Indicators include, among others, social commitment, the actors involved in innovation processes, and the governance structure. The set of indicators was pilot tested in the Rhine-Ruhr area in Germany in autumn 2019 utilising an online survey.
The study's goal is to explore against the background of the transition towards sustainability how social innovation indicators can complement or be implemented in existing approaches to measuring innovation more generally.

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Developing Partnership Measurements: The Clevenger Nexus

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Abstract

This discussion is a work-in-progress and a developing series of considerations and propositions. Before embarking on a set of proposed measures for the effectiveness of any academy-business partnership, it is foundational to clarify the differentiation of the types of such partnerships. These dimensions are clustered into three broad factors related to investment, issues, and innovations; these "three I's" form the basis of The Clevenger Nexus. Potential measures of effectiveness, output, and impact become relevant for the typology as a means of disaggregating a broad array of academy-business partnerships, which may not be compared as an aggregate.

The creation of The Clevenger Nexus (See Figure 1) presents a three-dimensional dynamic theoretical model for understanding, measuring, and evaluating an academy-business partnership. Inspiration came from two seminal works: Carroll's (1979) *A Three-Dimensional Conceptual Model of Corporate Performance*, and Niven's (2002) *Balanced Scorecard Step-by-Step: Maximizing Performance and Maintaining Results*. Carroll's work offers relevant considerations and thinking in multiple planes or 3-D. Niven's discussion on Kaplan and Norton's (1992, 1996) Balanced Scorecard development yields a thoughtful process of proposing and

developing a performance measurement instrument. The Balanced Scorecard provides performance measurement for organizational effectiveness and feedback for strategy implementation connecting measures, objectives, strategy (goals), and vision (Niven, 2002). For The Clevenger Nexus, three major dimensions are being considered to include resources as economic *investment* (on the x-axis), social value or *issue* propositions (on the y-axis), and *innovation* of solutions (on the z-axis) (Clevenger & MacGregor, 2019a). Thus, focus is on a primary goal (i.e., issue, a problem, a need, or an opportunity).
Other scholars have tried to measure performance of corporate social activities: Waddock and Graves (1997) who considered forced-choice surveys, reputation indices or scales, case studies, content analysis of documents, and behavioral or perceptive measures, Maignan and Ferrell (2000) who considered evaluations, surveys of managers, and single- and multiple-issues indicators, and Acar, Aupperle, and Lowry (2001) whose work was based on organizational type and approach. Theoretical framing combines several other theories: (a) *institutional theory*, dealing with socially constructed practices and norms relating to cultural and environmental influences; (b) *resource dependence theory*, which stresses that all organizations must exchange resources with other organizations for survival; (c) *network theory* and *social exchange theory*; (d) *stakeholder theory*; and (e) *academic capitalism* theory, concerned with corporate America's unduly influencing higher education through resource contributions and arrangements.

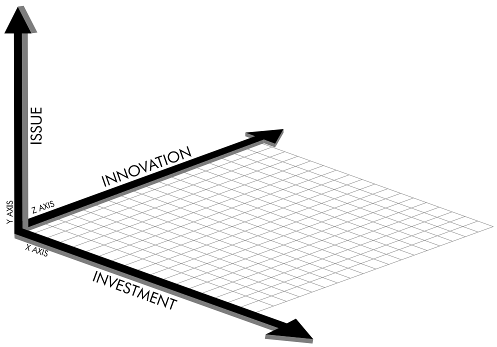

Figure 1. The Clevenger Nexus

Investors' aspirations toward social impact: a portfolio-based measurement

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Abstract

In the last ten years, we have witnessed a proliferation of investors enacting blended value strategies i.e., pursuing both economic and social returns in their investments. Evidence suggests that, in some cases, investors tend to maximize the former over the latter; in some others, the effect is reverted. Yet, it's still unclear whether blended value investment decisions are enacted as a result of investors' deliberate strategies. In this paper we tackle this issue, analyzing the extent to which investors finance firms pursuing goals aligned with their strategic aspirations. Specifically, we develop a portfolio-based measure for social impact intentionality and test the effect of investors' aspirations toward social impact on the extent to which their investees (i.e., the portfolio of firms in which they invest) pursue social returns. Results suggest the existence of a positive and significant investor-portfolio alignment effect (i.e., the higher the investors' aspirations toward social impact, the higher the number of investees with higher social aspirations).

Yet, this effect is influenced by contingencies at both investor and portfolio levels. Investors with strong aspirations toward social impact that: i) invest in countries with high levels of social inequality, and ii) are located in countries that support social progress, maximize, in their portfolios, the presence of businesses pursuing social impact. We discuss the implications for social impact measurement, entrepreneurship and impact investing, providing a portfolio-measure of social impact and deepening on how portfolios of investments can contribute to the additionality aspect of social impact.

Theoretical developments for social impact measurement

Social innovation and (social) impacts: an exploratory study of local development initiatives from two European rural regions

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Abstract

Over recent decades, various approaches to social innovation (SI) have been developed. Within those attempts, the discussion about the role of SI for the development of rural areas has gained momentum. At the same time, the questions on how SI can contribute to and can impact the development of rural regions still remain only partially answered. The issues associated with the impacts produced by SI projects revolve around how impacts can be assessed, due to the variety in types, scales and level of impacts, raising the question on the possibility of such SI impact assessment.

The current paper presents the results of an exploratory study conducted with the local development associations and local action groups running SI projects in two rural regions in Austria and Portugal. The results show that SI projects run by local development initiatives have multi-sectoral and multi-durational nature, that cover both various sectors and have short, mid or long-term impacts. At the same time, despite recognising the importance of assessing the impacts of SI, such initiatives still find it challenging to exercise the assessment of SI impacts due to the disabling factors discussed in the paper.

Implementing a revised method for measuring the social impact of community-based projects: A qualitative exploration

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Abstract

Organisations with community-based projects aimed at creating social impact play a vital role in addressing some of the neglected problems in the communities they serve. However, these organizations find it difficult to demonstrate their impact on these communities. The plethora of frameworks and concomitant approaches used in measuring social impact makes it challenging for these organisations to decide on which

framework or method to use in measuring the impact of their projects. The impact measurement challenges are exacerbated in regions such as Southern Africa.
The purpose of this qualitative research was, therefore, to formulate and implement social impact metrics using a revised version of the Hy-Map framework to include the causal links amongst a project's Theory of Change elements, such as inputs, activities, and outcomes. The Hy-Map process by Holt and Littlewood (2015) was a more suitable framework because it was developed to measure the social impact of hybrid firms in a sub-Saharan African context and offers a process to be followed in formulating SI metrics tailored to the organisation at hand. The study addressed three questions: (1) who are the stakeholders of the Mamelodi Business Clinic? (2) What are the foreseen negative and positive impacts of the Mamelodi Business Clinic projects? And (3) what are the metrics for each level of measurement? To answer the questions, two sets of semi-structured interviews were conducted with participants from the University of Pretoria's Mamelodi Business Clinic, an exemplar of an organisation in Southern Africa with community-based projects aimed at creating social impact.
The results indicated that the revised Hy-Map framework works well because it identified the stakeholders of the Mamelodi Business Clinic, whilst acknowledging the causal links, which exist between the activities and the outcomes of the different Mamelodi Business Clinic projects and the social impact indicators of the various projects.
The study fills the divergence identified by Rawhouser et al. (2019:95) in their research on social impact measurement and also proposes a new framework for measuring social impact for Southern African organizations that offers a process to be followed in formulating social impact metrics tailored to the organisation at hand and also includes the causal links amongst a project's Theory of Change elements.

Evaluating Social Impact: Addressing the Challenges of Developing A Comprehensive Social Impact Measurement Index

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Abstract

Assessing the social impact of any form of intervention aims at gauging its 'wider impact' on the lives of its beneficiaries. Such wider impact can be taken to be a 'public good' that benefits the sector in its entirety, including internal and external stakeholders.

The challenge that arises is how can we assess such impact? What methods, tools, concepts, principles, underlying theories, approaches and procedures are adapted to reach such conclusions that are truly representative of the manner and extent by which social enterprises affect the lives of both primary and secondary stakeholders?
This paper reflects on the concept and practice of Social Impact Assessment (SIA), by looking at the social dimension of relevant theory and practice, the key components of analyses, the conceptual framework of such an assessment and the principles that underlie the entire process. The paper explores a number of models that have been proposed by a number of organizations to assess social impact and calculate the social return on investment.
Given the significance of developing and arriving at a set of pertinent variables that form the basis of a robust and valid impact assessment, the primary focus of this paper, is to identify the typical indicators and variables that underlie any such model. A set of indicators and corresponding variables are proposed, and it is envisaged that these will be beneficial to anyone embarking on a journey to gauge social impact.

Promising pathways for economic and social development in Latin America

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Abstract

The main goal of this research is to present an analysis of economic and social promising paths of development and new technologies in Latin America. During the last two decades of the XXI century, Latin American citizens have moved into democratic regimes and new human rights trends, but despite these developmental increases, many persons still live in absolute poverty, demanding social inclusion. Only through education and entrepreneurship, citizens will be able to cope with all the adversities in life to bring better living conditions and reduce dominance and violence patterns. Brazil is not different from other Latin American countries, where native citizens are members of a group with evident disadvantages, mainly in the labor market, as well as in decision-making processes, to the vulnerability of indigenous, black and rural peasants, including women.
The official indicators of income, labor, health, education, and political representativeness point out to unequal power relations and negative resources distribution between the sexes. Protective gaps that could not be identified in Latin America countries portray women underrepresented in the highest spheres of the society and political power institutions, which need to be filled, with investments in training and awareness-building

(UNIFEM, 2003). Gender-based violence has been identified as the product of learned behavior in societies structured around dynamics of power and domination. As well as slavery, which is imbued with poverty, ethnicity or caste, highlighting women who are forced against their will to work with terrorists, scrooges, gamblers and engage themselves in narcotrafficking. Black women have been throughout history, the greatest victims of gender inequalities summed up to racial questions; socioeconomic precarious conditions, the daily stereotype for being a black woman, besides bias and sexism that are intertwined with all her life spheres. Black women are exposed to violence, poverty, discrimination in the labor market, precarious educational and health assistance services, what represents a general life precariousness. Due to the pandemic of Covid-19 in 2020, women lost their jobs, and were unable to get temporary, part-time contracts.
In this essay, I review some of the current critiques to violence against women, the precarious employment construct and advance some potential solutions for its use in epidemiology and public health. Recently the debate focused on political theories has evolved significantly encompassing the statutory provision of social services and questioning the confidence in institutions. Trust is no longer seen as a regulatory mechanism but rather as a public good; these theories do not dismiss interpersonal trust but investigate its changing role, especially concerning politics, the future of society and the active citizen participation.
While security issues seemingly dominate government action, more and more nation states are coming under pressure from their own citizens, to launch strategic policies to a more equitable development and a deeper commitment to human rights (Arendt, 1997, Aston & Goodman, 2013, Axt & Schwarz, 2006). Finally, the article will present some suggestions for achieving greater and effective international cooperation, supporting mechanisms to foster the protection and promotion of policy changes for a better future for all citizens.

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The social return on investment model: a systematic literature review

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Abstract

Social return on investment (SROI) has been receiving increasing attention, both academically and professionally, since its initial development by the Robert Enterprise Development Fund (REDF) in the United States in the mid-1990s. This model, however, has been highly questioned in the academic field in regard to its practical and conceptual limitations. As not only social enterprises and charities aim at assessing and communicating the social value yielded by the activities or programmes carried out, relying on the PRISMA approach, this article endeavours to provide reliable academic insights into what is driving the usage of the SROI model and what is hindering its further development in the academic field.
Results from the literature review show that despite the procedural accuracy characterising the description of the model, bias-driven methodological implications, availability of resources and sectors specificities are able

to influence the type of approach taken by scholars and practitioners towards this measurement model. Among the results showed, the paper also displays the geographical and annual production of the studies being conducted so far, the differentiation in terms of method of analysis employed, and the research fields where SROI has been more predominantly applied.
Finally, in order to dispel the conceptual and practical haze relating to the measurement of the social return on investment, the article continues on discussing the results found especially in regard to the potential solutions to the SROI limitations presented. The paper concludes by presenting the limitations of this study and offering few suggestions towards future research paths.

Measuring and predicting Social Impact: advantages of a System Dynamics approach to manage complexity in Social Innovation Processes

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Abstract

Purpose:
Social Impact Assessment (SIA) methods add to hindsight understanding of how change takes place (Barrow, 2000), but the multitude of social impact measurement methods generates a lack of understanding from stakeholders (due to complex algebraic processes, lack of transparency, self-referentiality of approaches, etc.). A proposed solution is the use of a well comprehensible methodology, with a sound mathematical background, based on a systemic approach, and aimed at describing complex systems through better qualified data clusters, as well as at introducing a predictive perspective, rather than the actual "storytelling" approach, that can integrate various theories and other methodologies (Social Accounting, Cost-Benefit Analysis, Social Return of Investments, etc.).
Systems Thinking (ST) is the proposed theoretical background and methodological approach to studying complex systems. System Dynamics (SD) is its quantitative counterpart, a computer modelling, and simulation methodology aimed at describing the behaviour of complex systems over time, and at understanding the impact of possible interventions on the system itself. An important tenet of SD is that it's the system' structure to determine its behaviour. So, a system could behave in a certain and unexpected way following certain choices. The counterintuitive behaviour of systems (Forrester, 1971) is a fundamental concept that needs to be

taken into account when assessing the potential (not only social) impacts of decisions.
The SD approach, through various (both short and long term) scenario simulations, provides a way to understand a system's behaviour and infer the impacts' effectiveness of different policies on the system. This is particularly important in social change initiatives (Hirsch et al., 2007). And in fact, in several applied studies (Vanclay, 2002; Asselin & Parkins, 2009; Ahmadvand & Karami, 2009; Iba, 2013) SD has been identified as a "powerful methodology to address the dynamic complexity of social good environments" (Goncalves, 2019). Our research shows how SIA can benefit from ST and SD both at the communication level (ST) and the quantitative level (SD)
Compared with current silo-oriented approaches to SIA, SD can provide a "boost" in terms of accessibility of the used tool (thanks to the underlying sound scientific approach and the ease of communicating how a system is structured by means of ST causal diagramming methods through a multi-stakeholder engagement and modelling process), a clear visualization and understanding of potential impact, hence making it possible to be adopted by social innovators (policy makers, social entrepreneurs as well as scholars). This can favour mutual understanding in those conversations happening in the complex Arena of Social Innovation, characterized by intangible aspects (emotionality, idealization, principles, ethic, etc.) that can be easily taken into account (and whose presence can potentially deeply affect the outcomes of social change initiatives) in a model that can be simulated through SD.

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11. Social innovation and entrepreneurship in Africa

Social innovation and entrepreneurship in Africa

Embedding social innovation and service learning in high school: the case of MPESA Foundation Academy

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Abstract

In several communities, the practice of doing social good is associated with individuals who have attended school, thus raising the necessity of incorporating service learning in the school curriculum. This paper explores the impact of embedding service learning, which is a novel pedagogical social innovation method, in the high school curricula in Kenya. We used a unique research methodology that combines social experimentation, ethnographic participant observation and interviews for study purposes.

The objective was to explore through focusing on a diverse group of students from disparate backgrounds the degree to which social innovation is adapted and adopted into the wider social system. Habermas' (1970) theory of Social Impact Assessment Institutional theory underpins the study. The findings show that some students understand the implications of them being moulded to become better representatives of their communities.

Other findings show that the social innovation of a state-of-the-art school to transform poor and marginalized communities demonstrates the envisaged impact. Service learning is observed to embed into the wider society with the students displaying confidence to deal with the social problems. Moreover, there is a need to conduct a follow-up study to understand the

behaviour of students who did not pursue higher education studies in the social construct as regards social service. Our focus on embedding social and cultural values through social innovation brings a significant contribution to the entrepreneurship literature whilst providing new approaches to entrepreneurial development.

Realizing Social Economy in South Africa for Better Future? - Lessons from SPARK Schools in Johannesburg

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Abstract

Africa is at a critical crossroads in its transition to sustainable future. Within the continent, South Africa especially presents formidable challenges in realizing inclusive economy as well as social justice. South Africa is pioneering in adopting a new policy of social economy: a people-centered economy in which greater social cohesion, inclusion and solidarity is realized. This paper explores how this proposed policy may help social enterprises in the uncertain time of COVID-19 by the case study method focusing on SPARK Schools, founded in 2012.

The Schools adopts an innovative blended learning model in which in-class instructions and adaptive software programs are combined for accelerating learning mainly for primary students. The Schools has attracted funding from various investors including for-profit and non-profit entities. With a sustainable financial model (without government subsidy), SPARK Schools offers quality of education at an affordable price to middle-income and lower middle- income families. Since its inception, the demand for the Schools has been growing, and it is now the third largest private-school network in South Africa.

However, COVID-19 changed the landscape. SPARK Schools responded quickly. First, the Schools started to help families who were hit by the pandemic. As many parents are essential workers, the magnitude of their suffering is significant. Second, the Schools also opened a new online portal for digital learning in order to keep providing learning opportunities for the children. Obviously, however, the digital learning presented new problems such as access to the Internet as well as proper support to the children and their parents in using new technologies.

Although COVID-19 was a global crisis, it can be an opportunity as well. Before the pandemic, SPARK Schools had little policy dialogue with the government. However, COVID-19 inevitably necessitated the Schools to engage in discussion with wider stakeholders including the government and edtech companies. Such wider collaboration would have been

necessary in any case, if the Schools is scaling up the operation to realize "system-wide changes" – lasting impacts on the education sector in South Africa.
By presenting data of 2019 field visit and subsequent online interviews, this study highlights the importance of linking policy and social enterprise development. While the ongoing policy adaptation process is praiseworthy, much more articulated alignment between the policy and institutional environment is essential, particularly in promoting ecosystem services as well as encouraging multi-level collaboration. This lesson is applicable in promoting social economy in South Africa and elsewhere as well.

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Mixed Model Social Enterprise Venture: A Case Study of the Presbyterian Church of East Africa (PCEA) Umoja Parish

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Abstract

The study investigated how the Presbyterian Church of East Africa (PCEA) Umoja Parish employed the mixed model social enterprise approach for offering services to the population in Umoja area in Nairobi, Kenya.
The study has been influenced by the mixed model social entrepreneurship model. The study established that the social entrepreneurial ventures transcended traditional boundaries- separating religious organizations from sectors such as financial services, health and fitness- resulting to new hybrid institutional forms. A key element of social entrepreneurship is systemic disruptions at local and national levels.
The case study contributes to the field of social innovation and entrepreneurship in Africa from a religious perspective. The documentation of practices gives visibility to religious social enterprises in Africa.

Narcissism as a mediator of the relationship between Entrepreneurial Orientation and startup's Performance: Tunisian Artisans case study.

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Abstract

The need for more context-rich studies has been increasingly developed in several management sub-disciplines including research on entrepreneurial orientation, performance, and leadership.
The internationalization of markets, fast changes in technology and the expansion in economic and political turbulence, present an advantage for some strategic decisions for firm's performance and CEO's intuition. Power and grandiosity are increasingly seen as a fundamental approach in today's business environment. In some scenarios, such as those of ambiguous and time leaned problems, decision-makers should be flexible, independent, and speedy in decision-making to attend the firm's objectives and performance.
The traditional strategies of organizations do not contribute to an understanding between the objectives of the startup and the results obtained, in which the entrepreneurs' personality trait (values, beliefs, innovator, risk taker, courage, self-esteem, grandiosity, narcissism, …) which have a major role in decision making was not academically analyzed.
From one hand narcissism personality traits can characterize some entrepreneurs' profile, from another, the concept of performance cannot be defined in an absolute way, indeed, it is the ultimate objective of any firm, its definition is based on its context. Furthermore, theorists agreed that Entrepreneurial Orientation is associated to the company's evolution. Therefore, it is necessary to make this relationship intelligible in order to construct a "predictive theory" of the Entrepreneurial Orientation which may be manifested in five dimensions (innovation, risk taking, pro activity, autonomy, aggressive competitiveness) in order to predict the mediating role of narcissistic personality trait on EO-performance relationship.
Thus, the aim of this research study is to investigate the relationship between the Entrepreneurial Orientation, Entrepreneurs' narcissistic personality trait and the firms' performance in the Tunisian context for the artisanal sector. Therefore, the present study used a Questionnaire survey for the data gathering using a five-point Likert scales for 36 items, for the data analysis I used the software SPSS Amos in order to verify the research hypothesis and relations.
Given that in Tunisia small businesses are considered as a top priority, this research can make a significant contribution to a more efficient

planning and management of the startups promotion programs in the future, and thus it could even produce valuable social benefits.

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Women and the antecedents of social innovation and entrepreneurship in Africa

Social Innovations within tribal constraints. The role of Psychological Ownership and Stewardship behaviour among female entrepreneurs in the Coffee Sector.

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Abstract

"*Equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources*". (SDG n.5)

In most African countries sociocultural norms constitute resilient barriers to reaching the target above. The nomadic Maasai of East Africa with whom cattle symbolizes wealth, tradition permits Maasai women to own the milk but not the cows, which are largely received as dowry. Similarly, in Lake Victoria Luo women do business with fish, but not own fishing boats. Among the Kikuyu, it is customary for women to farm, source capital from chama collectives, provide labour and find buyers, while the men own land and control harvest income. The tribal reality is that social innovation becomes a necessity; the creative output of women building bridges across traditional gaps and social constraints. Our study therefore focuses on female entrepreneurs as social innovators changing long-

lasting gendered arrangements through entrepreneurial practices (Sydow et al., 2020; Michaels, F., 2018).
At the Maasai Dairy Cooperative Endurra, women are now collaborating in micro-cooperatives, selling to large distributors, and innovating value-added activities like yogurt-production. This model fits with socio-cultural boundaries, as women maintain chama accounts and gain financial independence, since husbands cannot control the earnings.
Pairing this example with the coffee value-chain, another male-dominated sector, we explore mechanisms leading women to innovate from within disempowered situations without legal rights and asset ownership. We consider two mechanisms: psychological ownership (Pierce et al 2001) and stewardship behaviour (Arthurs and Busenitz, 2003), both largely used to predict innovative outcomes in organization studies.
Psychological ownership occurs when individuals feel that the target of ownership (object, entity, idea or job) belongs to them (Dawkins, Tian, Newman, and Martin, 2017), and stewardship behaviour refers to willing subjugation of personal interests while protecting others' long-term welfare with prosocial actions intended for positive organizational effect (Davis, Schoorman and Donaldson, 1997).
Through interviews and field observations in Kenya and Rwanda, we address the question: How do psychological ownership and stewardship influence entrepreneurial practices of women in male-dominated sectors, inducing social innovations that contribute to gender equality? Providing valid explanations of social innovation despite material and psycho-social disadvantages, we see this exploration as beneficial to policymakers and ecosystem players for accelerated transition to gender equality even in the most complex settings.

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Factors affecting the success of young women groups' social entrepreneurship in Africa: Evidence from Uganda's Northern City of Gulu

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Abstract

There is higher female participation in entrepreneurial activities in Africa, which increase is evident in Uganda (Campos et al., 2015: Uganda Bureau of Statistics, 2011). While there is a wide growth in research on contribution of social entrepreneurship towards economic growth and wealth, Humbert (2012) opined that the research is mainly focusing on mainstream entrepreneurs. Therefore, there is need for more exploration into the key factors affecting the success of young women's ability to efficiently cause transformational change through social entrepreneurship in an environment characterized by scarce resources, high risks, and in the face of a new reality following the COVID 19 pandemic.
What are the key factors affecting the success of young women groups in social entrepreneurship? To answer the core research question of this study, the following sub-questions are proposed:

Q1. What factors motivate young women to gather and form entrepreneurship groups?
Q2. What factors affect how young women identify and exploit entrepreneurship/business opportunities?
Q3. What factors limit women's engagement in the social entrepreneurship groups?

Previous research shows that, in the context of economies grappling with poverty, social entrepreneurship has played a significant role in their economic development and poverty alleviation (Rosca et al., 2020). This study therefore is hinged on the frameworks of social entrepreneurship and its relationship with social innovation theory that have been predominantly applied in the context of women entrepreneurship research.
As commonly applied by several scholars in social entrepreneurship research (Sassmannshausen & Volkmann, 2018). This study employs

qualitative methods where semi structured interviews and focused group discussions will be used to collect data. While there is no rule for a sample size for a qualitative inquiry, for this research to realize theoretical saturation based on the homogeneity of the population and therefore achieve credibility, a minimum of 15 groups will be interviewed (Boddy, 2016; Marshall et al., 2013).
The outcome of this study will contribute to the empirical and theoretical insights in social entrepreneurship among women in Africa, which can be used by the different stakeholders to formulate effective policies that will facilitate success of young women in social entrepreneurship, to contribute more social solutions for the social challenges in their communities.

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Determinants of social entrepreneurial intentions in Morocco: The mediating effects of social entrepreneurial antecedents on the relationship between prior experience and social entrepreneurial intentions

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Abstract

Despite growing research interests in social entrepreneurship, the field remains fragmented, and this has led to calls for a careful examination (Gali et al., 2020). Therefore, social entrepreneurial intentions have become a key area of interest for research (De Sousa-Filho et al., 2020). Over the last few years, there has been a great deal of interest around social entrepreneurship in Africa, where social needs are thriving. In Morocco, the current social issues that can be tackled by social entrepreneurship are numerous and from various types
(Rossi and Kjeldsen, 2015). However, a recent report shows that Morocco has its early stages of developing social entrepreneurship infrastructure (El Fasiki, 2015). That being the case, this paper is intended to shed light on the determinants of social entrepreneurial intentions in Morocco.
Thus, this article aims to bring new insights and contributions by using the model proposed by Hockerts, (2015) by analyzing the mediating effects of social entrepreneurial antecedents more precisely empathy, moral obligation, self-efficacy and perceived social support identified by Mair and Noboa, (2006) on the relationship between prior experience and social entrepreneurial
intentions in the Moroccan context.
A quantitative research design and partial least square structural equation modeling will be used to measure the direct and indirect effects of the structural model. The participants of the study are the Moroccan students' members of ENACTUS Morocco. We adopted items under each construct variable from a contextualized approach conducted for this purpose. The data generated will be analyzed using SPSS version 25 and partial least squares structural equation modelling (PLS-SEM) for statistical analysis and to assess measurement and structural model.

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Clean Energy for Sustainable Development in Sub-Saharan Africa, Rural Women Survival in the Covidian era: Solar Sister Initiative as a Case Study

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Abstract

Learning Outcomes: The learning objectives of this case are as follows; to assess Solar Sister Initiative and analyze it potential to promote the achievement of goals 5 and 7 of the SDGs. To understand the role of Solar Sister initiative in promoting sustainable rural livelihood for women in the covidian era. To identify ways Solar Sister can promote entrepreneurial interest among
women in Sub-Saharan Africa.
Sub-Saharan Africa makes a region that pays the most for the cost of darkness. Specifically, the cost incidence is majorly borne by the women most especially the rural dwellers. As one of the major components of SDGs, lighting Sub-Saharan Africa using clean and affordable energy sources that is sustainable would go a long way not only to address energy need of the African populace which leads to low productivity, but also create decent employment for the women that will attenuate the effect of COVID-19 on the already socio-economically vulnerable group (ILO,2017).
Everyone should have access to clean energy. In sub-Saharan Africa, where more than 600 million people have no access to electricity and over 700 million must rely on harmful fuels, it's women who bear the huge burden of this energy poverty and who disproportionately shoulder the

harmful effects of dual challenge of resultant climate change and unemployment.
Solar Sister believed women were a key part of the solution to the clean energy challenge if empowered. This is why they invested in women's enterprise in off-grid communities. They saw the opportunity to empower women and to reach those who weren't reached by business-as-usual energy and employment models. To them, centering local women in a rapidly growing clean
energy sector is essential to eradicating poverty, empower women and achieving sustainable solutions to climate change and a host of other development issues. This phenomenon has been scantily investigated in the literature, hence this study.
The study adopted a mixed method approach in achieving the set objectives. The qualitative dimension involved interview of some selected members of the organization while we quantitively collected some existng information about the organzational operations.
The theoretical foundation guiding this case study borders around innovation diffusion. Diffusion of innovation theory as explained by Rogers (1962) seeks to explain how, why and at what rate new ideas and technology spread. It further describes innovation from the viewpoint of a process that communicates innovation among its participants in a social system.

Impact, performance and scale

Critical Success Factors Influencing Rural Focused Social Enterprise Performance: External Support and the Mediating Role of Business Planning in a Developing Country Context

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Abstract

Social enterprises (SEs) are touted as a tool for steering equitable and sustainable development in both developing and developed countries through addressing today's intractable challenges e.g., poverty and inequality (Bansal et al., 2019; Rahdari et al., 2016; Yunus & Weber, 2007). These challenges are disproportionately faced in rural areas (Bird et al., 2012; Mair et al., 2016; Sabina et al., 2014; World Bank Group, 2020), because rurality is often associated with enterprise unprofitability, and State neglect in service provision (Steiner et al., 2019; Steiner & Teasdale,

2019; Steinerowski et al., 2008). SEs have been shown to be vital for operating and providing essential services in rural conditions (Barraket et al., 2018; Kabeer & Sulaiman, 2015; Richter et al., 2019). Despite a clear application of SEs to marginalised rural areas, they have been sparsely studied in developing country contexts (Rivera-Santos et al., 2015). There is a general lack of business and management research applied to the developing World, especially in Africa (Barnard, 2020; Kolk & Rivera-Santos, 2018) which features many organisational and enterprise management challenges (Bloom et al., 2012; George et al., 2016; Nkomo, 2017; Zoogah & Peng, 2015).

To improve enterprise management in SEs, there is a need for design and deployment of appropriate strategies (Austin et al., 2006; Ciambotti, 2020; Ciambotti & Pedrini, 2019; Yaari et al., 2020) which in turn requires understanding of SEs' critical success factors (CSFs) conceptualised as resources and/or capabilities required for improved performance (Cheah et al., 2019a, 2019b; Satar & John, 2016; Sharir & Lerner, 2006). There is a persistent lack of conceptual theorization, and practical direction, about SEs' performance given sparse quantitative and theory-driven management research for enabling generalised approaches to improving SE performance (Short et al., 2009). Based on resource dependence theory (Pfeffer & Salancik, 2003; Sheppard, 1995), this study offers initial steps towards a solution by establishing a model and examining external support and business planning as CSFs that influence SE performance. Data were obtained from a 2020 survey (N=521) of rural focused SEs in Uganda, and analysis was conducted using Structural Equation Modelling (SEM) in AMOS (Thakkar, 2020) and SmartPLS's importance-performance map analysis (IPMA) (Abalo et al., 2007; Hair et al., 2017; Ringle & Sarstedt, 2016).

Results indicate a synergy between business planning, financial and training support, in achieving significant impact on SE performance. The IPMA's results were consistent with the SEM's path coefficients in portraying training support, business planning and financial support as CSFs for improved SE performance, although training support and business planning contribute more to SE performance than does financial support. This reiterates the importance of capacity building through trainings and business planning procedures, and that these should precede financial support if improved SE performance is to be achieved in rural developing country contexts. Our study contributes to; i) social entrepreneurship methods and theory by applying a quantitative and theory-driven management research that identifies CSFs in improving SE performance in a developing country context; and ii) SE practice by providing valuable information for appropriate strategy formulation and decision making by

SE practitioners, future social entrepreneurs, and support agencies with rural developing country aspirations.

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From social change practices to scale in the South African social enterprise

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Abstract

Neither successful scale in emerging-markets, nor social entrepreneuring have received adequate academic attention, resulting in theoretical uncertainty as to how these social enterprises operate 'in-practice' (Dey & Steyaert, 2016; Gartner, Carter, & Hills, 2003; Steyaert, 2007). This study, therefore, aimed to develop a deeper understanding of the specific practices employed to balance competing logics as South African social enterprises grew and scaled.

Research questions sought to understand how hybridity was obtained and maintained in this context, utilising key as-practice framing concepts of practitioner, practices, and praxis (Jarzabkowski, Balogun, & Seidl, 2007; Jarzabkowski, Smets, Bednarek, Burke, & Spee, 2013), and reflecting on how these situated practices changed over time due to the impact of the organising context (Johannisson, 2014, 2018; Steyaert, 2007; Welter & Gartner, 2016; Welter, Baker, & Wirsching, 2019).

Using multiple case study methodology, interviews and observation, the study found that when the social mission is framed around social change, the original intention of the organisation is to scale, and the social mission is oriented around scaling for social change within the broader system. This is despite the extant literature attending to the considerable tensions fundamentally evoked by the shift towards a more entrepreneurial business model, the introduction of a profit model, and/or growth towards scale (Alter, 2010; Battilana, Lee, Walker, & Dorsey, 2012; Cornforth, 2014; Doherty, Haugh, & Lyon, 2013; Ebrahim, Battilana, & Mair, 2014; Eikenberry & Kluver, 2004; Grimes, Williams, & Zhao, 2018; Kodzi, 2015; Maier, Meyer, & Steinbereithner, 2016; McGee & Donoghue, 2009; Moss, Short, Payne, & Lumpkin, 2010; Smith, Gonin, & Besharov, 2013).

This study, therefore, contributes to social entrepreneurship by finding that the social mission focused on social change, as opposed to creating

mission drift as the organisation grows, instead equips it for scale in order to meet the mission. The prevalent social change orientation, thus, both ensured the predominance of the social mission, and resulted in substantial growth and influence. Additionally, this informed the management of competing hybrid tensions (Battilana et al., 2012; Ebrahim et al., 2014).

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Social impact measurement in South Africa: An investigation of the tools used by local social enterprises

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Abstract

South Africa boasts of opportunities available to organisations that have social
goals as their primary objectives. There are many non-profit organisations as well as for-profit organisations that are recognised as actively working at creating and delivering social value through the organisations' activities. While social enterprises (SEs) are committed to delivering the benefits to be gained
from the work that these organisations carry out; this would lead one to expect
that social change is not only identified and reported on, but that it is most importantly experienced, especially amongst the marginalised communities that are targeted by these organisations.

The work of SEs is often best illustrated by the measurement of social impact. When considering the model of impact measurement as a continuum that leads from inputs to impact, it is often found that SEs leave the measurement of their interventions at the outputs or sometimes outcomes level, and rarely enter the domain of "impact". There might be a chance that there exists a gap between what they seek to show as impact and the tools they use to assess and measure impact.

This study sought to establish how local [i.e., South African] SEs measure impact, and various social impact measurement frameworks were initially investigated from literature. The main research question that guided the study
was: "How are local SEs measuring their impact?". The objectives were to:

- Determine what local SEs define as impact
- Establish what tools local SEs use to assess and measure impact
- Determine how local SEs use these tools to assess impact.

Four local SEs (spanning the areas of education, enterprise development and digital innovation) were selected and engaged with through semi-structured interviews with each of them. This data was analysed using content and thematic qualitative analysis methods. The conclusions of the research showed that despite having different definitions of impact, local SEs had a considered view and understanding of the role of impact in their general operations, as well as its value in the broader social impact sector.

There was a general awareness of the available social impact measurement tools – how these tools were engaged with varied. There was an extensive use of some of the available tools, while some SEs found it necessary to develop tools which were applicable to their specific operations.
This study provides insight into the opportunities which exist in the local South African landscape for enhanced social impact measurement tools and their application.

Impact Entrepreneurship as a Pan-African Conceptualisation of Social Entrepreneurship

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Abstract

Social innovation and entrepreneurship in Africa are being driven by technology, a large youth population, and the prevalence of wicked problems exacerbated by poor governance. Within this context is an emerging generation of innovators and entrepreneurs who self- identify as social entrepreneurs in the absence of frameworks that can help define what social entrepreneurship is on the continent. This void could be a double-edged sword. On one hand, it creates the freedom for a wide range of different organisations (both for-profit and non-profit) having social impact at varying degrees to self-identify as social enterprises without being bound by a set of constraints legal definitions may bring. On the other hand, however, it creates porous boundaries that can create confusions. Especially with some African countries considering social enterprise bills, how the 'right' organisations are identified and benefit from such a legal framework will be questionable.
These indicate that there is an evolving pattern to how social entrepreneurship is manifesting itself on the continent. For researchers in this field, this presents an opportunity to build upon existing understandings of social entrepreneurship in Africa to create what might be an 'African' approach to social entrepreneurship. To this end, the following questions emerge which this paper aims to address:

1. How can the involvements of different types of organisations be captured in the conceptualisation of social entrepreneurship in Africa?
2. Should social entrepreneurship in Africa be confined to 'special' types of organisations or should a broader conceptualisation be embraced?

By building on the existing literature especially those of Rivera-Santos, Holt, Littlewood and Kolk (2015) and Littlewood and Holt (2018), this paper attempts to answer these questions by providing a pan-African conceptualisation of social entrepreneurship from an institutional theory perspective. It submits 'impact entrepreneurship' as a wider and more encompassing concept that captures the varying degrees of size and primacy of social value creation focus of organisations making attempts at solving social and environmental issues across Africa.
This suggests 'Impact Entrepreneurship' as a better placeholder for defining what social entrepreneurship looks like on the continent and by so doing makes two contributions: First, it acknowledges and leverages the contextual dimensions of Rivera-Santos et al (2015) in providing a realistic conceptualization of social entrepreneurship in Africa. Second, it proposes 'for-profit' and 'non-profit' impact entrepreneurship models as frameworks that can guide how aspiring social entrepreneurs on the continent identify and positions their
enterprises.

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Social innovation ecosystems and growth

Reconceptualising Franchising for Social Value in an East African context

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Abstract

The majority of franchising theories are organisational explanations from a franchisors viewpoint, with a focus on network cost reduction and acquiring knowledge and resources to achieve scale quickly. From an individual franchisee perspective this is limited and means that, for them, performance theories are either filtered through the franchisor view or derived from the standard small business literature. The former results in narrow prescriptions relating to the pros and cons of franchising versus

own business; how to understand franchising agreements; or the advantages and disadvantages of multi-outlet ownership. The latter literature ignores the many specificities of the franchising context. In short, the extant literature is about why to initiate a franchise and ignores the important question: *what drives franchisee performance?* These issues are exacerbated when theories are overlaid on contexts with different transactional and relational traditions of exchange, leading to the particular and contextual focus of this paper: *what drives franchisee performance in Kenya?* Here we are interested in what the context *does* to the franchisee and what the franchisee *does* to the context.

By looking at these questions and reassessing the franchising literature, the paper proposes and tests a new conceptual framing underpinned by rational-choice theory that encompasses transaction costs, social exchange, collective action and market theories – termed the transactional, relational and contextual pillars of franchisee performance. We argue that these theories predict franchisee performance and given a common theoretical origin in rational-choice theory, that they are complementary rather than competing theories. Hence whilst franchise initiation has a narrative about which theory is the better explanation (agency theory or resource scarcity theory for example), a reading of franchisee performance research may suggest an interaction of theories where different configurations result in better performance outcomes.

The contribution of the paper is in proposing a rational-choice theory framing and explanation for complementary and interacting transactional, relational and contextual theories for franchisee performance. We review existing franchising theories, then look closely at rational-choice theory and reassess franchising research through the lens of the three pillars of franchisee performance.

The approach is then empirically tested using a novel franchise network dataset (45 franchisees) and analysed using a set-theoretic, configurational approach (FsQCA). This provides a number of solutions which are explored in depth. Results show that five different contextual configurations can lead to increased franchisee performance - three traditional models and two unexpected configurations. Our results paint a nuanced picture of combinations of factors that result in franchisee performance in Kenya.

Unwrapping value: An ecosystem's perspective of value-addition entrepreneurial activities in chocolate-making in Accra

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Abstract

Development and global value chain scholars, Gereffi & Fernandez-Stark (2016) discuss the potential of economic empowerment through trade resulting from global value chains. While cocoa exports make up large percentages of Ghana and the Ivory Coast's economies, many of the value-added activities are taking place overseas. In such global value chains, there are large inequalities in the way profits are distributed. Despite Ghana being the second largest producer of cocoa in the world, and cocoa making up 16 percent of its export value (OECD, 2017), there is little chocolate culture in Accra. For value to be more equally distributed, this long-standing export-orientated industry needs to develop a greater number of local and domestically orientated players. To achieve this, there is a need for more entrepreneurship capacity building.

Through the framework of a longitudinal case study of the Cocoapreneurship Institute of Ghana, this paper examines to what extent supporting organizations are instrumental in influencing the behavior of value-addition focused entrepreneurs using the entrepreneurial ecosystem framework proposed by Stam (2015). Through semi-structured interviews with a majority of the chocolate-makers and actors in the cocoa industry, I consider the developing chocolate ecosystem of Accra, paying attention to its political, legal, financial and infrastructural backdrop – in other words, its entrepreneurial support ecosystem. The transcripts of these interviews are then coded thematically, loosely following the structure of Stam's (2015) framework of the systemic conditions of an entrepreneurial ecosystem.

I combine the interviews with participation observation of the Cocoapreneurship Institute of Ghana's programming and various chocolate-oriented events in Accra over three visits to Ghana. These pioneering chocolatiers provide an example of the challenges of being entrepreneurs in an African context, and the costs of value addition in a market that traditionally is focused on the extraction of the raw materials for an international market. Through an entrepreneurial ecosystem lens, this paper explores how support intermediaries add to the amount of value captured locally in the cocoa industry.

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Assessment of the Socio-Economic Situation in Sudan: Pre-and Post-the Outbreak of COVID-19 Pandemic

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Abstract

This study mainly focusses on assessing the socioeconomic situation in Sudan pre and post the outbreak of COVID-19 pandemic.
A qualitative research approach was adopted in which a combination of secondary and primary data was collected. In this regard, a systematic literature review of peer-reviewed articles was carried out to collect the secondary data. While semi-structured personal interviews were conducted with key personnel at the Ministry of Finance &Economic Planning, and Central Bank of Sudan. Furthermore, purposive/judgmental sampling was utilized to select interviewees, and their responses were analyzed using thematic content analysis.
The findings did indicate that Sudan's economy was already stressed prior to the occurrence of COVID-19 pandemic due to currency crisis, high inflation rates, and inability of the government to subsidize fuel, wheat, cooking gas. All of which, leads to shortage in supply, increase in prices, and resulted in mass poverty at rural areas. Furthermore, the outbreak of coronavirus has adversely affected the socioeconomic situation. In this regard, the country suffered a huge devaluation in Sudanese's pound and high inflation rates, sharp downfall in productivity, supply, demand, and the overall supply chain. All these have adversely affected business sustainability. Conversely, the pandemic has changed consumer's preference, consumption, business activities, in addition to decline in remittance inflows. Moreover, Banks had non-performing loan, and faced liquidity problems. All and above, the country already suffers from a weak health system that falls short towards the pandemic.
The study provided a wide range of findings that have significant implications for policy making geared toward improving Sudan's socioeconomic situation.
This study contributes to the existing literature, by providing detailed and comprehensive findings from a region that has received little focus on

assessing the socioeconomic effects pre-and post the pandemic. Thus, through surveying the viewpoints of the key stakeholders, the study recommends that authorities should take quick actions to rebuild Sudan's health system and improve major economic indicators in order to enhance the social welling of households.

Learning, training and collaboration in social entrepreneurship and innovation in Africa

How Entrepreneurship Training Shapes Founders' Perception of Challenges to Entrepreneurship: Insights from a RCT in Tanzania

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Abstract

The literature on entrepreneurship in emerging economies has highlighted two major challenges entrepreneurs face: institutional-type challenges related to inefficient institutions or voids (Webb, et al. 2010) and business-specific challenges such as knowing who the right customers and competitors are (McKenzie & Woodruff, 2017). Entrepreneurship training has been shown to help entrepreneurs in these contexts overcome some of these issues; however, these
studies have largely focused on institutional-type challenges and have tended to focus on how training mitigates these two types of challenges in isolation from each other (Bischoff et al., 2020; McKenzie & Woodruff, 2014). How being exposed to entrepreneurship training might shape founders' perception of both types of challenges in relation to one another is, instead, still understudied.

In this research, we examine the types of challenges entrepreneurs in emerging economies tend to focus on. While the many existing studies concentrate on institutional-type challenges (Meyer & Peng, 2016; Urbano, et al., 2019), we explore how these challenges are perceived in addition to business-specific challenges. We also study what effect entrepreneurship training has on entrepreneurs' perceived ability to overcome those challenges. To empirically test this effect, we are conducting a RCT with Tanzanian entrepreneurs in the agriculture sector who are either starting a new venture or pursuing a new business idea within an established entity.

(1) Participants are assigned to a pure control group, receiving no treatment, or to one of two treatment groups, receiving a three-month entrepreneurship training program focused on rational experimentation and hypothesis testing (e.g., Camuffo, et al., 2020; Ries, 2011). We test whether being exposed to
entrepreneurship training lowers participants' focus on institutional challenge with respect to business-specific ones and changes their perceived ability to overcome them.
This study makes two main contributions. First, we extend theories related to
entrepreneurship in emerging economies to a setting (the agricultural sector in Tanzania) that has seldom been explored by the existing literature. Studies of entrepreneurship conducted in Sub-Saharan Africa (George et al., 2016; George, Kotha et al., 2016) and in the agricultural sector (Fitz-Koch, et al., 2018) remain limited, despite its importance for people living in rural areas (Savage,2019), 70% of which lives below the US$ 3.20 poverty line (World Bank, 2020). Second, the results of our RCT can help both practitioners and policy makers understand how founders enrolled in entrepreneurship training programs think about and respond to both business- and institutional-related challenges and thus shape more effective programs.

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The informal learning experience of incubator-based social entrepreneurs

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Abstract

The African continent boasts high levels of entrepreneurship and in South Africa specifically, a growing social entrepreneurship sector. Global trends coupled with national development priorities have also led to an active incubation sector in the country. Though studies have shown incubators are a context for learning, past research has not sufficiently addressed the learning process or requirements of social entrepreneurs in non-formal environments. Within the non-formal environment of an incubator, scholars have seldom applied theories of learning to understand how and why entrepreneurs grow their businesses. While informal learning is beneficial in contexts with resource constraints and the theory is well-suited for use in situations where individuals can influence how and

what they learn, there are limited studies utilising informal learning theory in the African context and in the discipline of incubation. Applying informal learning theory to understand how social entrepreneurs experience learning within incubators in South Africa provides new contexts in which to study the theory.

This study took a phenomenographic approach to gain a deeper understanding of the qualitatively different ways social entrepreneurs experience learning within incubators. Eight conceptions of learning were found and used to develop a model of the informal learning experience of social entrepreneurs within incubation programmes. The model depicts *learnability* as a personal frame prior to beginning an incubation programme. During incubation, participants learn both *business concepts* and *entrepreneur concepts* and *practically apply knowledge* in an iterative way throughout the course of the programme, resulting in both *business transformation* and *personal transformation*. This informal learning process is supported by *having a champion* and being in a *co-created learning environment*.

Though there were some similarities with previous models of informal learning in other contexts, the model developed in this study shows that the informal learning experience of social entrepreneurs within incubation programmes is a unique experience.

Understanding social entrepreneurs' learning experience can help incubators design their spaces and programmes in a way that enhances learning. The findings from this study can also aid incubators in creating policies and developing a culture that supports informal learning. South Africa will benefit from a thriving, educated social entrepreneurship sector and incubators have a prominent role to play in this by actively fostering informal learning within the country's incubation programmes.

Makerspaces and innovation in Sub-Saharan Africa

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Abstract

In the last decade, there has been an exponential growth in the number of makerspaces around the world (Gershenfeld et al., 2017). These community design and fabrication workshops are typically connected by digital infrastructure and provide access to both traditional and digital fabrication tools (e.g., 3D printers, CNC mills, laser cutters) (Smith et al., 2013). Although the majority of makerspaces are located in the Global North,

there are a rising number of makerspaces being developed in the Global South, including in Sub- Saharan Africa (Coban, 2018). Underlying these initiatives is the belief that makerspaces can support innovation and entrepreneurship, by equipping communities with the resources they need to develop solutions to local challenges.

Despite a growing number of makerspaces in Africa, academic research in the field is sparse and there is little understanding about how they work (Seo-Zindy and Heeks, 2017). This study aims to develop new knowledge on this emerging phenomenon by exploring how makerspaces in resource limited settings can enable innovation. It explores the following questions: (1) what type of innovation do makerspaces in resource limited settings give rise to? (2) what are the contributions and limitations of these spaces during the innovation process? It analyses the innovation processes and outcomes of two makerspaces in Ethiopia and Malawi during the COVID-19 pandemic. The activities of these spaces during the pandemic are framed as extreme case studies, through which we can better understand innovation processes and outcomes in resource limited settings.

This research offers valuable insights for practitioners involved in the development of makerspaces in Sub-Saharan Africa. More broadly it contributes to theory on inclusive innovation and sustainable entrepreneurship in low-resource settings.

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Inequality, poverty and informality

Operating in a quicksand: dark sides of informal entrepreneurship in extreme poverty contexts

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Abstract

Literature on informal economy largely debated on the positive role of informal entrepreneurs toward poverty alleviation in developing countries. However, such contexts are characterized by extreme poverty conditions with institutional voids and resource constraints that affect the entrepreneurial operations. While scholars documented why informality persists in developing countries, and what lead informal entrepreneurs to avoid the transition to formal economy, we currently miss the mechanisms by which informal entrepreneurs can effectively operate in contexts of extreme poverty. In fact, in such poverty contexts, (informal) entrepreneurs typically face the necessity of entrepreneurial actions which allow them to navigate the challenges of underprivileged and poor conditions, such as in slums and poor neighborhood.

Our paper tackles the question on how informal entrepreneurs effectively engage in entrepreneurial actions in contexts of extreme poverty. Given the nature of the exploratory research question in a particular challenge context, we developed an inductive-qualitative study based on 58 informal entrepreneurs in Uganda and Ghana, living in severe institutional voids and resource concerns. We discovered that informal entrepreneurs operate through practices of embeddedness in community to get necessary resources and creating informal institutions to fill institutional voids. However, such entrepreneurial practices generate also dark side effects, which also reinforce each other in a cross-bracing mechanism. We then theorized such dynamic of a cross-braced interplay between community embeddedness and informal institutions revealing how informal entrepreneurs are trapped in operating in a 'quicksand', which is the main cause of persistence in informality.

With our paper, we contribute to the literature on informal entrepreneurship in extreme-poor contexts, and especially we extend literature on the entrepreneurial processes which lead entrepreneurs to persist in informality. Future research and limitations are offered as well.

Social Entrepreneurship and institutional voids in an environment of inequality and poverty

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Abstract

The goal of this study is to understand barriers to social entrepreneurship in an institutional context characterised by high inequality and poverty. South Africa is one of the world's most unequal countries (Statistics South Africa, 2019), and multi-dimensional indices highlight the depth of deprivation across economic, social and spatial barriers (Fransman & Yu, 2019; Statistics South Africa, 2019).

The environment is characterised by voids, with consequences that Dhanaraj and Khanna (2011, p. 687) describe as "pernicious". Voids are described as the absence of specialist intermediaries, regulatory systems and contracting mechanisms that hinder the ability to operate (Khanna & Palepu, 1997). But are these voids the same for social entrepreneurship? By identifying the voids experienced by social entrepreneurs living and working in districts that plot across poverty and inequality dimensions, we can better understand the environment within which social entrepreneurship happens.

A questionnaire was completed during August - December 2019 by n=506 (cleaned) social entrepreneurship practitioners, living and working in districts that plot across the multi-dimensional poverty index (Fransman & Yu, 2019). Questions were asked on voids, strategies and approaches, in a pen-and-paper-survey that has been electronically captured.

The final analyses show that formal voids dominate, whilst informal voids which the literature identifies as trust and support networks (Ebrashi & Darrag, 2017) are a means of *responding to* formal voids. The consequence is that trust, networks and community embeddedness are associated with concepts of success. This has implications for legitimation, and early analysis supports the reframed *legitimacy as process* school of thought proposed by Egholm, Heyse, & Mourey, (2020).

Secondly, we are able to draw conclusions on the effect of poverty and inequality on the institutional environment within which social entrepreneurship happens. Early results show that those operating in 'better off' areas do better, as they have less institutional voids to navigate.

The lessons for policy makers and eco-system enablers are in identifying the conditions for social entrepreneurship in emerging market contexts. The results raise the dilemma, that social entrepreneurs operating in

'better off' areas are themselves better off, so how can we support those working in areas of high poverty and inequality?
The value of this research is in deepening our understanding of social entrepreneurship in difficult contexts; and exploring social entrepreneurship in Africa, which is widely regarded as under-researched and ill understood context (Claeyé, 2017; Littlewood & Holt, 2015; Rivera-Santos, Holt, Littlewood, & Kolk, 2015; Urban & Kujinga, 2017).

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Financing Micro Social Enterprises in Informal Settlements in Kenya

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Abstract

There has been an enormous growth in micro social enterprises especially in informal settlements. These enterprises continue to play a very important role in transforming lives in Kenyan urban informal settlements. Although some of the enterprises have thrived, others have had a myriad of challenges arising from inadequate financing especially during the COVID-19 pandemic. Further, despite the increased entry of financing institutions targeting people at the bottom of the pyramid (BOP), these enterprises still face many constraints in accessing finance. Closing the financing gap is critical if these enterprises have to fully reach their transformative potential. This paper aims to analyse a partnership between a university and a social finance institution to close this gap in the informal settlements in Nairobi. The study focuses on how social finance ecosystem actors can contribute towards effective financing for micro social enterprises to enable them to achieve their economic and social mission.

The overall objective is to examine financing strategies for micro social enterprises in informal settlements. Specifically, the study will address the following: Examine financing options available for micro social enterprises; Evaluate the match between the current social finance offerings and the needs of micro social enterprises; Assess the contribution of social financing to the growth of micro social enterprises and Examine the role of universities in facilitating financing for micro social enterprises in informal settlements.

The study uses the financial inclusion theory of change and the theory of sustainable finance to analyse how social financing initiatives have contributed to desired changes in the micro social enterprises and their beneficiaries.

The study will adopt a mixed methods approach. Quantitative and qualitative data will be collected from micro social enterprises and social finance providers.

Social finance ecosystem actors need to understand and address the peculiar needs of social enterprises in informal settlements. It provides orientation for partnership that can enhance social finance access for BOP enterprises.

This paper focuses on innovative financing for micro social enterprises in informal settlements in a Kenyan setting through partnership between a social finance institution and a university. It demonstrates the potential

for such collaboration for impact for BOP businesses. It will document evidence on new mechanisms of sustainable social finance that go beyond capital provision.

Purposeful Business in Contexts of Extreme Poverty: The Role of Stakeholder Inclusion for Tackling Inequalities

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Abstract

In spite of an emerging consensus that business needs to play an active role in society, there is limited understanding of how for-profit enterprises can organise to advance social welfare. This study investigates the organisational mechanisms for stakeholder inclusion in a context of severe poverty and inequality. We articulate how social purpose that is rooted in intrinsic, other-regarding values underpins two distinct but inter-related modes of stakeholder inclusion that help empower disadvantage stakeholders.

Our model shows how incremental, adaptive approaches for stakeholder inclusion can evolve into radical and transformative approaches through a contingent process of internal adaptation and external reinforcement. We test our hypotheses using primary survey data of more than 400 small and medium enterprises that pursue stakeholder inclusion strategies in seven African countries.

The study enriches current literature on purposeful organising for addressing poverty and inequality and identifies fruitful areas for future research.

Conceptualising social innovation and entrepreneurship in Africa

Understanding Social Entrepreneurship in Sub-Saharan Africa

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Abstract

There is increased attention from donors, foundations and venture capital companies on Sub-Saharan Africa (SSA) as the 'last frontier' of

development (Peacock & Mungai, 2019). Sub-Saharan Africa is characterised by grand challenges and is seen as a natural environment for flourishing of social enterprises – local and international – to address the sustainable development goals (Wijen, 2014). Recent fieldwork in four SSA countries confirmed a common challenge noted in the literature - great uncertainty regarding how social entrepreneurship is defined. Given that SE is no longer a nascent concept, we aim to track the evolution of research focussed on the region (Granados, Hlupic, Coakes, & Mohamed, 2011). We aim to investigate if there are clear differences in the empirical reality of SE over time, and the extent to which the concept has changed, is understood, used and supported. Given that an institutional environment influences SEs, it is important to understand SE in this unique environment (Littlewood & Holt, 2018).

We complete a systematic review of literature on Social Entrepreneurship in Sub-Saharan Africa, analysing the results using Leximancer. We review four time periods, starting with the launch of the Millennium Development Goals (2000 – 2005; 2006 - 2010; 2011 – 2015, 2016 –2021), attempting to identify stages and evolution in the understanding of SE in SA. This research seeks to answer the question, 'how has research and understanding of the term 'social
entrepreneurship' in Sub-Saharan Africa changed over time'? Leximancer analyses large volumes of text, identifying constructs and associated terms commonly used in conjunction – highlighting relationships between terms and providing meaning to the terms used (Nunez-Mir, Iannone, Pijanowski, Kong, & Fei, 2016). The reproducible methodology introduces robustness into the study. In addition, this is a novel, yet increasingly popular methodology in the management and organisation sciences. Once the tool generates word-clouds, we then interpret and analyse these. We aim to determine the extent to which there has been change over time in the focus of research on SE in SSA, and what that indicates about the nature of SE in SSA.

This paper clearly contributes to the theme of SE in Africa, providing an overview of the research that has been completed. This allows other research to be embedded in this overarching framework. However, the research goes beyond a systematic literature review as it also tracks changes over time and seeks to analyse this by identifying shifts in the nature of social entrepreneurship in the region.

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Social enterprise internationalisation: Insights from South Africa

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Abstract

This paper examines social enterprise internationalisation, drawing upon qualitative research with South African social enterprises. It explores different models and processes of social enterprise internationalisation, and the challenges South African social enterprises face when going global. This study adds to hitherto limited work on social enterprise internationalisation, a topic which remains under researched and theorised. It also contributes to growing literature on social entrepreneurship in South Africa (see Karanda & Toledano, 2012; Kodzi Jr, 2015; Littlewood & Holt, 2018 etc.) and Africa more widely (for instance Rivera-Santos et al 2015; Mirvis & Googins 2018; Thorgren & Omorede, 2018; Ciambotti & Pedrini, 2021). This study has significant implications for practice, and social entrepreneurs in South Africa and elsewhere looking to scale their ventures, succeed, and generate positive impacts overseas.

This study seeks to answer the following research questions: (1) How do South African social enterprises internationalise? (2) What drives South African social enterprises to internationalise? (3) What challenges do South African social enterprises face when internationalising, and how are these overcome? This paper utilises data collected during case study research with 16 social enterprises in South Africa in 2019. Interviews were undertaken with social entrepreneurs and social enterprise

managers, with this supplemented with analysis of secondary materials e.g., reports to stakeholders, and site visits. These were triangulated to develop a more complete picture. The case study social enterprises were selected on the basis of self-identification as a social enterprise (see Mair, Battilana, & Cardenas, 2012; Santos, 2012), but also reflecting characteristics commonly identified in extant literature e.g., the centrality of a social and/or environmental mission which is addressed directly or indirectly through some form of commercial activity. The case study social enterprises had also to some extent internationalised. Data analysis was informed by the Gioia methodology (Gioia et al, 2013).
This research sheds light on social enterprise internationalisation in South Africa. Provide insights on how such internationalisation occurs and works towards the identification of more general models of South African social enterprise internationalisation. In so doing, this contributes to wider discussions in the literature about processes and models of social enterprise internationalisation globally. In particular, it offers insights about this phenomenon amongst social enterprises in resource constrained, institutionally complex, emerging and developing economies. This research further adds to understanding of the drivers of such internationalisation, as well as of the barriers and challenges faced and overcome.

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Historical existence and contributions of social enterprise in Africa: A systematic review of the literature

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Abstract

Social enterprises are critical in addressing many of the world's social, economic and environmental challenges. These institutions have been in existence for many years and in developed economies, there is evidence of their historical movement and contributions e.g., UK Rochdale movement of 1844. The importance of "history" and role of "context" is subject to ongoing debates among business and management scholars and, major forums such as the 2019 Social Enterprise World Forum in Addis Ababa. Yet, there is little evidence of the historical movements of social enterprises in Africa and their contributions to business and management research. Given the unique contextual multiplicity of the continent, we propose a systematic review of the literature to expose two important contributions: 1) the historical existence of social enterprise in Africa and 2) the development of social enterprise Africa research and how this has developed context-specific knowledge.

Our intention is not to compare the historical existence of social enterprise in Africa with other contexts. Instead, we seek to present evidence of "social" in the context of business or enterprising in Africa. This is important because the practices and activities of social enterprises differ across contexts. By understanding how "social" is used, a context-specific definition can be discussed which adds to our conceptualisation of social enterprise research in Africa.

As this is an on-going investigation, we have planned a five phase process during this review. Phase 1 article search, phase 2 review articles, phase 3 critical reading and synthesis of articles, phase 4 authors' cross-examination and phase 5 write-up. We are currently searching for peer-reviewed journals and books in the top four journal databases for social sciences (ABI/Inform, Emerald Insight, Ebscohost and Science Direct). Criteria

for the search includes articles published from 1990-2020 using the following phrases, "social enterprise Africa or social entrepreneurship Africa or social enterprise in sub-saharan Africa". Our analysis will examine the trends in the articles such as countries, essence of the studies, theories used, publication numbers and patterns. The central focus of the study is the use and role of "social" in the context of social enterprise Africa research.

This study will improve our understanding of context-specific and context-free knowledge in social enterprise research. It will offer suggestions on how Africa-focused research can adopt context-specific conceptualisation that contributes to a range of research areas and our understanding of how social enterprises develop interventions for a better future.

A qualitative assessment of antecedent factors of social innovation and community entrepreneurship and the role of public, private and 3rd sectors

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Abstract

This study is set out to ascertain antecedent factors that drive social innovation and community entrepreneurship and how public, private and 3rd sector may contribute to enhancing social innovation and community entrepreneurship. Theories and perspectives of moral economy are relevant to explain viewpoints and theoretical underpinnings of social innovation and community-based entrepreneurship. Various literature on moral economy agree that a moral economy is an economy that is based on goodness, fairness, and justice, as opposed to one where the market is assumed to be independent of such. The theory of moral economy is related to crowd rights, and it suggests that the concept of moral economy has the potential of improving the understanding of modern civil society. Moral economic activity is rooted in the mutual obligations that arise when a person transacts with each other over time.

Relevance of the theory is in its consideration of moral economy of welfare,

humanitarianism, and civil society and the power of collective action. The concept of moral economy is relevant in the context of this study to clarify alternative ways of utility maximisation through the construction of altruistic meaning for economic transactions. A qualitative, deductive-inductive approaches is applied to conduct the study. A qualitative methodology is coherent and consistent with the subjective meanings of social innovation and community entrepreneurship, the role of the consultant

and his values at all stages of the research process and the values of the research subjects, represented by community members and actors from the public, private and 3rd sectors. Purposeful and criterion-based sampling techniques are applied in this study to ensure adequate selection of samples of respondents hence theoretical and data saturation.
Data is collected through application of in-depth interviews and focus group discussion. In identifying antecedent factors of social innovation and community entrepreneurship and roles which public, private and 3rd sectors perform in enhancing social innovation and community entrepreneurship, this paper contributes theoretical insights on social innovation and community entrepreneurship. Further, in identifying roles that each of the three sectors above plays in enhancing social innovation and community entrepreneurship, the paper enhances understanding on how best to leverage complementarity of the sectors and hence harness their full capabilities to drive social innovation and community entrepreneurship.

Creation of social impact through social innovation and entrepreneurship in East Africa

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Abstract

Social entrepreneurs are important in the third sector. By producing social innovations, they are able to test much riskier and innovative approaches. The challenges of finding effective and sustainable solutions to most social problems are substantial, and solutions may require many of the elements associated with successful business innovation. However, solutions to social problems, such as sustainable alleviation of the myriads of problems associated with long term poverty, often demand and sometimes lead to fundamental transformations in political, economic, and social systems. Social innovations are impacting the bottom up changes, by the power of their example, and this relationship should be studied in-depth. Putting it in a comparative context of other countries can stimulate discussion on aspects of the impact of third
sector social innovation in policy and social relations at the East African level. The article suggests characteristics associated with social enterprises, particularly those that lead to significant changes in the social, economic and political contexts for poor and marginalized groups. It generates propositions about replicability, potential to scale up and innovation in social enterprises that produces sustainable impact. Case descriptions

will be used to provide rich sources of information that enable recognition of unexpected patterns that might not be captured by more constrained methodologies. The article concludes with a discussion on the implications for social entrepreneurial practice, research, and continuous development.

Team Learning, Collaborative Value and Social Entrepreneurs in Africa

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Abstract

What is the effect of Team learning on Collaborative value within Ashoka Fellows' Organizations in Africa?

This research assesses the effect of Team Learning on Collaborative Value within Ashoka Fellow Organizations in Africa. The study uses sequential mixed methods to achieve the objective. First, a structured questionnaire is administered to owner-managers (Ashoka Fellows) or the CEOs in 100 Ashoka Fellow organizations. Structural Equation Modeling (SEM) is applied in analyzing the data. Subsequently, interviews with key informants are

carried out to corroborate the results from SEM.

The findings reveal that Team Learning significantly influenced Collaborative Value. Organizations depend on teams' learning capabilities to be competitive in today's information-laden business landscape as the pressure to change and evolve at a moment's notice is higher than ever before. For Team learning to create and deliver value for organizational teams, the teams should translate new knowledge into home-grown team learning by interweaving new insights with existing practices and corporate culture and processes that permit and enable knowledge conception, integration, and institutionalization of new insights that make sense. Knowledge resulting from Team learning processes

produces collaborative learning through knowledge transfer; one organization's learning's and experiences transferred to the other organizational teams. Collaborative team learning is, therefore, both new knowledge created in collaboration by the teams and knowledge transferred from one Team to another.

This research bears significant relevance to international researchers and social enterprises. The study is based on a unique group of enterprises from which varied lessons on team leadership and in particular, team learning can be drawn. Ashoka adopted the 'Team of teams' model in 2013 to promote dynamic collaboration where team members see opportunities and seize them with others in a new team of teams (Drayton, 2013). The

expectation by Ashoka was that teams would be equipped with the knowledge and language to understand the diverse aspects of team interaction based on team members' actual experiences and the ideal experiences they would like to have to help teams function more efficiently and effectively (Lingham & Richley, 2015). The expectation was also that by adopting the new model, teams would have different skills, lead in different ways that allow them to see opportunities and
seize them with other people in a new team of teams. That the teams would embrace a world where everyone is a changemaker, hierarchies are broken, and new forms of organization formed to promote collaboration at scale (Meehan & Jonker, 2018). To the best of my knowledge, no research has been carried out to assess the Team of Teams model's impact.

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Ecosystem creation dynamics through Human-Centred Design principles and Based on the Pyramid Approach: field evidence from Uganda

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Abstract

Scholars investigated and highlighted the need of enabling co-creation processes to develop inclusive businesses addressing the needs of people living at the Based of the Pyramid (BOP). However, few has been said on how BOP ventures can interact and engage low-income communities and how such interactions may affect social innovation dynamics and the overall process of ecosystem creation. We intend to address this gap with the following research question: *how do BOP businesses align and engage with low-income people during the co-creation processes?* To shed light on this crucial gap, we applied a grounded methodology in Uganda, interacting with low-income communities during four community-based focus groups. The result is a process through which organizations engage local communities in the process of social innovation by establishing a BOP ecosystem.

12. Social innovation education

New approaches to social innovation education

Investigating Social Innovation Toolkits

Ashley Dion, Mount Royal University

Abstract

This article investigates social innovation toolkits, their relationship(s) within the social innovation sector, and the broader community interested in solving social problems. We will explore the question: is there evidence of social innovation toolkits helping to solve a complex problem? Evidence of use includes online reviews including many different media sources such as blogs, articles, or comments. The article will first look over the theory of social innovation, definitions, and current use of social innovation practice, then use this definition discussion and evidence of successful social innovation as a guide to look at toolkits and what evidence of social change is found from a user utilizing the toolkits.

As per Mulgan (2019), social innovation is born out of a dissatisfaction people have had from not being in control of their lives and their futures. These toolkits may allow people to take control of their lives and find ways to change their problems. Toolkits facilitate the use of social innovation without formal training (i.e university programs, professional development). The article examines toolkits' practicality and understandability from a user's perspective. All the toolkits explored are either built on theory or their creators' lived experiences. The research will look at the usage and outcomes of the online toolkits to learn from others' success and failures.

This will be key to determining how to move forward with toolkits and solving complex problems. We will explore how the social innovation community can create space for people to give feedback and support the community in a constructive way.

Designing social entrepreneurship education programs for youngsters with fewer opportunities in Europe: An action-research

Fabrice Periac, Paris School of Business

Abstract

Social innovation has a crucial role to play in addressing the environmental and social challenges that we face at present time. For this reason, social innovation education (SIE) is becoming increasingly central in many educational programs in various contexts. Social entrepreneurship, which is one way of carrying out social innovation projects, holds a special place in SIE, because it conveys both opportunities for collective benefits through the 'social' mission, which is pursued, and opportunities for individual achievement through the "entrepreneurial" process which it requires.

However, less privileged people, although being the main target beneficiaries of social innovations and social entrepreneurship, remain too often excluded from SIE, since most of these programs are embedded in higher education curricula, which are not accessible to many of them. One major challenge for SIE is to become able to integrate the specific needs and contexts of less privileged people, and to propose pedagogical tools and frameworks which enable them to take action for their own (personal and collective) good.

In this perspective, we have launched an action-research program which aims at designing social entrepreneurship training specifically for "youngsters with fewer opportunities" in France, Spain and Italy.

In this article we address the following research questions: what specific challenges and features of youngsters with fewer opportunities should be taken into account for designing a SIE program? Furthermore, how such programs should be designed?

To address this question, we followed a four-step research protocol, using mixed methods. First, we administrated a survey questionnaire to young people attending community centers in various cities. The main objective was to inductively identify specific traits and patterns amongst our core target, using a factor analysis. Based on 154 fully filled questionnaires, we were able to identify several specific features. In the second step we made individual interviews as well as focus groups with some of the respondents, to better understand the mechanisms explaining the observed specificities. The third step of the protocol was to design a pedagogical framework adapted to our target's

specificities based on the diversified educational experiences, tools, and methods of the actors involved in the project. In particular, experiential

and game-based learning were emphasized. Finally, the fourth step consisted in carrying out these workshops, and assessing their relative impact on participants in terms of learning, social entrepreneurship intention and post workshop behavioral change.

Global social innovation education

Bridging and Integrating Service-Learning and Social Innovation: An Initiative in Hong Kong

Lisa Lam, Hong Kong Baptist University

Abstract
Academic service-learning is a new endeavor of Hong Kong Baptist University's (HKBU) as part of the concerted efforts to deliver the best student experience as well as liberal arts and whole-person education to our students. The Centre for Innovative Service-Learning (CISL) was established in 2017 to work with academic departments to offer credit-bearing service-learning courses to students. In 2019, HKBU's first co-working space TriAngle ("try-and-go"), co-designed by students and teachers and under the care of CISL, was launched to encourage students to network and make impact through social innovation projects. The Social Innovation Maker (SIM) is the latest program launched in 2021 as the first step to engage and prepare our students and to proactively turn TriAngle into a social innovation space.

This presentation will discuss the plan and practices to bridge and integrate academic service-learning and social innovation initiatives in which students will have the chance to bring their service-learning projects developed in academic service-learning courses to TriAngle, develop and/or scale-up them into social innovation projects that will have a sustainable impact on the community. It will also explore the possibility of synergizing this social innovation initiative with another upcoming project in which CISL will bring in a social enterprise to collaborate with teachers and community partners to systemically design, deliver and evaluate virtual teaching and learning in mixed-mode/online service-learning.

The presentation will discuss the potentials and challenges that CISL and TriAngle face, especially during COVID-19 and in face of the new normal, our experience in tackling contemporary social challenges in new and collaborative ways, and the importance of aligning social innovation initiatives with the strategic goals of the University.

Revitalization of Teaching and Learning Models Based on Ki Hajar Dewantara's Leadership Concept

Ismada Firdaus Mandala Putra, Universitas Gadjah Mada

Abstract

The research object that will be discussed by the author is about innovative teaching and learning models using qualitative methods. There are three things that must be done by a teacher if he wants to be succeeded in transferring knowledge. The author adopts Father of Education of Indonesia's concept, namely Ki Hajar Dewantara's leadership trilogy to formulate these three things. First, a teacher must be at the front to be an example for his students. In this case, the teacher plays a big role in giving an interesting lecture when explaining a material and in giving good character in daily life.

Second, a teacher also needs to be in the midst of students to encourage him, interact directly with students personally to help solve problems in learning and other problems relating to the lives of their students. The last, a teacher must also be able to position himself at the back in the sense that he is a supervisor for his students and becoming controllers so that they can also provide evaluations to their students later. Next, the author will explain three innovative learning methods where students can master the new literacy in 4.0 era that has relevance to the conditions of work in the 21st century such as data literacy, technology literacy, and human literacy. Data literacy in the form

of the ability to analyze information from the digital world can be improved through research-based learning that focuses on the analysis process. Technology literacy or the ability to understand technology can be mastered by practice-based learning. Whereas human literacy that focuses on leadership, teamwork, and adaptation can be realized by project-based learning. Teachers must explain in detail how research-based learning to hone data literacy skills.

In other words, the teacher is at the forefront of providing good examples of how to study research itself and providing examples of the scientific character that learners must have. Furthermore, the teacher accompanies students in the

middle as they practice mastering the particular technology required. Finally, the teacher supervises students from behind when they work on project assignments after having a high sense of curiosity as a result of conducting research-based learning and having qualified skills after doing practice-based learning. This paper will contribute to explain a comprehensive, systematic, and innovative way in teaching combined with its

learning models based on Father of Education of Indonesia's concepts, Ki Hajar Dewantara.

Social Innovation Education: Bridging Theory and Empirical Research from Latin America

Karina Maldonado-Mariscal, Technical University Dortmund

Abstract

There is an increasing scientific debate on social innovation in education (Rivers et al. 2015; Loogma, 2013). On the one hand, some of the literature asseverates that innovation in education is new technology applied to education (Ferguson et al, 2019; Vincent-Lancrin, S., et al., 2019). On the other hand, other approaches recognize the value of society innovating in education. This last mean that innovation may include dynamic and social changes (Maldonado-Mariscal, 2020), which can vary from a systemic change, to a smaller change in a classroom (Cerna, 2014). This approach explains how new collaborations, new institutions, and new actors may appear, for example collaborations between communities, schools, local government, and non-governmental organizations (Maldonado-Mariscal et al. 2018), and how such new networks build an ecosystem of innovation where stakeholders acquire new roles (Schröder and Krüger 2019). A literature review shows at least four concrete types of innovation in education and vocational education, such as: institutions (Halász, 2018); teaching methods or curricula (Halasz, 2018; OECD, 2014; Hillier, 2009); school models (Haughey, 2015), or networks,
cooperation of institutions, external relationships with stakeholders (Hillier, 2009; Halász, 2018).

This paper addresses the research question of: To what extent do social actors construct social innovations in education? The focus of the theoretical framework of this paper is social innovation in education with a strong focus on institutional development and social capital. The methodology used for this paper was case studies in two countries: Brazil and Mexico. The selection of three cases was based on innovations that have been active for at least twenty years and are recognised by local stakeholders. Research field were conducted in both countries. In Mexico, one research field took place in 2014, while in
Brazil research field took place in 2013 and 2014. Research methods included qualitative interviews, focus groups in Brazil and participatory observation in both countries. In total, 15 interviews were conducted in Mexico and 27 interviews in Brazil.

The contribution of this work is the strong theoretical development of social innovation in education but also the integration of empirical cases from two Latin American countries with the largest public investments in education in the Latin American region.

Social innovation education and the polity

University Community Engagement as a Catalyst for Social Innovation

Esther Nkatha M'ithiria, Catholic University of Eastern Africa; Jonas Yawovi Dzinekou, Tangaza University College; Grace Mureithi, University of Eldoret

Abstract

Community engagement is geared towards involvement of community members in determining solutions that are locally appropriate. Community engagement is a key pillar in university missions. However, most universities have reduced community engagement to a one-off event with little consideration of locally designed innovative services. This study addresses this gap by examining a model of university community engagement that resolves community problems using the lens of social innovation. The purpose of the study is to document a model of university community engagement in informal settlements and the transformative power it has on both students and communities. This model creates avenues in the community for knowledge exchange, dialogues, and community social problem solving. The study is anchored on the social practice theory which is useful in gaining a better understanding of how social innovation shapes and is shaped by the contexts in which it is used.

The overall objective of this study is to examine how university community engagement has impacted on informal settlements through social innovation. The specific objectives are: To explore the extent to which current pedagogies and practices have spurred social innovators in informal settlements. To find out how social innovation education has contributed to solving societal challenges in informal settlements. To analyse the role of students as catalyst of social innovation in the informal settlements.

The study adopted a qualitative approach. The study used data from the Tangaza University College engagement in the informal settlement via the University "Mtaani" diploma in civic education and development education. Data was collected through interviews, focus group discussions, and activities reports of students and informal settlement community members. The data was transcribed and analysed with Nvivo.

The findings suggest that innovation education is a powerful pedagogy for university community engagement to contribute to social innovation. Consequently, community engagement can contribute to community wellbeing. Further the results document the potential of universities to spark social innovation in informal settlements through community engagement.
Universities community engagement can effectively impact local communities through social innovation. Universities should be committed to the mission of community engagement to create sustainable change in communities.
This paper analyses community engagement from the lenses of social innovation and brings out the elements that contribute to changes in students and the communities.

Creating Collaborative Spaces: Colleges and Universities as Conveners

Melissa Nelson, Social Impact Hub; Sarah Parsloe, Social Impact Hub, Rollins College; Anne M. Stone, Social Impact Hub, Rollins College

Abstract
Drawing from Ashoka's "everyone a changemaker" philosophy (e.g., Wells & Bassi, 2020), this presentation will describe a pilot program designed to infuse design thinking principles into community-based research at a liberal arts institution. By leveraging our existing relationships with community organizations, students who are passionate about changemaking, and faculty/staff expertise in specific content areas and methodological approaches, the Community Impact Lab is a cross-campus research center dedicated to public and community-engaged scholarship.
Starting in 2019, a multidisciplinary group of faculty and staff developed the program to emphasize the responsibility we have as an academic community to both educate our students to ethically engage in communities and to actively support community organizations that, especially during the COVID-19 pandemic, are understaffed and looking for ways to sustain and innovate their services. The Community Impact Lab supports teams of students, faculty, and community partners, working together on collaborative research and product development projects that support the common good in our local community and beyond. This support is both financial and pedagogical. First, participants are awarded a small research budget to support their work.
Second, participants have support from the Social Impact Hub through ideation sessions, design thinking workshops, and peer-mentoring to move from social innovation and community engagement to

dissemination of findings in the form of either traditional, academic outlets or community-facing deliverables.
This work is guided by five overlapping frameworks for community-based research including: Community-Based Participatory Design (e.g., Israel, Eng, Schulz, & Parker, 2005), Equity-Centered Design (e.g., Jacobs, Beck, & Crowell, 2014), Human-Centered Design (e.g., IDEO.org), Participatory Design (e.g., Sanders, 2002), and Participatory Action Research (e.g., Swantz, 2008).
This presentation will describe pedagogical approaches that can be used to support research teams made up of faculty/staff, students, and community members doing publicly engaged, community-based scholarship. We will highlight a specific case featuring a collaboration between a faculty member, students in a first-year seminar course, and a non-profit organization that needed support in collecting information to understand the impact of current programming to both make improvements in future programming and to engage in improved storytelling to attract future funders.

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Integrating Multiculturalism into Social Innovation Education through Critical Service Learning

Rebecca Otten, Tulane University; Mile Faughnan, Tulane University

Abstract

A social innovation curriculum aims to equip students with the skills and mindsets to pursue more sustainable and just solutions to complex social challenges. While still a nascent field, curricula have already evolved from earlier, more narrow emphases on social enterprise to include broader learning outcomes around areas such as systems thinking (Papi-Thornton, 2016).

Yet many educational efforts still fail to seriously incorporate learning objectives around equity, diversity, and inclusion (EDI). Seeing social innovation as dynamic, reflexive co-creation (Kumari et al., 2019) requires changemakers who can “read and write” power (Liu, 2017) when addressing systemic injustices such as anti-Black racism.

This study examines a unique curricular experience that integrates an EDI focus with service-learning in an undergraduate, introductory social innovation course. A single-case design yields rich data on individual perspectives from different semesters through multiple qualitative methods: in-depth interviews of 25 students and 5 key informants; document review of curriculum materials and student reflections; and auto-ethnographic insights from instructors.

Theories of critical service-learning, social justice pedagogy, and multicultural development provide a conceptual framework for student learning. Iterative coding and data visualization point to themes in student development that trace back to process factors at the curricular level.

Our preliminary findings suggest that students identified the course as a high-impact experience that enhanced their multicultural competence and commitments to social impact. Students displayed a spectrum of learning, from recall and comprehension to critical evaluation, new worldviews, and behavior changes around food systems, conversations across difference, and civic engagement orientation. Three key processes contributed to this learning. First, the atypical service structure challenged their previous mental models of service-learning. Second, the EDI module led students to recognize the potential of multiculturalism for changemaking. Finally, interacting with an exemplary partner organization modeling EDI values and practices deepened their learning.

The findings of this case provide a unique institutional perspective on social innovation education. For students graduating from predominately and historically white, wealthy and elite universities, taking effective

action on social problems must require the ability to analyze unjust systems, reflect critically on their positionality, and form relationships across difference. The insights from this study will be relevant for other faculty and staff at similar institutions aiming to integrate equity, diversity, and inclusion goals into experiential social innovation education. This study also implies the need for more robust theoretical development, and practical exploration, around where multicultural processes and outcomes sit within changemaking.

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Social Innovation Education and Civic Engagement

Bailey Borman, Arizona State University; Christopher Hayter, Arizona State University

Abstract

Social Innovation Education (SIE) has captured the imagination of higher education faculty and administrators and helped catalyze social change activities among students. Yet, execution of related curricula varies broadly across disciplines, student populations, and institutions. We argue that integrating civic engagement, specifically Critical Consciousness (Diemer, et al., 2017; Freire, 1996) into both doctoral education and how universities define and reward service will improve higher education community engagement practices. This paper systematically reviews the literature from a diverse range of disciplines to understand how faculty, administrators, and universities define academic service and the degree to which it is connected to SIE.

We anticipate that empirical SIE literature will show that the role of faculty service and has been overlooked, which could mean significant implications for institutional policy and SIE pedagogy selection. We believe

our paper will provide a roadmap to guide future higher education community engagement scholarship.

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Social innovation education and science

Connecting the dots: wicked questions, social innovation labs and the SDGs

Catherine Pearl, Mount Royal University; Brent Oliver, Mount Royal University; Kate Berezowski, Mount Royal University

Abstract

Recognized as one of the hallmarks of social innovation practice and education programming, social innovation labs (SILs) have been described as 'seedbeds for transformation' (Wascher, Kaletka & Schultze, 2020; Westley & Laban 2015) acting as centres for innovation and co-creation aimed at exploring and examining complex social problems. Using anonymized secondary data from the agendas distributed at end of term social innovation lab showcases, this study presents preliminary results from an examination of wicked questions explored over a 3-year period (2016 - 2019), also overlaying the United Nations Sustainable Development Goals. Data will be examined to identify potential relationships and/or trends between the wicked questions and the 17 SDGs (United Nations, 2020).

Key research questions include:

1. In what way have the world challenges and wicked questions examined during the labs changed from 2016-2019? Have we seen or observed a change in focus from one area to another? What is emergent? What appears to be left behind?
2. In what way do the wicked questions posed relate to the United Nations Sustainable Development Goals approved in 2015? Are we seeing a shift from one area to another? Which areas appear to be of growing import? Which less so?

3. Is there any evidence to suggest that as social innovation classes become more diverse and students from other faculties participate in the lab experience, that the nature of the wicked questions posed change?

Qualitative data analysis of the wicked question lists will be conducted using thematic and constant comparative analysis. The goal is to identify common issues and trends regarding the world challenges explored by analysing the wording and phrases used to formulate each wicked question. Thematic and content analysis is recognized as a flexible approach that lends itself well for this project. Braun and Clark (2006) and King (2004) [as cited in Nowell, Norris, White & Moules, 2017, p.2) have stated that thematic analysis is best applied when seeking to identify similarities and differences in the data.

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Demystifying Medicine: Providing Anatomical Knowledge for All

Sarah Garner, Tulane University School of Medicine

Abstract

Technology is breaking down the barrier between healthcare provider and patient by providing patients with access to their own medical information. Technology and social media have emerged as ways to empower patients and improve patient engagement (Househ et al., 2014). However, there are challenges including privacy, security, and misinformation. Patient encounters with their healthcare providers provide guidance in their treatment, but ultimately it is the patient's responsibility to care for themselves. Many patients do not know the location of important anatomical

structures, even those in which their medical concerns are located (Weinman et al., 2009). It is important to provide information to patients so they can understand the basic structure and function of their own bodies. Learning anatomy is most effective when approached in a hands-on practical manner. Lack of access to cadaveric donors or dissection tools is a major learning barrier (Habicht et al., 2018). Individuals in the general public or at institutions that cannot partake in cadaveric dissection are at a disadvantage. Anatomy education, traditionally limited to the laboratory, when shared through social media, can be open to everyone.

Providing these resources, however, has challenges. There is a worldwide shortage of cadaver donors, attributed to a lack of knowledge regarding body donation (Larner et al., 2015). Discussing the body donation process and promoting its value through social media can address this challenge (Pacheco et al., 2009). Sharing learning resources also greatly enhances the value of each individual donor's selfless gift. Educational content from one donor shared through social media has the potential to reach many more learners over a much longer period of time, as compared to the learners in one class. A donor's body can therefore have an endless and immeasurable educational impact.

There are ethical and legal issues associated with the anatomical donation and patient privacy should always be respected (Crane & Gardner, 2016). It is not only important for students to gain anatomical knowledge, but to learn how to share that knowledge with others in a respectful and meaningful way. It is therefore crucial to teach students and educators how to create shareable educational content. By empowering educators and students, over time access to anatomical information for all who desire to learn can be improved and the limitations that have traditionally created a barrier between healthcare provider and patient can be minimized.

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Metamorphosis of the Education in Science

Pia Singh, University of Strathclyde

Abstract

A cycle of Science Curriculum dawn, including the establishment of schools which prompted educators to challenge existing competence of teaching and learning science. "Raising the quality of education in our schools is the most important task for this Parliament" (Hansard, 1987, vol 123 cc771-868). In the history of education in England Acts of 1944 and 1988 and reforms enforced in 2013 mark the milestones in shaping the modern-day education system. Science education is still developing and evolving both under the influence of government and research conducted in the field of learning of science. Understanding of cognitive learning allowed educators to review misconceptions of students in science using evidence from assessments have over the years to improve and inform practice in the classroom.

This paper establishes a link between government policies and their implication on science in schools and classroom practice where students seem to be invisible. Metamorphosis of the Education in Science is complex transition of science education in schools with macro and micro influences.

Social innovation education methodologies

Fostering Self-Authorship, Meaning-Making and Empowerment: Insights from a Social Entrepreneurship Practicum

Anke Wessels, Cornell University

Abstract

In this paper, we share pedagogical insights from pairing an academic course with a student-run, non-profit grocery store that seeks to address food insecurity on campus. Specifically, we examine how a course design focused on active learning, shared ownership and critical reflection (Ash and Clayton, 2009) fosters student self-authorship (Barr and Tagg, 2004), meaning-making (Hodge, Baxter, and Haynes, 2009) and empowerment, all fundamental to change-making.

The student-founded grocery, housed under a separate 501(c)3 organization, is the living laboratory for an undergraduate social entrepreneurship course in the university's business college. Through readings, class discussion and reflection papers, students examine how forces of racism and capitalism produce inequities in the food system and how alternative food initiatives, such as this nonprofit grocery store, can become public spaces for food justice (Holt-Gimenez, 2017) and anti-racist action (Kendi, 2019). In addition, the students run every aspect of the store. Indeed, it i*s their* store.

Unlike most community-engaged course designs where students first learn about a community, then engage with a community partner, and, finally, step-back to reflect (Bringle and Thatcher, 1995), our students are the community and the community partner. They are the ones responsible to the farmers they buy from, the student-shoppers they serve, and a business model of their own design that prioritizes nutritious food at low prices. Theories of systems thinking, antiracism, collective economics, shared leadership and impact assessment provide important external frameworks, yet the students must learn to trust themselves and each other as they navigate the moving parts, details, conflicts and unforeseen circumstances of a real enterprise. Since they run the store for the entire semester, not just a few weeks, they engage in a continuous dialectic of study, action and reflection (Passarelli and Kolb, 2011). Multiple modalities of critical reflection provide opportunities to connect the dots between the theories they learn, the actions they take, and the bigger picture of systems' change, an experience they report to find deeply meaningful

and empowering.
Each semester, as students document and pass on to the next cohort what they have learned, the store evolves as a social enterprise and a locus of self-authorship and meaning-making. The course content evolves along with it. This paper examines the pedagogical strengths and challenges of a practicum-based course designed for shared authority over the learning process, the students' journey toward self-authorship, and the potential for engaged social entrepreneurship education to foster reflective change makers.

References

An Experimental Evaluation of the Effectiveness of Graphic Novel as a New Medium for Social Entrepreneurship Education

Yanto Chandra, The Hong Kong Polytechnic University; Qian Jin, The Hong Kong Polytechnic University

Abstract
As social entrepreneurship — the pursuit of hybrid organizational goals and logics (Mair & Marti, 2006; Battilana & Lee, 2014) — has become a global phenomenon, we are witnessing the rapid proliferation of social entrepreneurship education in the university curriculums globally. Social entrepreneurship education can spark young people' visions about positive change making, incubate socially innovative ideas, and impart useful knowledge and skills in operating social ventures. However, it is also widely known that social entrepreneurship education, rooted in hybrid organizing logic, is challenging to deliver because of its inter-disciplinary nature that fuses *value capture* (e.g., management, marketing, business ethics, finance), *value creation* (e.g., social work and justice), *public interest* (e.g., public administration/management) and *value preservation* (e.g., environment and sustainability) (Chandra, Lee, Tjiptono, 2021; Hoever & Sliva, 2016; Mirabella & Eikenberry, 2017; Teasdale, Steiner, Roy, 2020; Toledano, 2020). To add more complexity, social entrepreneurship is taught across a wide range of disciplines across business schools, schools of social work, schools of social policy and non-profits, to schools of public administration, schools of tourism, to schools of design, among others. Consequently, this complexity produces difficulties in communicating social entrepreneurship *concepts* among educators and students.
Graphic novel — a relatively new medium that combines narratives and visual graphics — is has been used in some business schools in the USA

to deliver complex topics in business courses such as information technology and strategic management. The tiny literature in this area demonstrated that graphic novel approach is effective as it was related to high levels of learning experiences (Short et al., 2013; Short & Reeves, 2009). In particular, verbatim recognition was shown to be superior with graphic novel texts when compared to traditional textbooks (Short et al., 2013). However, graphic novel — despite its promise as a communication medium and pedagogical approach — has not been adopted in social entrepreneurship education. We still do not know how effective the graphic novel approach will be when it is adapted for social entrepreneurship education and why it is effective or not. A deeper understanding of the mechanism of the graphic novel's effectiveness is important for theory, practice and policymaking.

Drawing on the media richness theory, we sought to examine the effectiveness of graphic novel as an experimental intervention in a real-world social entrepreneurship education and to test the mechanisms that underlie how graphic novel creates cognitive and self-efficacy improvement towards social entrepreneurship. Based on an award winning teaching development grant and a comic development process that involved students, teachers, artists as stakeholders (2016-2018), we designed a graphic novel on social entrepreneurship – a first of its kind as an educational innovation for social entrepreneurship — an assessed its effectiveness as experimental intervention against traditional textbook material using university students who took social entrepreneurship courses as samples. The finding shows that the graphic novel outperforms traditional textbook material in improving subjects' cognition on social entrepreneurship concepts and enhancing social entrepreneurship self-efficacy. Specifically, subjects' evaluation on learning materials and positive emotions were significant in mediating the process.

This study was a first attempt in designing, exploring and testing the mechanisms of the effectiveness of graphic novel approach in social entrepreneurship education. More importantly, the findings of this study offer social entrepreneurship educators a new, engaging, and useful pedagogical tool in nurturing social entrepreneurship talents and towards supporting the fast growing social entrepreneurship education worldwide.

Teaching social innovations. Reflections of the challenge of embracing and coping with uncertainty in a critical academic approach.

Malin Gawell, Södertörn University

Abstract

Social innovation is a multifaceted phenomenon that raises several questions of what is possible to teach, and even more what is possible to teach in an academic context that traditionally premier theoretical analytic learning objectives and skills. The framework of this paper draws on literature on social innovation and social entrepreneurship (Spinosa et.al. 1997; Gawell, 2013; Moulaert et.al. 2013), and education in this field (Johannisson & Madsén, 1997; Berglund & Verduyn, 2018). It furthermore draws on literature a pedagogical approaches including the meaning of shared objects (León&Zahavi,2016; Schutz,1967) and Vygotsky's zone of proximal development (Levykh,2008; Harland,2003; Wass&Golding,2014). The framework also includes aspects of critical thinking and criticality (Brookfield,2012; Davies,2015) as crucial tools approaching so called wicked problems.

The aim of this paper is to reflect on teaching social entrepreneurship and social innovation. The paper is guided by two research questions; 1) how is it possible to teach the competences of embracing and coping with uncertainty of social innovations, and 2) how is it possible to combine the creativity and action orientation of social innovations with critical thinking and criticality?

Empirically, the paper is based on teaching social entrepreneurship and social innovation in different academic settings in Sweden since 2003, including the first course in Sweden in Social innovation [and entrepreneurship]. The empirical material includes experiences from seven courses with almost 800 students from six universities in total.

The results indicate a need to use an approach that is the opposite of traditional deductive theoretical approaches. The need to include a 'crafting' of what can be considered shared object in the classroom is essential, as neither conceptualizations nor definitions of entrepreneurship and social innovations function as shared object due to the degree of uncertainty that these concepts contain. This 'different approach' encourages the vast majority of the students of these elective courses. Some students, mainly the 'ordinary straight A students', do however express frustration and complaints over vagueness etc. Gradually, these complaints have decreased at least partly due to attention from the teacher in explaining these types of reactions. The results also indicate that within mainstream entrepreneurship and social innovation education, little attention is payed to critical

thinking and criticality beyond arguing that ‘this is different’. In these particular courses an approach to include these aspects has gradually been developed based on a dialogical ethnomethodological approach in which enabling theories, reflections on practical cases are combined with a multiple-perspective discussion.

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Theoretical Framework for Social Innovation Education

Tobias Andreasson, CQUniversity

Abstract

This paper will put forward for discussion a theoretical framework for Social Innovation Education (SIE) that I developed to support a grant funded research project focusing on global outbound programs in Nepal and Cambodia. It is a theoretical framework that does not just focus on pedagogical aspects of SIE or learning theories, but specifically acknowledges that an aim with SIE is often to have impact beyond students' learning experiences.

The outbound programs involve students traveling to remote areas in the partnering countries and learn about local challenges facing the communities. Students work with the communities to explore ideas that can alleviate the challenges. These are then presented back to the communities. The broad aim with the outbound program research is to understand the impact these programs have on the local communities.

The research project is currently being set up and led by an academic from our Public Health School and it involves staff from different areas. I am involved, in my role as Associate Director, Academic Social Innovation, because the outbound projects and the expected research outcomes (incl. guidelines for similar work) has a strong social innovation connection.

It became clear through the research application process that we needed a theoretical framework for the research that would include both the intent of the program and students' experiences.

Even though there has been previous work identifying and exploring theories underpinning social innovation (Moulaert, MacCallum & Hillier 2013; Howaldt et al. 2014) and social innovation education (River et al. 2015) it was clear that our purpose required a new theoretical framework, building on the work cited above and insights into social innovation practice.

If Social Innovation Education is ultimately (not always possible) about students gaining some real-world experiences while working on social issues and enable change, a theoretical framework used to examine this needs to take into consideration outcomes for both the students and the communities they engage in. In this regard it is not just about learning and teaching, but impact and social change.

The theoretical framework will be presented as a work in progress and seek out feedback and comments about its applicability. This will help further discussions about theories that are linked to social innovation and social innovation education and potential crossovers.

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The other magazine design: translation experiments on social issues

Elena Caratti, Politecnico di Milano

Abstract

Magazine design is a field of experimentation in continuous transformation, not only in relation to its codes (verbal, visual), to its formats or to its digital transition. More significantly, we are witnessing the birth of new independent editorial projects, that are differentiated from mainstream publishing, demonstrating a marked attention to the contents concerning climate change, migration, ageing populations, health, human rights and so on. Their contribution in information sharing, reinforcing knowledge, reframing issues, building a memory of good practices is becoming relevant both in civic and academic context but, in particular, among the younger generations.

Designing "the other magazine" means to take a critical position, to question the foundation of certain experiences or certain affirmations, to adopt a proactive role in promoting change independently from economics interests, to take the challenge of increasing the sense of awareness of our actions within social and economic life.

We think that this program of actions can be particularly significant at an educational level and this paper is finalized to synthesize the experience of designing social independent magazines realized within a master's course in communication design at the Design School of Politecnico di Milano.

Our studio course, denominated "Magazzino Sociale", has among its objectives the design of a series of independent social magazines through multiple translation processes.

The translation paradigm, in all its declensions (beyond interlinguistic translation), constitutes the basis of a designing process that has a triple nature: *epistemic* because it concerns research, knowledge and the interpretation of social issues; *cultural*, because it is placed in the context of social and cultural life; *experiential* because it's realized through the

concrete experimentation of languages for content processing and their visual reorganization.

Cultivating a garden for social innovation through design thinking

Catherine Pearl, Mount Royal University; Kerry Harmer, Mount Royal University

Abstract

This paper reflects and elaborates the rich mosaic of social innovation practice(s) at one post-secondary institution in Canada. The authors examine the integral role design thinking has played in inculcating social innovation programming and a changemaking mindset across the academy (Ashoka, 2020; Baglioni & Sinclair, 2018; Gidley, 2012). Agnostic in spirit, design thinking provides a space to explore and experiment, providing opportunities for organic growth and cross pollination across disciplines (Chick & Micklethwaite 2011; Adams, Daly, Mann & Dall'Alba, 2011; Taboada & Coombs, 2013). Our university's foray into social innovation has been deliberate, grounded in experiential learning, community engagement and the creation of meaningful impact as tools to support student learning.

Reviewing existing literature on social innovation and design thinking, the authors present an overview of one post-secondary institution's journey, drawing on institutional data and programming introduced over the past five years (Brown & Katz, 2009; Cross, 2006; Milley et al., 2020; Schroder & Kruger, 2019). The authors provide concrete examples along with insights regarding the role that design thinking has played in supporting a culture of experimentation, co creation and amplification across the university`s social innovation ecosystem. The paper concludes with a summary of lessons learned in view of the fundamental role that design thinking has played in supporting the delivery of course content, special projects, extracurricular events and workshops in support of social innovation and changemaking at the university.

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Innovating innovation: recurrent adaptations in a cultural education project in Guatemala

Rubén Morales Forte, Tulane University

Abstract

In this paper, I review the ups and downs of a young and innovative cultural education project in Guatemala, Central America. I focus on its development from a database to didactic board games; its promises, opportunities, disappointments, and successes, all through a proposal for a model of community-engaged scholarship.

The cultural divide between indigenous (Maya) and non-indigenous (ladinos) Guatemalans derives in misunderstandings, inequality, and interethnic conflicts. A significant reason for such a divide is the lack of knowledge about pre-Hispanic history and culture. Although Maya

studies abound, publications are predominantly in English or in professional jargon which prevents non-experts to access them. Additionally, in an effort for achieving social homogeneity, these matters are lacking from the national curriculum.
This motivated a group of colleagues from Universidad del Valle de Guatemala to start Maya Scripta, a free-on-line database making Maya hieroglyphic inscriptions and their translations available to the public. Initial surveys showed an optimistic reception for the platform. However, the website received few visits in the first months of availability. Based on the survey's recurrent suggestion of using the database for educational and museum purposes, we began a community-engaged project with the Regional Museum of Southeastern Petén and their educational outreach program in 2019.
We improved the visitor experience and gave workshops for students about pre-Hispanic history and indigenous culture. We hypothesized that such exposure would tackle misconceptions many Guatemalans have about modern Maya being inferior to ancient Maya and ladinos. After participating in the workshops, students showed a better perception of the Maya.
Following the results, we planned workshops for school teachers who would later reproduce them in their classrooms. After COVID-19 hit, we had to halt this endeavor indefinitely. Adapting to the situation, we are replacing the workshops with board games for schools and households. Board games have been successful in teaching people about the ancient past. With COVID-19 vaccination still far away from Guatemalans, families forced to stay home turned to board games for entertainment, presenting a unique opportunity to innovatively share knowledge about the Maya. Prototypes of the games and trials with volunteers will allow us to compare the impact workshops
and games have on people's perceptions.
Education needs to adapt to changing circumstances. This is only doable when considering every stakeholder's (schools, families, museums, researchers) situation. Going into the sixth year of the project and its third iteration, we have noticed how innovative techniques can impact education and look forward to keeping innovating to fulfil our mission of bridging cultural gaps in Guatemala.

The Social Movement: Reality TV meets Socially Innovative Education for the Classroom

Ronda M. Smith, Ball State University; Carla Flores, Ball State University; Krystal M. Geyer, Ball State University; Fred Kitchens, Ball State University; Doug Read, Ball State University; Tim O. Peterson, North Dakota State University; Benjamin Blackford, Northwest Missouri State University

Abstract

Golden-Biddle (1993) argued for the ability of video based media to facilitate vicarious learning (Bandura, 1986). A special case of film that can be used in the classroom for this purpose is reality television. Many reality TV shows are set in contexts that have managerial and organizational behavior dilemmas.

Reality television shows bring less scripted stories than feature films, making them highly appropriate for case and experience-based learning.

Depending on the context of the show, they may also serve as a means to gain perspective for viewers via social cognitive theory (Bandura, 1986) and social cognitive career theory (Lent, Brown & Hackett, 1994). In a world where current events prohibit some traditional career exploration and vicarious learning activities, such as a job shadows and realistic job previews, technology can bridge tradition. Reality television may in some situations offer a close proxy depending on the content. For example, in a research study of adolescents by Van Den Bulck and Beullens (2007), they found that after watching reality television (docu soaps), students reported an increase in positive perceptions about the career options presented in the series. In addition, the odds of a student pursuing a presented vocation from the show increased by up to 15%.

A new series, The Social Movement, produced by Red Knight Studios and airing on the new H2H Streaming Channel along with many of the established streaming providers, brings together entrepreneurs, innovators and thought leaders for four (4) days to create socially viable businesses designed to solve the world's most pressing problems. Challenging them with "4 Days to Save the World" and "To be Generous with your Genius". The purpose of this session is to share this series as a real-life social innovation effort that can be presented to viewers as a vicarious learning experience, to share teaching activities based on the show that can be implemented as the show launches Labor Day 2021 and to demonstrate how this particular show can be included in any curriculum with a social innovation objective. Additionally, we hope to foster collaborations among like-minded educators that will generate new or enhanced teaching exercises using reality television in the classroom.

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13. Social innovation for health and wellbeing

Social innovation in healthcare

Reverse Innovations in Healthcare: Integrating Healthcare Access for Vulnerable Populations through Sustainable Business Certifications: the Case for the Fairtrade System.

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Abstract

In the United States, where access to healthcare is tied to a multitude of factors ranging from employment status to geographical access, vulnerable populations are often unable to access or seek care as a result. Recent research highlights the potential of sustainable business certifications like fair trade to improve the health and wellbeing of individuals in underserved communities. More specifically, studies have shown that the fairtrade certification system for businesses may play a significant role in improving the health and wellbeing of vulnerable populations including farmers and farmworkers through the development of community healthcare infrastructure and community empowerment.

In order to better understand this phenomenon, this study triangulates data from semi-structured interviews, surveys, and direct observation to understand how this new certification for US farms impacts farm workers' health and wellbeing using the theoretical framework of health equity in combination with Amartya Sen's capabilities approach to measure individual and community empowerment. The overall goal of this study is to better understand the role of the fair trade certification in the United States as an innovative model of reverse innovation for increasing access to healthcare for vulnerable and chronically underserved populations.

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Social Innovation as a public health intervention

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Abstract

Over the last decades, social innovation has been increasingly promoted in public policy debates as a vehicle to developing innovative and efficient solutions addressing societal needs. Social innovation has been presented as a distinctive and effective response to a welfare crisis and is perceived in policy debates as a novel way of working that promotes collaborations between citizens and public actors, and a platform that enhances the delivery of public services. Despite this growing momentum in policy and public debates, social innovation remains a contested concept and it has not been conceptualised as a public health intervention. In this paper we highlight opportunities as well as the challenges of using social innovation as a public health intervention.

In our paper, we present realist evaluation of COOL Music - a community music intervention that supports young people with experiences of trauma or those deemed to be 'at-risk'. Indeed, music-making has long been used as a tool for personal growth and community engagement. Acting as a source of personal self-expression and group interaction, music can address issues of trauma, grief, low self-esteem, mental health, substance abuse and offending. Run by a social enterprise and supported by public and academic stakeholders, COOL Music focused on engaging participants and facilitating self-expression through writing lyrics, composing songs and creating music albums. Music-making activities encouraged participants to reflect on their own identity and life experiences, helping them to recover and gain a sense of achievement.

Our realist evaluation of COOL Music is based on qualitative and quantitative data collected during three years of the intervention. In this paper, we explore *if* and *how* social innovation can be an effective public health instrument. Our findings show that social innovation, such as COOL Music, can have a positive impact on the life of people, increasing their confidence, well-being and engagement. However, attempts to scale-up social innovation can result in losing the ability to promote individualised and bespoke approaches, with positive impacts of social innovation being compromised.

Utility of virtual outreach programs in influencing men's healthcare seeking behaviour

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Abstract

In many societies, men generally enjoy more opportunities, privileges and power than women, yet these multiple advantages do not translate into better health nor longer life expectancy. Studies show that men are reluctant to seek healthcare services, and they do not freely discuss healthcare issues, which is exacerbated by social norms of masculinity.

Consequently, there is a men's health gap, and this disparity has received little attention in the global health equity agenda.

The purpose of the study was to understand these social norms which are barriers to healthcare for men. From 1 June 2019 through 1 July 2020, we conducted 10 virtual Zoom meetings, which convened a total of 500 men between the ages of 25 and 55. During these meetings, we addressed myths on men's health and provided links to medical services. The idea behind using a virtual platform was to ensure privacy and ease of access for men. Unlike traditional/physical forums, the virtual meetings enabled participants to freely and discretely interact with each other.

272 out of the 500 participants in the study sought healthcare services using the links which were provided during the meeting. 38.8% of these participants reported that they had not visited a medical doctor in the previous 12 months, despite being ill during the same period. Participating in the virtual meetings was clearly a significant motivator to seeking healthcare services for men. Furthermore, more men felt comfortable requesting additional information even after the meetings.

Privacy-oriented and virtual outreach programs are social innovations which could successfully improve male healthcare-seeking behaviours. In the long-term, this could contribute significantly to narrowing the health equity gap.

Social innovation in healthcare

Turning the “what’s wrong” into “what’s right”: Affiliation, Advocacy and Allyship Social Innovation Paths to Reversing Disability Stigma

Anica Zeyen, School of Business and Management, Royal Holloway University of London; Oana Branzei, Ivey Business School, Western University

Abstract

About 15% of the world’s population are disabled (World Bank, 2019). A wide range of social enterprises have been promoting disability rights. Despite these efforts, disabled people are still facing societal exclusion and are more likely to live in severe poverty than non-disabled people (World Bank, 2019). While physical barriers to access are important factors, research indicates that the biggest barrier facing disabled people are societal beliefs and the underlying disability stigma (Ryan, 2019). This exclusion from society, continuous experiences of discrimination, and questioning of abilities negatively impacts the wellbeing of disabled people.

Against this background, this study explores the configurations of practices employed by social entrepreneurs to bring about landmark changes in their respective countries. We develop a multi-level model of stigma reversal through social innovation using large-scale fuzzy set qualitative comparative analysis of 211 Ashoka-induced non-profit social enterprises recognized for their pioneering efforts to reverse disability stigma in 51 countries. Our dependent variable, intended destigmatization, relies on Ryff’s (2019) six dimension of eudaimonic well-being for intended beneficiaries. Based on a multi-disciplinary literature review of disability stigma, we identify affiliation, advocacy, and allyship as key dimensions of disability destigmatizing work. Using an abductive approach, we categorize the most recent best practices created by 16 global leaders and deliberately publicized by Ashoka’s Disability Network, in one of these three dimensions.

We then systematically code the number of distinct practices for each dimension that each enterprise highlighted in their time-stamped Ashoka postings in the year of induction. We capture their latest approaches using their most recent publicly available annual reports and online identities, by developing textual and visual dictionaries to capture each dimension. We also control for founder choices and context characteristics.

We then explore which of the induced configurations foreshadow landmark updates in context-specific disability rights by using a two-step QCA for the subset of 18 countries where Ashoka has already recognized four or more distinct social enterprises working on different types of

disabilities. This allows us to move away from the common question: "what's wrong" (Corrigan, 2018; Green, 2003) that describes disabled people as being less able to social innovation approaches that demonstrate "what's right" by shedding light on how organizations internalize stigma in order to reverse it for their beneficiaries and thereby create large-scale change and individual wellbeing.
We hope that the multiple-study, mixed method approach, and the dual interpretative lens afforded by the lived experience of the authors can draw explicit attention to the growing intersection of disability, stigma, and social enterprise.

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Social innovation in health care delivery initiated by institutionalized organizations and supported by technological solutions

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Abstract

Universal health coverage is a global goal whose objective is to ensure that available health systems and services are open to all people, including the most vulnerable. Scholars in social innovation argue that health is an area in which constant solutions are necessary to deal with accessibility as they promote a high social impact. This study aims to analyze, under the context of social innovation in health, how public and private institutions integrate their efforts through technological solutions in order to maximize access to health. A case study was carried out to explore the advances in social innovation in health concerning the inclusion of new technologies and the collaboration between different actors in the Brazilian scenario.

The theoretical conceptual framework considered aspects of the Transformative Social Innovation Theory under the topics of (i) Social Innovation in Health, (ii) Social Innovation driven by technological solutions, and (iii) Social Innovation initiated by institutionalized organizations.
The study also used desk research to report cases of collaboration between public and private organizations in order to relate to the theoretical structure and synthesize the observations through challenges and lessons learned that, consequently, support the theoretical approach of social innovation in the dimension of health. The results report that popular prices and the incorporation of telehealth may be one of the requirements to deal with the context of social innovation in health. Technological tools encourage changes in the way individuals interact, making the information explicit and allowing participants to keep in touch and resolve social issues more quickly and effectively. When different actors seek to act in the promotion of equity in health aiming at greater social performances, innovation needs to be accompanied by the involvement of stakeholders. Partnerships between public and private institutions play a critical role because they dismantle different institutional logics and strengthen the understanding of social innovation's concept under the top-down structure.
This study is limited to analyzing social innovation organizations in the scope of health in the Brazilian scenario. Further research is needed on the recognition of more initiatives that work under the aspects of social innovation in health, as well as the relationship with the theory of transformative social innovation and studies of the management models of private organizations that work for Brazilian public health.

Men's Sheds as a socially innovative healthcare route? A qualitative study of the impact of Men's Sheds on user's health improvement behaviours

Danielle Kelly, Glasgow Caledonian University; Artur Steiner, Glasgow Caledonian University; Helen Mason, Glasgow Caledonian University; Simon Teasdale, Glasgow Caledonian University

Abstract

Men's health is a globally underrepresented area of research and policy. With men facing numerous healthcare barriers, there are calls for more innovative 'male friendly' approaches to health improvement that take into consideration differing male behaviours and attitudes towards health. Men's Sheds (thereafter Sheds) are socially innovative community-based organisations delivering practical and social activities that encourage positive health behaviours. While Sheds have been recognised for

their health and wellbeing benefits to men, research has yet to explore the impacts of Sheds on male health improvement and their potential role as a preventative gendered public health measure.

In this paper, findings are presented from the four year 'Sustainable Sheds' project from Glasgow Caledonian University, funded by the National Lottery Community Fund. The study used in-depth interviews with Shed members from five Sheds in Scotland, UK, to investigate the impacts of Shed activities on the health improvement behaviours and attitudes of Shed users. Further, findings from the qualitative study were used to propose a set of causal pathways that visually represent how Shed activity led to positive health engagement. Results showed that three specific aspects of Shed activity were identified that directly impacted on the ability of members to improve their health: (1) the provision of space for practical/educational activities, (2) the provision of space for social/ interactive activities, and (3) the provision of an inclusive and supportive 'safe space' for men. As a result, Shed activities led to reported increases in men's health seeking behaviours, improved perspective on and management of their personal health, and an increased ability to overcome illness and recover.

Whilst presented findings show evidence of potential alternative pathways to male health improvement using socially innovative methods, we discuss how Sheds are limited in their capacity to become formal public healthcare providers. This paper also shows how Sheds, as volunteer-led organisations with predominantly older and retired members, do not house individuals with professional experience of dealing with physical and mental health issues. With this in mind, we further discuss how policymakers and practitioners must find novel ways to both support and work in partnership with such organisations when planning male public health interventions.

Can Participating in Community Currency Exchange Networks be a Tool for NGO Capacity Building in Poor Communities?

Chris Hewitt, Hudson Valley Current; Michael B. Marks, Consultant Strategist and Researcher Community Currencies

Abstract

Systemic inequality and cuts to government social programs, exacerbated by the pandemic, are hurting poor communities including small, poorly funded NGOs that rely primarily on government grants, volunteers and private donations. A cohort of small NGOs in an economically and ethnically diverse US community is working with the organization that

administers a regional community currency, in determining how the currency can help financially support and build capacities of these organizations. With the 'Community Resilience
Program' (CRP), lines of reciprocity ('credit') are awarded to selected NGOs to spark community currency usage. NGOs agree to earn and spend the currency at equal amounts over the program's existence. Unused or underutilized NGO organizational assets are identified such as service slots, facilities, equipment, and professional expertise and plans are developed to market these to cohort members, other currency member NGOs and local businesses. Currency revenue received is used to purchase essential goods and services needed to keep their doors open and expand mission.
This paper session reviews the CRP initiative including a description of key features, implementation processes and challenges, baseline currency financial plans and results of a mid-year analysis of outcomes and impacts. Questions to be addressed include:

- What guiding principles and priorities guide the development of CRP? Terms and conditions of the award?
- What start-up strategies were used to generate community interest?
- Which NGOs were selected to participate and why?
- What are the overarching goals that NGOs seek to achieve in using the currency award?
- How are participants planning to spend and earn the currency award?
- What implementation processes and challenges emerged during the first 6 months?
- How does actual spending and earning compare with financial plans?
- What new partnerships emerged through currency exchanges?
- What are initial capacity-building accomplishments, innovations and lessons learned? How is CRP helping to address equity challenges in the target community?
- What adaptations of the CRP initiative emerged in another US community currency systems? Similarities and differences from CRP?

Findings from interview, surveys and document reviews will be shared as well as analyses of currency usage. Participants will gain knowledge about how community currencies can be used to improve the finances and capacities of smaller, fledgling NGOs, the limitations/extent of impact and the challenges in doing so.

Social innovation and Covid-19

Exploring the impact of a 4-week mindfulness program on mitigating burnout in healthcare workers during COVID-19

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Abstract

COVID-19 has increased feelings of stress, depression, and insomnia[1], many of which often leads to burnout in frontline healthcare workers. Feelings of burnout are associated with mental and physical health problems[2]
that can negatively impact patient care and lead to increased absenteeism and intentions to quit[3]. Maintaining a strong workforce during the pandemic is critical[4] and prolonged exposure to stress is often the root cause of emotional exhaustion[5], amplifying the need for wellness programs capable of mitigating burnout.
Mindfulness-based interventions were shown to benefit healthcare professionals through fortifying the immune system, reducing stress and anxiety, and improving overall wellbeing[6-8]. A mental healthcare hospital in Ontario, Canada worked with the social enterprise Mindfulness Without Borders to retool their 12-week Mindfulness Ambassador Program (MAP) into a 4-week online skills-based program at the onset of COVID-19.
The objective of this study is to investigate the effects of the 4-week online mindfulness program on mitigating burnout in healthcare workers.
Data were collected from healthcare workers across a semi-rural area in Ontario, Canada. Fifty-one healthcare workers (mean age group 31-50 = 54.9%; female = 93.8%) have completed the pre and post survey thus far. A paired samples t-test was used to compare the pre and post average score of the three dimensions of Maslach Burnout Inventory (MBI; emotional
exhaustion, depersonalization, and low personal accomplishment).
The t-test showed a significant decrease in emotional exhaustion ($t(49) = 2.532$, $p < 0.05$) among healthcare workers who participated in the 4 week online MAP. This finding suggests the skills taught in the program may equip participants with the skills to combat underlying feelings associated with emotional exhaustion. No significant differences were found for depersonalization and professional accomplishment. However, participants pre-scores suggested they already had healthy levels of mind-body

awareness and feelings of accomplishment prior to completing the MAP. As study recruitment continues, these results are expected to strengthen and continue.
This study provides insight to the role of social innovation in pandemic and post-pandemic recovery and begins to build a case for the importance of wellbeing initiatives on these efforts. The findings support the efficacy of condensed and online mindfulness programs on decreasing emotional exhaustion revealing their potential to support healthcare workers. The beginning work of this project also highlights the critical need to build ecosystems of wellbeing in historically difficult to reach populations.

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Pass Dat Joy A project in pursuit of creativity, joy, and community support in the wake of the COVID-19 global crisis

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Abstract

The March 2020 stay-at-home order and related social distancing measures in response to the COVID-19 pandemic in Louisiana created a stressful situation for families with school-age children. Children lost the structure, socialization, and stability of school. At the same time, parents dealt with the demands of 24-hour parenting and home-schooling, compounded by the stress of lost wages, COVID-related illness or death, and the persistent effects of systematic
racism. This project aims to address the mental health and wellbeing of students and their parents in New Orleans, LA. In this project a design thinking, and social innovation approach was used to address the question: how might we make information on community resources and mental wellbeing accessible for resource insecure families of school-age children while providing joy
through creativity.

The project, Pass Dat Joy, consists of a family toolkit that pairs creative materials for children, such as art supplies and imaginative prompts, alongside informational materials for parents. Informational materials addressed parenting concerns, such as how to talk to children about COVID-19 and how to maintain physical and emotional wellbeing, in addition to information on community resources and support. To galvanize the community around the project, artwork created by the students was exhibited online via social media (#passdatjoy). By September 2020, 1,778 family toolkits were distributed, and the project acquired over 200 Instagram and Facebook followers. Social media interactions and interviews with purposively selected toolkit recipients suggested the toolkits were well-received.

The project also generated interest from other local community partners, who donated time, materials, and expertise, thereby contributing to the project's intended 'ripple of joy'. The use of a design-thinking approach and social innovation allowed the project to pivot with each toolkit to address immediate community needs, including promoting local social justice initiatives and the national conversation around Black Lives Matter.

Innovation and workforce aging in the Italian Health System: the results of a qualitative research during the Covid emergency

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Abstract

The paper presents the main results of a qualitative study about the Italian health sector innovation, based on in deep interviews to stakeholders of both private and public services.

Italy is the fastest aging country after Japan and the demand for care and assistance services is constantly increasing. It is estimated that in 2065, one third of the Italian population will be aged at least 65 and more than 9% will be at least 85. Then, the efficient organization of prevention and treatment services will be essential, especially for chronic conditions.

At the same time, the workforce is also aging, and the healthcare system is one of the Italian service sectors in which this process is most problematic.

In the last ten years, because of the hiring block and the pension system reform, the average age has increased getting to 50.7 years in 2018. The 57% of healthcare personnel is at least 50 years old (64% of men) and in management roles, the 60.4% of men and 36% of women are at least 55.

As in the rest of Europe, the oldest workers are physicians, but Italy is the country where the percentage of over 55 is highest. In the next ten years, all doctors of the baby boomers generation will retire and they will not be able to pass on their skills to the younger colleagues. Thus, the system risks losing experience and skills, which are particularly important in this sector.

In this context, the digitalization and reorganization of the healthcare services, are considered the solution to make the whole system more efficient. But the healthcare services innovation proceeds slowly and comes across many obstacles also linked to the personnel aging.

The situation seriousness has already emerged dramatically during the first phase of the Covid emergency, when it was necessary to call retired physicians back to work and to recruit young graduates. But it has also helped to accelerate the innovation process and overcome the technology mistrust.

The research identified the opportunities connected to technological innovation in health and its benefits for worker and population, the main elements that hinder it and the solutions adopted to overcome them.

Some regional good practices are oriented towards the virtual ecosystems development, involving institutions, services and also the citizens. The basic idea is that our health needs change constantly throughout the life

course and require an efficient interaction with a multiple services ecosystem.

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Work-Integration Social Enterprise as an Emancipatory Process: An Exploratory Study in the Disability Sector

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Abstract

Building on a new research stream that examines the social value-added role of entrepreneurship (Rindova et al., 2009), social entrepreneurship has recently been viewed as an *emancipatory process* that promotes *freedom* and *autonomy* for both social entrepreneurs and those they serve (Chandra, 2017; Haugh & Talwar, 2014). However, there is little understanding of what *conditions* and *processes* are necessary for SEs to successfully emancipate the oppressed from external and internal constraints. In this paper, we seek to address this research gap by focusing on a beneficiary-perspective of SEs and considering the strategies employed by social entrepreneurs in promoting the emancipation of their beneficiaries. The two research questions are posed: 1) *How do SEs facilitate the emancipation of their beneficiaries*? and 2) *How do the power relations of the oppressed change in the emancipatory process*?

Drawing insights from the existing emancipation theories (Freire, 1973; Freire, 2018; Rindova et al., 2009), we conducted semi-structured interviews with key persons from 16 work-integration social enterprises (WISEs) that provide employment opportunities to disabled people in Hong Kong, Taiwan, and Singapore. This paper provides evidence of how, over time, social entrepreneurs promote the emancipation of disabled people and help liberate them from a vicious cycle of oppression. In this paper, we identified four emancipatory dimensions of WISEs — *building personal resilience*, *innovative job design*, *developing an enabling environment* and *creating a space of encounter* — and demonstrated how these dimensions enabled *meaningful interactions* between disabled employees and WISEs in the workplace. Importantly, we highlighted the emancipatory outcomes enabled by WISEs, including the *formation of effective agency* of disabled people, *positive changes in power relations* and *social reconstruction of disability*, with a wider range of opportunities for disabled people and a better public understanding towards PWDs.

In summary, this paper extends the emancipation theories by developing a grounded process model of how social enterprises break the vicious cycle of oppression for the disadvantaged and build a new cycle of emancipation. This paper contributes to the literature by offering a better understanding of the strategies and practices employed by WISEs in supporting disadvantaged people and providing new insights for future emancipatory

studies in the SE field. The findings of this paper also provide useful advice for practitioners, social workers and policy-makers for developing more effective interventions to support disadvantaged populations.

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Healthcare interventions and contexts

Scaling social impact for low-income communities: a case study of a healthcare initiative in South Africa

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Abstract

This paper studies the way a non-profit foundation provides quality healthcare for low-income patients while scaling social impact for local stakeholders. Operating in low-income country contexts requires the creation of adapted business models that overcome the lack of infrastructure and the poor living conditions of the local populations (Sánchez & Ricart, 2010). The challenge for organisations is to provide accessible products and services and sustainably improve the well-being of vulnerable populations (Caneque & Hart,2017; Prahalad, 2004). Along with this objective, organisations seek to scale their impacts broader and/or deeper so that they better tackle social issues (Desa & Koch, 2014; Kickul & Gundry, 2015). Since scaling processes depends on ecosystem conditions and organisations capabilities (McKague et al., 2015), we can wonder how organisations can adapt their business model to scale broader impacts in contexts of poverty. Past research has few studied the scaling challenge in contexts of poverty and mainly focuses on franchising (Giudici et al., 2020; McKague et al., 2017), whereas we adopt a different perspective.

Drawing on the business model theoretical framework, we study strategies that may be used to scale broader social impacts in contexts of poverty. We carried out a research single case study on the Transnet Phelophepa Healthcare Trains, two medical trains that were launched by a local foundation to deliver health services to low-income patients in South Africa. Analysing the business model of the initiative, we emphasise the role of the local stakeholders to create social value creation for local communities while providing healthcare services for low-income patients.
The *Transnet Phelophepa Healthcare Trains* relies on a business model which enable strong interactions with the local ecosystem and encourage its local embeddedness. Interacting with multiple stakeholders and creating a symbolic and meaningful identity, the *Phelophepa* initiative manages to deliver health services that are physically, financially and socially accessible for low-income patients. It also contributes to gaining recognition in the entire country, which helps to bond multiple actors around the initiative. If it supports health services delivery, it also scales deeper and broader impacts. Vulnerable patients can access acceptable quality health services while local communities can improve their economic and social well-being.
In contexts of poverty, interacting with the local ecosystem may not only be useful to provide acceptable and accessible solutions to the poorest, but also to scale broader social impact for local communities. Triggering positive spillovers can, in turn, contribute to tackling other social issues such as employment in low-income countries.

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Child Sexual Abuse and intervention: Girls' sexual experiences in post conflict Northern Uganda

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Abstract

This paper shades light on girl's experiences in the encounter of sexual abuse in northern Uganda, a post conflict area. In addition, it explores interventions directed at improving the current situation of girls at risk of child abuse and the survivors of sexual abuse. Uganda police annual reports show increasing trend of child sexual abuse and girls are more sexually abused than boys. The increase of child sexual abuse in northern Uganda has led to more children contracting HIV/AIDs and other sexually transmitted diseases, increased child pregnancies, early marriages and school high dropouts. Using radical feminism and nested ecological framework theories as guiding frameworks, scenarios under which sexual offences against girls occurred are scrutinised. Girls' experiences of sexual abuse were obtained from semi-structured interviews involving 41 survivors of sexual abuse and were expounded. The narrative responses were audio recorded, transcribed and subjected to content qualitative analysis and were used to examine sexual offences in girls' perspectives.

The paper highlights the most perilous situations that risk girls to sexual abuse, as laxity in parental roles, cultural norms and practices, patriarchal attitudes, child sexual desires, family breakdown and alcoholism. Such results imply exigent need of separate units at police specifically for reporting and handling child sexual offences and need for family programs that can equip both fathers and mothers with child protection strategies for prevention of child sexual abuse.

The art of the hyper-local: developing a place-based approach to community-led Nature-Based Solutions for health and wellbeing

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Abstract

Nature-based solutions (NBS- social programmes and physical interventions involving nature/natural environments aimed at addressing urban environmental, social and economic challenges) are an emerging priority in post-Covid 'building back greener' urban agendas. Engaging with natural environments boosts human physical and mental health and is effective in addressing health inequalities. However, urban populations with high levels of health inequality may struggle to benefit from NBS due a lack of high-quality green space where they live, poorly designed interventions that do not respond to the needs of local communities and limited previous positive life experience of nature and green spaces. The Nature's Way project explores a way of addressing these deficits though a hyper-local, place-based approach to the creation of NBS.

A collaboration between the Royal College of Art and the Department of Landscape Architecture at the University of Sheffield, together with a cross-sectoral consortium of partners from the public, private and third sector, Nature's Way is an 18-month project piloting an asset- based, systemic, community-led method of NBS co-creation: design and implementation. It takes a trans-disciplinary approach, combining academic expertise in service design and landscape architecture with know-how from diverse sectors involved in service provision to create a socially innovative approach to the design and implementation of NBS. The pilot projects are located in Walsall and Bradford, two medium-sized British cities, in urban areas with high levels of deprivation and health inequality. Nature's Way will adopt an action research methodology within a four-stage innovation process:

1. Reframe key challenges in city localities to identify opportunities for intervention.
2. Co-create an approach to design and implement our NBS.
3. Piloting and validation of our approach.
4. Building our dissemination platform and scaling capacity.

This paper will report on the findings during the first nine months of the project addressing the questions:

- How are place, systems and asset- based approaches framed across relevant disciplines/sectors e.g., landscape architecture,

health and social care, policy, housing, city planning, technology, and volunteering and community action?
- How does this intersect with social innovation and practice, co-creation and community led innovation?
- What are the merits and demerits of our place-based approach to creating NBS?

Workshop wonders: The physical and mental health benefits of Men's Sheds involvement in Western Europe

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Abstract

Gendered initiatives such as Community Men's Sheds have come to the fore in recent times, aiming to support men from isolation and poor health, via practical group activity. These male-centred spaces facilitate biopsychosocial health benefits for Shedders, supporting increased physical activity and quality of life. There continues to be a strong representation of Australian and Irish Sheds in the literature, with fewer exploring areas of the UK and New Zealand, and minimal investigating European regions. To test whether the health benefits attributed to Shedding are a niche concept, or transferred into untapped areas, the physical and mental health experiences of Shed Members are displayed, alongside Members' health statuses. Data derives from Sheds adopting the new EU Step-by-Step (SBS) Project Delivery Model, with comparisons between regions presented.

217 Members from 30 SBS Sheds (UK, France, Belgium and Netherlands) either completed a survey consisting of the EQ-5D-5L health and mobility scale, International Physical Activity Questionnaire, and Warwick Edinburgh Mental Wellbeing Scale (N=149); a semi-structured interview exploring the personal benefits Shedding offers (N=29); or both of these measures (N=39). Data was assessed via a series of chi-squared analyses and deductive thematic analysis. Health scores were compared to national averages, where available.

Members' health statuses were typically lower than national averages, including a lower EQ-5D-5L health index rating, and lower 'health today' score. Members generally reported moderate mental wellbeing and

meeting WHO physical activity guidelines, with Belgian Members (137% higher) and those from Arques, France (9.5% lower) scoring significantly different to national physical activity averages. Interview data revealed Members tended to join
Sheds for social interaction opportunities, and for general health improvements. Key benefits of attendance were cited as improved general wellbeing, decreased symptoms of mental health issues, reduced suicidal ideation, and increased physical activity. Changes in attitudes to discussing health with other men, and peer-support from social interaction and connections, were also attributed to engagement in Shed activities.
These findings suggest that Members attending Men's Sheds within these regions generally have poorer health than their national averages, but are afforded the opportunities to improve their health, often cited as a motivation for attendance. Interaction via practical activity enabled Members to connect with their peers and begin to experience health improvements. The outcomes presented match that of previous literature, suggesting potential for the Men's Sheds movement to elicit similar health benefits in Western European regions.

Health and wellbeing

An Active Approach to Health: Increasing physical activity amongst individuals with sedentary lifestyles through person-centred motivational support

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Abstract
The Active Health Project aims to assist sedentary patients to increase their physical activity levels using Link Workers (LWs) from a social enterprise in the Scottish Highlands. The value of non-clinical based health interventions and social prescribing is increasingly recognised. Exercise groups, outdoor activities, art therapies and peer support are all proving popular in 'treating' both mental health conditions and addressing sedentary lifestyles. However, GPs and other primary care health professionals do not have capacity to undertake the required assessment and 'signposting'.
Based in four Highland GP practices, the LWs are employed by Velocity, an Inverness-based social enterprise promoting cycling as a way of helping people adopt healthier lifestyles, encourage sustainable travel and improve mental wellbeing. Health professionals refer patients to the LWs, who then help them develop an activity plan with targets tailored to

individual needs, preferences and levels of self-confidence. The project offers more than activity signposting and differs from generic health advice participants may have received from healthcare professionals. By delivering personalised support, the project aims to help people address long-standing personal barriers to physical activity take-up and motivate them to change habitual sedentary lifestyles. The project is funded through the Smarter Choices, Smarter Places (SCSP) Open Fund, which focusses on behaviour change, aiming to encourage everyday walking or cycling and sustainable travel methods for longer journeys.
The pilot programme is being evaluated in two stages by the Rural Health and Well-being team at the University of the Highland and Islands (UHI). In 2019/20 UHI assessed the programme's capacity to increase physical activity, change attitudes to exercise and improve self-motivation amongst patients with sedentary lifestyles. The analysis of interview and questionnaire data indicated the experience had helped some participants make lifestyle changes. Even small progress towards increasing physical activity appeared to yield significant results in terms of generating the self-motivation and confidence required for longer term behavioural change. In 2021 the aim is to examine the transformative mechanism underlying the impact of person-centred motivational support as well as the challenges of embedding non-NHS LWs in the GP practice. This stage will also investigate whether the LW/patient relationship has an impact on the sustainability of lifestyle change. Building on the 2019/20 findings, it will add to the social prescribing evidence base by examining key factors such as the accessibility of activities, barriers to lifestyle change, building self-motivation and the dynamics of the patient/LW relationship.

With men, for men: a community-based model to reduce health inequalities

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Abstract

Introduction
Across Europe, male life expectancy is on average 6.1 years lower than women, compounded by increased rates of preventable diseases and unhealthy lifestyles (White, 2011). Males also account for 77% of suicides in the European Union (Eurostat, 2020), often associated with unemployment, debt, redundancy, and social isolation.
Yet men aged 15 to 59 request fewer GP consultations than women (Hippisley-Cox, 2009), with rates of undiagnosed health issues considerably higher amongst men (Call & Shafer, 2018). The Step-by-Step (SBS) model

has been developed to increase men's engagement in their own health while addressing factors contributing to poor mental wellbeing.
The SBS model embodies the Community Men's Sheds concept, facilitating mental wellbeing benefits amongst attendees. SBS expands this idea to different activities designed specifically for men, including evidence-based health interventions adapted to an informal environment.
The model was developed through focus groups and workshops with men from UK, France, Belgium and Netherlands, and tested within community-based groups Group leaders receiving training and support in model application and group development.
Men indicated an interested in health but favoured helping others first. They also preferred to manage their health independently, rather than utilise GP services unnecessarily. The resulting SBS model is underpinned by peer support and informality to increase health awareness, individual empowerment, and support community autonomy.
80 groups adopted the model, receiving training and support in model application and group development. 113 individuals have trained as Health Champions, increasing awareness of men's health and facilitating healthy conversations. 48 similarly trained in skills development to enhance labour market activity and improve wellbeing.

A Sense of Connection: The role of Social Wellbeing in Entrepreneurial Resourcefulness

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Abstract

Social Innovation takes the path to uncover unorthodox thoughts and take unique actions to satisfy unfulfilled needs (Mulgan, Tucker, Ali, & Sanders, 2007). One of its main goals is to transform individuals and communities, from the grassroot to the macro level (Westley & Antadze, 2010). Here, the role of social entrepreneurs is significant in identifying the unmet needs, innovating and take action to help communities and create value (Gartner, 1990; Cunningham & Lischeron, 1991). For these entrepreneurs, resources are integral, but the optimisation of resources (Bloodgood, Hornsby, & Hayton, 2014) and making use of limited resources (Powell & Baker, 2011), is crucial for the establishment of social ventures. Entrepreneurial resourcefulness includes, psychological and cognitive aspects of entrepreneurs, seen as key to resourcefulness, including behaviours and emotions of entrepreneurs (Baker, Miner, & Eesley, 2003). Powell and Baker (2011) have described community, as a part of the behaviours of resourcefulness, hence community enterprises are social

ventures that bring together individuals and aim to work towards meeting the social needs of the society (Borzaga, 2015; Somerville & McElwee, 2011). Community enterprises have been an area under discussion in the literature over the last two decades (Farmer & Kilpatrick, 2009; Weerawardena & Mort, 2006), but how the community contributes towards the resourcefulness of community enterprises, requires further research (Corbett & Katz, 2013). Hence, taking up this challenge, the study explores the relationships between the various community members that estabish, sustain and drive community enterprises through the lens of social wellbeing literature.

In order to generate new insights and to investigate the role of social wellbeing in entrepreneurial resourcefulness, the research takes an inspiration from the theory building approach (Eisenhardt & Graebner, 2007). The research design allows rigorous exploration and thorough analysis of the phenomena, with a qualitative in-depth single longitudinal case study of a distinct case (Siggelkow, 2007), a community enterprise, IFM, and contextualizing entrepreneurship research along the research process (Welter, 2011). The venture was setup by a sustainability enthusiast as a unique initiative, in developing country facing dearth of external resources. The founding entrepreneur was initially supported by 4 contributing community members but has now grown to 40 contributors. Data was collected through semi-structured interviews and observations of the community members from 2019, but the researcher has been closely observing and has access to the venture since its establishment in 2013. The rich data in the context of a developing country
provides a lesser discussed perspective of resourcefulness in terms of social wellbeing. Archival data sources are also part of the data that include Facebook pages, newspaper articles and media sources.

This study connects to the current debates within the literature in terms of resourcefulness (Powell & Baker, 2011) and its connections to social innovation in terms of social resourcefulness (Ijaz, R., & Edwards, M., 2020), while, also providing new perspectives to the behaviours of resourcefulness. This is a novel theoretical contribution, in terms of extending both the social wellbeing and the entrepreneurial resourcefulness literature. The study also provides an understanding to social entrepreneurs setting up community enterprises in light of the significance of social wellbeing.

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Collaborating to jointly impact wellbeing: governing relationships between formal and informal organisations

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Abstract

In recent years, citizens are increasingly demanding in addressing societal issues at the local level, such as health and wellbeing (see Lumpkin & Bacq, 2019). As a result of austerity measures, formal organisations such as local governments and public service providers are looking for other ways of outsourcing their activities to reduce costs and gain access to alternative sources of knowledge and resources (Bovaird, 2014; Healey 2015). In this context, citizens organise themselves in relatively small-scale initiatives that aim to contribute to relevant societal themes such as inequality, sustainability, and health. These local initiatives result in often loosely-structured organisations that provide new and diverse services to citizens to overcome formal organisations' lack of services. We label these initiatives as informal organisations, and examples include social enterprises and community organisations. At the local level, improving wellbeing requires collaboration between formal and informal organisations. This paper focuses on the governance of the relationships between formal and informal organisations and how they impact wellbeing.

Many municipalities have recently developed prevention-focused healthy ageing district approaches, and in response, many informal organisations have emerged. This study focuses on a district in Groningen, the Netherlands, where an informal organisation is developed to stimulate participation among vulnerable groups by offering various activities and services. Semi-structured interviews were conducted with several formal (local government, social care team, housing corporations) and informal organisations.

Our findings show that throughout their activities, informal organisations motivate the participation of vulnerable groups, increase social cohesion and impact wellbeing. Several formal organisations recognise this contribution, and therefore, they are encouraged to collaborate with informal organisations. The relationships between formal and informal organisations are managed through contractual and relational (trust-based) governance mechanisms. Within more contract-based relationships, informal organisations are mainly responsible for creating impact. Whereas in more relational based relationships, the organisations formulated common objectives and jointly created impact. Besides, pre-existing connections positively influence collaboration, and in these situations, formal

organisations were more optimistic about working together with informal organisations. However, the way an informal organisation is positioned and funded by local governments influences power dynamics between formal and informal organisations.
Overall, governments should be more adaptive towards the emergence of informal organisations since they can contribute to adequate and effective service delivery, thereby impacting citizens' wellbeing.

Surging women's power: social value creation of community fridge in Chennai, India - a case study

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Abstract

COVID 19 triggered humanitarian and health crisis worldwide. Joblessness, unemployment, underemployment and poverty grew across the world. India is one of the worst affected nations. Lack of health infrastructure in Government hospitals, non-affordability of medical cost at private hospitals and non-availability of medical professionals snapped the lives nearly 0.4 million Indians. On the other hand, hunger due to poverty, no source of income snatched away many precious lives. Curtailing movement of people with stringent lockdowns and mandatory social distancing robbed the means to eat. Moments of crises pierce open the floodgates of compassion. Countless compassionate hearts- individuals, philanthropists, Volunteers, different religious, political, caste groups, NGOS, governments, started feeding millions of people in Tamilnadu to save vulnerable lives.
Community fridge is, a fridge in public place, is prevalent in many countries. This innovative effort enables food sharing by generous people and provides access to those who are in need. Ayyamitu Unn, community fridge, started by orthodontist Dr Issa Fathima Jasmine, very recently in Chennai, Tamilnadu, India. It aims is to reduce food wastage and address issues of hunger. It really helped to feed the hungry with strict enforcement of lockdown and social distancing the peak of 2nd wave of COVID -19 pandemic, where thousands died.
This paper examines the social value creation Ayyamitu Unn community fridge in Chennai. It aims to analyses its impact on feeding the poor, reducing food wastage and protecting the environment.
The Methodology is qualitative. A well-structured questionnaire was prepared, given to the founders and key persons. Later personal interviews were conducted. The same questionnaires were administered to some other office bearers and beneficiaries. A scheduled telephonic interview

was conducted and were recorded with prior permission and transcribed. Secondary sources viz internet and newspapers were used to obtain more information.

The paper reveals the social value creation of community fridge. It puts spotlight on how food worth of INR 1.80 crores (18 million rupees) were eaten by people, which would have otherwise been wasted. And the amazing impact of collecting more than 25 tonnes of toys, books, shoes, and clothes and sending to right distribution channels. A novel idea to protect "our common home".

The insights of this study are the following: 1. Surge of women's power is demonstrated in community fridge. 2. Tapping the value of compassion to feed the sick. 3. Optimising cost-effective technology to collect excess food and to avoid wastage. 4. Collecting and redistributing the usable items which would have become garbage. 4. Making difference and saving our common home by reusing, reducing and recycling.

The article is structured in the following way. Having touched upon the COVID 19 pandemic context and rationale of the study, the authors introduce Ayyamitu Unn - community fridge in Chennai. Then the definition of social entrepreneurship introduced. Later the authors put spotlight the motive of empathy and compassion in social value creation. Finally, the authors discusses how Ayyamitu Unn - community fridge is really contributing to mitigate hunger and poverty, reduce wastage and facilities reuse of unwanted and discarded items. Thus the author tries to establish the social creation of community fridge. And this idea can be spread across the globe to reduce hunger (one of SDG) and save our common Home (imminent threat).

Can Social Enterprise solve the Social Care Crisis? An Empirical Study

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Abstract

Increasing demand for social care combined with cuts to public spending have led to calls from both government and service users for more innovative care services that are more cost-effective and responsive to user need. Social enterprises have emerged within this context. There are now around 70,000 social enterprises in the UK of which approximately 8% deliver social care services (SEUK, 2018). Largely anecdotal evidence points to the potential of social enterprise to deliver quality care and positive outcomes for users, as well as improve staff satisfaction. Their flexible business models as well as their independence from government could also make social enterprises well placed to deliver innovation in service

design and delivery (SEUK, 2019; DH, 2008). However, robust academic evidence on care social enterprises remains sparse.

The research presented in this paper will begin to fill this gap by collating existing and collecting new research evidence to provide a stronger understanding of the contribution that social enterprises can make to the social care sector. It seeks to address the following three objectives: 1. To review the existing academic, policy and practice literature to establish the existing state of knowledge on care social enterprises in England. 2. To use existing data/evidence and undertake stakeholder consultation to 'map' care social enterprises, to identify the outcomes they are reported to deliver and to explore the extent to which they offer innovation in service design and delivery. 3. To undertake interviews to explore how care social enterprises and the people working within them conceptualise the outcomes of their activities for staff, and the individuals and communities they seek to support.

This paper will present the findings from the first stage of the project in the form of a conceptual framework of care social enterprises. Drawing on a realist approach (Pawson et al., 2005), the framework will present the reported outcomes of care social enterprises, the mechanisms that may be needed to deliver those outcomes and the context within which they operate. The framework is designed to help scholars, policy makers and practitioners understand what constitutes 'good practice' in care social enterprises and how outcomes may be achieved.

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Making social innovation with adolescents at school: Using digital media to promote well-being

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Abstract

The school well-being model, which is a student-centered approach, assumes that the dynamics of well-being occurs at school, in the context of the interrelationship between well-being, teaching and education, and learning or achievements (Konu and Rimpelä, 2002). School conditions (having), social relationships (loving), the means for self-realization (being), and the state of health (health) are the main elements of well-being at school. Each of them has a set of characteristics affected by the teaching, education, and learning process. School well-being also depends on social ecology, represented by the surrounding community. Considering the concern with health in the well-being model, we have incorporated Manganello's (2007) work on health literacy for adolescents. According to this framework, adolescents' personal beliefs, values, attitudes, and behavior about health literacy depend on: 1. Individual characteristics, 2. Family and peer influence, 3. Education, health, and social media systems.

Given this context, the goal of this paper is to present an adaptation of the video intervention methodology for preventive assessment (VIA) as a tool to promote health literacy, engaging adolescents in self-care. VIA has initially been proposed by Rich et al. (2000) to give adolescent patients a voice about their disease perspectives. In this case, the innovation is to use protocols that

help us understand the adolescent's perception about health and well-being in the context of the schools participating in the Health Promotion School Program.

We propose using two methodological frameworks to ensure the clarity, transparency, and rigor of the study. First, Manganello's health literacy framework is used to guide our study design and data collection (Gou et al., 2020). Manganello adds media literacy to critically assess media messages as a separate construct into health literacy for adolescents to highlight the importance of media use in the specific population (Liu et al., 2020). Second, VIA is used to explore the potential for indirect use of the video footage. Sharing footage and service user comments helps recognize and understand the individual service user's perspective (Guthrie and Stansfield, 2020).

The VIA methodology uses visual narratives in a structured way, portraying the adolescent narrator's life and experiences. At the same time, it allows integrating general issues, and specific health conditions. It also considers the psychological, social, and cultural aspects revealed in the visual data. Adolescents use images, sounds, and words to examine and share their experiences, revealing the beliefs and behaviors that have shaped and affected their lifestyle. It will help us better understand the adolescents from the experiences shown visually and verbalized according to his/her life context.

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14. Sustainability and social innovation in a time of climate and biodiversity emergency

Sustainability initiatives, activism and networks

From Waste to Food - *A Case Study on Social Biotechnovation and Circular Economy in Kenya*

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Abstract

Is there enough for everyone in the world? The concern for sustainable resource use and management has continued to attract the attention of many intellectuals (Geissdoerfer, Savaget, Bocken, & Hultink, 2017) leading to the prominence of the circular economy (Tura, Hanski, Tuomas, Matias, & Piiparinen, 2019). Recently, the view that the world needs to shift away from linear based consumption to circular consumption has equally gained prominence (Ellen McArthur Foundation, 2015). Circular economy is viewed as being of potential benefit to Small and Medium Enterprises (Mura, Longo, & Zanni, 2020) and is defined in different ways (Kirchherr, Reike, & Hekkert, 2017). The need for additional research in how SMEs can incorporate circular economy activities in their business models has over time stood out.

This is an exploratory study that focusses on an aquacultural SME in a low-income rural community in a developing country. This study explores the nexus between social innovation and circular economy and its potential benefit to the local community. The SME provides local women groups with swarms of black soldier fly (*Hermetia illucens)* for breeding. Their eggs hatch into larvae which feed on any organic biological waste that is available. The larvae are subsequently converted to protein feed that can be used for fish, animals feed. The residual bio-waste can also be

used as organic manure in place of chemical fertilizers. From the peculiar research setting of a low-income rural community in a developing country, the study analyses how a local SME has adopted and developed circular economy practices. In doing so, the study further analyses the principal enablers and challenges that affect the adoption of such practices, and finally explores the nexus between firm strategy and firm performance with respect to social innovation and circular economy.
Given the exploratory nature of the research questions, the study adopts an inductive qualitative design that combines semi-structured interviews with the study firm and distinct focus groups. Through an iterative process between primary, secondary data and extant theory, results were coded and gathered in the findings of the study.
Anchored on the theories of social innovation and socio-materiality, the study argues that generation and diffusion of biotechnology that encourages circular consumption is influenced by inter- and intra-organisational responses and reactions. The study seeks to analyses factors that influence the adoption of biotechnology in a society.
This study seeks to contribute to the theory of social innovation and circular economy in small and medium enterprises firms, particularly advancing the theory of social materiality in a developing context of disadvantaged communities. The study also provides contextual empiricism to circular economy offering to entrepreneurs, NGOs, and policy-makers suggestions on how to develop social innovation in poor and developing contexts.

Social innovation in effective flood risk communication

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Abstract

The escalating global climate crisis requires effective communication systems to empower and inform individuals, communities, stakeholders, governing institutions and organisations across the private, public and third sectors. Climate change is significantly increasing the number and severity of UK flood events. In England, over 5.2million homes and businesses are at risk of flooding (Environment Agency, 2020), while in Scotland 284,000 properties (approx. 11%, NRS, 2018) are at flood risk (SEPA, 2018) and this is projected to rise to almost 400,000 properties (approx. 15%) in 60 years (SEPA, 2018). Despite this increase in risk, and significant attempts globally and nationally to communicate the urgency

of preparing for the impacts of a changing climate, public awareness of their flood risk remains stubbornly low (Rollason et al., 2018; Percival et al., 2020).

A rapid improvement in the public's understanding of flood risk and flood-related climate change impacts is urgently needed. Concerted attempts have largely failed to ignite widespread action in many local communities at risk, and this has been attributed in part to a focus upon messages that use occasionally complex, technical flood risk visualisation tools (particularly maps) despite their inherent 'peculiarities' (Percival et al, 2020). A clear opportunity exists for social innovation to drive change in communicating flood risk and flood-related climate change.

This paper draws from a study that aims to 1) examine gaps in the Scottish public's understanding of flood risk, flood-related climate change, and managed adaptation; and 2) examine effective ways of communicating it better. The study began with a Rapid Evidence Assessment of relevant academic and grey literature in July 2020 to determine a) what is known about flood risk communications; b) what gaps are consistently appearing in the public's understanding; and c) what examples of good flood risk communication practise exist. At the time of writing, a sample of key stakeholders in the flooding and climate change communication system in the UK are being interviewed. The study also intends to run a workshop with community representative and key stakeholders to examine and evaluate examples of current flood risk communications.

The findings of this investigation will give greater insight into how social innovation might break down silos of thinking and practice that prevent a more cohesive communication of flood risk, which could bridge academia, practice and policy to effect change and empower communities to prepare for inevitable climate change impacts.

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Rediscovering social innovation from elsewhere: Insights from 100 climate initiatives in 'unusual' locations

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Abstract

The discourse about social innovation has been focusing on how to "empower people" and "drive societal change". (BEPA, 2010; Avelino et al., 2019; Pel et al., 2020) This is a debate that emerged in the Western contexts where people make a good living with a well-functioning social security system and stable utility services. However, what about the social innovation in the less-developed world, particularly the least-developed countries? What is the meaning of social innovation in these contexts, where people are struggling to get the most basic needs of life, such as stable electricity and clean water? What are the characteristics and patterns of social innovation practices in these 'unusual' locations?

This research turns to the experiences of ordinary people in ordinary cities to seek the answers. We have identified 141 cities with between 300,000 and 1 million inhabitants in 2010 and will grow over 4% of their current size before 2030 (UN, 2018). Based upon a desk-research of searching for climate initiatives in these cities, we build up a database of more than 600 local climate initiatives, in which more than 100 initiatives can be viewed as social practice-based climate actions. These actions are mainly observed in the least developed countries (e.g., Afghanistan, Angola, Bangladesh, Burkina Faso, Congo, Eritrea, Guinea-Bissau, Mali, Mozambique, Nepal, Niger, South Sudan, Sudan, Tanzania, and Yemen) and developing countries (e.g., Cameroon, Ghana, India, Indonesia, Iraq, Kenya, Nigeria, Syria, and Viet Nam).

The research finds that these social practice-based climate actions are mainly induced by mundane social demand and relate closely with the cities' histories and cultures, as well as its place-based particularities, including, but not limited to, natural endowments, industrial proximity, urban materiality, formal and informal institutions, politico-geographical structures, and culture-rooted imaginaries. Rather than regarding social

innovation as a 'tool' to empower people or transform the society, we believe that social innovation is by essence mundane - spontaneous, fragmented, and dispersed (Haxeltine et al., 2017), which has its origins in 'lifeworld' logics (Wittmayer et al., 2020). Returning to Henri Lefebvre's theoretical work on the everyday and everydayness, we call for a "lived" thinking of social innovation. A few topics require more attention, including 1) the subjectivity of social innovation, both in actions and perceptions; 2) The informality and temporality of social innovation, as social innovation can and should be allowed to be a one-time thing.

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'Racing' up the corporate ladder: The career strategies of Black leaders in the UK

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Abstract

It is fair to say that many professionals enter organisations with ambitions of climbing the corporate ladder. However, research shows that underrepresented groups, including those from Black racial and ethnic backgrounds, are faced with unique challenges that can form barriers to

leadership opportunities (Bell & Nkomo, 2001; Crenshaw, 1989; Ospina & Foldy, 2009; Sanchez-Hucles & Davis, 2010). Despite Black people making up more than 3 per cent
of the population in England and Wales, just 1.5 per cent of Black people hold top management roles across the private sector, and 1 per cent in the public sector (Business in the Community, 2020).
However, while many studies focus on the organisational and institutional constraints that lead to a lack of career advancement for Black people, being 'held back' by these constraints is neither an intrinsic feature nor an experience that resonates with every Black professional.
The aims and objectives of this qualitative research are three-fold. First, to identify the constraints embedded within institutional norms that each leader has faced; second, to identify the strategies adopted to transcend these constraints; and third, to understand the motivations and actions taken, if any, for paving the way for others to transcend the constraints. In order to conduct this research, the study draws on critical race theory and organisational socialisation.
This research comes at a time when, whether for theoretical, moral and/or commercial reasons, organisations in the UK are being challenged to address and are being held accountable for racial diversity amongst their workforce, including their leadership teams.
While research exists that identifies the constraints that Black professionals can and do face, addressing these constraints has clearly been ineffective because the number of Black leaders remains low and stagnant – a clear indication that other routes to success need to be explored.
My research aims to address a number of needs. First, to contribute to discussions on critical race theory and institutional theory in the specific context of the relationship between race and organisational leadership; second, to shed light on the ways in which Black professionals can navigate the institutional norms that create constraints to leadership; and third, to provide examples that demonstrate how to help other Black professionals facing similar challenges.
In addition, my research aims to inform future diversity strategies and practices at an organisational level.

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Social innovation for sustainable business and organisations

An alternative fashion for sustainability? Innovation combining social and environmental goals by sustainability-motivated designers and entrepreneurs

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Abstract

The fashion industry arguably suffers from too much of the wrong sort of innovation, particularly in the form of 'fast fashion' with its considerable environmental impacts and throwaway consermerist ethos. This study explores the types of innovations being introduced by sustainability motivated design entrepreneurs operating in the UK fashion sector, with a

focus on the extent to which they are able to combine environmental and 'social' elements in their design practices.

Drawing on research on social entrepreneurship (e.g., Doherty et al. 2014) and sustainable consumption (e.g. Mont, 2019; Jackson, 2005), this paper takes an exploratory theory building approach to explore the following questions:

- What are the types and motivations of sustainable fashion design entrepreneurs?
- What are the types of innovation found in these enterprises that address environmental and social issues?
- What are the innovation processes involved and how are they seeking to bring in the 'social'?

To date, the global fashion sector is worth an estimated $1.5 trillion, contributing $80 billion to the UK economy alone, and employing around 430 million people globally, thus ensuring the livelihoods of many people across the world. However, the current fashion system exacerbates natural resources depletion, social injustice and climate change. Critics are increasingly concerned that fast fashion's linear business model based on high throughput and high consumption rates generating high amounts of waste model is no longer viable.

UK citizens consume more clothes than any of their European counterparts, with around 300,000 tonnes of clothing being throwing away. Industry-wide initiatives such as such as the UN Alliance for Sustainable Fashion and the Better Cotton Initiative may have some impact but they largely support the existing structures rather than providing a radical alternative at the speed of change needed. Over the past few years, however, a new breed of designer entrepreneur has emerged, who by developing alternative business models seeks to more radically challenge the 'status quo' of the fashion industry, redefining which roles in society fashion businesses can, and perhaps should, fulfil.

This paper reports on the findings of longitudinal data from an in-depth qualitative study of sustainable fashion design entrepreneurs and their enterprises in the UK, and how they are seeking to challenge the dominant fashion industry model. From a sample frame of 144 businesses collected from an online survey, 30 sustainable fashion enterprises were selected for more detailed study. In each case the founding entrepreneur(s) were interviewed half a year before the pandemic and then again during the pandemic. Following the second round of entrepreneur interviews, five case studies were selected for more detailed study with each having an average of four interviews with staff and other external stakeholders. This allowed the research to explore the alternative visions from the perspectives of multiple stakeholders. Data was transcribed and coded in Nvivo by the three authors. 25% of the interviews were coded by two people to ensure reliability of the coding system. A second round of coding allows for further exploration of the topic and the development of the paper conclusions.

Sustainable fashion design entrepreneurs are shown to draw on different ethical positions as they express their motives. These relate to their multiple objectives and their broad purpose to run a business that goes beyond the commercial and combines this with the environmental and social aspirations. They challenge conventional business growth narratives by not seeking growth at any cost and are searching for alternative business models that allow the country as a whole to challenge its consumer habits. In this way these businesses present an alternative vision of business that can lead to greater wellbeing and living within the planetary boundaries. Through businesses such as these, there are visions of what can be achieved in a post growth world (Jackson, 2017) where an economy be judged on more than GDP.

In developing their innovations, these businesses are found to be rejecting dominant models of the fashion industry that aim to maximise consumption. The tyranny of novelty that affects much of the creative industries is rejected with an abandonment of the idea of 'seasons', fast fashion and the need for new collections. This is replaced by a focus on sustainability, longevity, circularity.

The findings show that these businesses do want to scale up their impact but this is often through sharing ideas and encouraging complementary businesses. This is not without tension as they have to keep their businesses afloat at a time of pandemic and massive upheaval. In many of the cases they are actively pursuing a vision of changing consumption patterns with some becoming explicitly activist and others being more subtle in how they share their vision on social media and in their communication with customers.

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How small organisations develop sustainability strategies: Evidence from trans-Himalayas

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Abstract

SMEs in remote areas face many contextual issues relating to sustainability such as energy, transportation, waste management, water consumption, conservation and biodiversity. Whilst existing studies have explored environmental practices of SMEs in remote areas, there is limited evidence of how these organisations respond to context-specific sustainability issues and embed sustainability strategies in their operational values. Using Gibson and Tarrant
(2010) resilience triangle model, this study seeks to address this gap by investigating two critical areas: 1) how small organisations in trans-Himalayas respond to contextual challenges and opportunities; and 2) how they develop and embed sustainability strategies in their operational values.
We adopt an explanatory case study design using multiple sources of data collection from five small organisations in trans-Himalayas. Data used in this study range from interviews (n=8) with owner-managers and documents such as bank statements and business brochures. Interviews with owner-managers took place in their real-life settings and lasted 1 hour on average. Two forms of analysis were conducted – thematic analysis for interview data following Braun and Clarke (2006), then content analysis for the documents. Multiple
sources (interviews and documents) and different forms of data analysis support Guba and Lincoln (1985) confirmability and dependability research quality criteria.
Our findings reveal that there are many contextual challenges facing small organisations in trans-Himalayas such as ecological conditions, remoteness, access to information technology and human capabilities. The investigated cases respond to these challenges by developing innovative services like eco-tourism, conservation, educational materials. They engage communities through participatory actions and education. To embed sustainability strategies, the owner-managers do the following: adjust their

vision and mission statements; train employees on sustainability values and lobby the government on policy changes. Some of the cases (n=3) invest in resources and capabilities whilst others (n=2) invest in process capabilities. They also believe that responding to sustainability challenges is critical to their longevity.
This study adds to our understanding of the impact specific contextual challenges have on small organisations in a remote context. It also reveals the importance of process capabilities, leadership, people and knowledge capabilities in developing sustainability strategies. Through this investigation, we show that small organisations can create the necessary change for a better future.

Application of System Dynamic Modelling to Drive Sustainable Data Governance in Smart Cities

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Abstract

The goal of this paper is to demonstrate how system dynamic modelling can be used to implement sustainable data governance practices, to facilitate value creation through the management of data generated in smart cities.
As global urbanisation rates increase, with the total population of urban areas now in the region of 4.4 billion [1], city officials around the world are bound to design and implement smart city transformation strategies to improve sustainability and the quality of lives of their citizens. These transformational initiatives depend on the implementation of new technology projects and initiatives that utilise big data sustainably to solve a variety of city management issues, facilitating the provision of transparent governance, integrated mobility, clean and sustainable urban infrastructure, economic prosperity, as well as health and safety.
The case study of London highlights the complexity of the challenge, with the alignment of multiple stakeholder groups across both public and private institutions, as well as the need to ensure that the implementation of data governance actually delivers sustainable value.

Commercial organization and social innovation: An innovation strategy for business growth

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Abstract

Not just social enterprises, but commercial organizations can also deliver social innovation, not to mention their enormous financial capital, cutting edge technologies and top-notch human resources. Business innovations through new ideas of products or processes, are the typical elements in business strategy, however, the conventional corporate social responsibility (CSR) practices have merely as expenses for window dressing to neutralize bad comments, or just to manipulate shareholders perceptions. Corresponding to the higher and loftier social and ethical appeals, well-known corporate strategists such as Michael Porter and Mark Kramer craving that, it is time for chief officers to elevate from CSR mindset, which mainly philanthropic activities, to embark proactive and long term corporate social innovation (CSI) at the core of their strategic composition. Additionally, many literatures (i.e., Dionisio & de Vargas, 2020; Foroudi, Akarsu, Marvi, & Balakrishnan, 2020) have emphasized the importance of social value in commercial businesses and company growth in past decades.

However, there is lack of studies on the effects of CSI towards business sustainability to support its widespread adoption in commercial businesses. Thus, from the lenses of stakeholder theory and four CSI model derived from Mirvis, Herrera, Googins, and Albareda (2016) and Mirvis and Googins (2018), namely pro bono services, sustainable business model, social enterprise partnership, social enterprise administrator, this study aims to provide some convincing arguments on the relationships between social innovation and corporates performance. A clearer view of the subject would be a reference for business decision makers to understand how the development of the social innovation capabilities can contribute to the company competitiveness. The policy makers would also have better preparation for strategizing when aiming to initiate and encourage more business entities that tackle grand societal challenges.

Lastly, this study could be contributing to the theme of the conference Open Stream, by raising two focuses: (1) how commercial businesses could involve efficient and effectively in the process of social innovation, by leveraging their large and unique resources and capabilities, and (2) how social innovation adoption could help the growth of commercial businesses, without compromising neither economic nor social benefits.

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Innovation for climate change

Decarbonisation and climate activism by New Zealand firms

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Abstract

Major sustainability challenges connected to planetary boundaries and societal needs have been pervasive topics throughout the 21st century. This paper focuses on climate emergency, which is perceived as one of the most complex and urgent sustainability challenges. To meet the goals set under the Paris accord, radical emission reductions are needed in a relatively short time period. However, for many businesses rapid decarbonisation can constitute a paradox by involving considerable tensions between environmental and economic sustainability objective.

This paper explores the factors that drive firms' decision to take climate action. The findings are based on qualitative data collected via document analysis and interviews with net carbon zero certified firms in New Zealand. The findings indicate the importance of values held by directors in incentivising and maintaining voluntary decarbonisation vis-à-vis the tensions of doing so, including factors such as additional costs and limited price premium advantages. However, some of the firms highlighted a business case argument, where by engaging in decarbonisation, businesses had also achieved substantial cost savings.

Overall, carbon offsetting plaid an important role in the firms' efforts to secure a net carbon zero status, as many firms had struggled to reduce their absolute emissions due to business growth and heavy reliance on business activities that were perceived as hard to decarbonise. Many firms actively engaged in external influencing/climate activism work with their value chain and other businesses. This type of work is typically not accounted for when firms' climate mitigation efforts are evaluated. However, these efforts can be substantial, and should hence be considered alongside internal emission management. This paper contributes to the debates on the importance of business case and paradox approaches in decarbonisation transitions. Also, the challenges related to the growth-emission nexus are highlighted. Voluntary carbon management schemes can be one part of solving the issue of business emissions, but other measures are required to achieve the goals set under the Paris Accord.

Climate Change's "Creative Destruction" Demands a Just Transition: A Comparative Analysis of Just Transition Laws and Policies

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Abstract

Entering the decade of action to achieve the United Nations Sustainable Development Goals of 2030, our efforts to combat climate change, need to be centered in people and justice. The existential threat of climate change coupled with the reality of stranded assets is forcing the transition from fossil fuels to clean energy, which can be described as the phenomenon of "creative destruction" for the 21st century. This brings a potential for economic growth, but only if there is a "just transition" to ensure the communities and workers dependent on fossils fuels are not left behind. Countries and states are already taking the lead and passing "just transition" laws, policies, plans, and funding mechanisms.

This research paper has the primary objective to identify these different laws and policies in the U.S. and EU, including the Just Transition Mechanism of the European Green Deal, Colorado State's Just Transition Action Plan, New Mexico Energy Transition Act, Clean Energy Worker Just Transition Act, and the International Labor Organization's Guidelines for a Just Transition. Through a comparative analysis, the key provisions will be highlighted which ensure a socially innovated process that will bring corrective, distributive, and environmental justice to the most vulnerable communities. The conceptual and theoretical perspectives of environmental and climate justice, human rights, and social innovation will inform this research. This paper will contribute to the conference by

determining that equity is fundamental to sustainability and sustainability needs to be "human-centered".

Social Innovation Labs for Climate Action: ClimateLabs

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Abstract

Climate change is a phenomenon that cannot be ignored. The temperature of the Earth's surface has significantly increased during the last five decades, mainly due to the high greenhouse gases triggered by the free advance of industrial processes. At the same time, climate change has a severe impact on countries and cities with high economic and social vulnerability, Latin America and the Caribbean being regions particularly fragile to changes in temperature. At the same time, social inequalities and low capacity of adaptation make these regions, territories highly sensitive to climate change. Hence, the impacts to which we will be confronted will be a portrait of the growing socio-economic and socio-territorial inequalities of the different regions of the world.

It is essential that the search for solutions to this global crisis is transversal to the fight against the social inequalities by which we are challenged. As a result, it is necessary that the work towards the mitigation and adaptation of the impacts of climate change is not reduced to decision - making processes carried out exclusively by hegemonic groups. Rather, solutions should be developed from local communities and in conjunction with the spaces of production of knowledge of the territories that are directly affected.

Universities have a very important role to play as organizations that form advanced human capital that synthesizes territorial and global knowledge and in their role of transferring skills to communities. This paper elaborates on the case study of the installation of Social Innovation Climate Action Labs in the Global South and their implications on accelerating the adaptive capacity of local communities.

Social innovation, utopia and labs

Utopia dynamises action: action dynamises utopia

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Abstract

Social innovation and sustainable development are in high demand in undergraduate and graduate education. There is a wealth of literature from the natural and social sciences to learn about a variety of different and interconnected central topics from climate change to poverty, including energy, to water, agriculture and waste management poverty. This literature also shows the need for inter- and transdisciplinary approaches for dealing with these challenges in a methodological way in both research and education. These elements should be addressed by a system-oriented perspective and future managers of social innovation and sustainability must be prepared, their relation and the challenge of through inter- and transdisciplinary approaches. they pose for the emerging sustainability science. There is also a need for methods that allows students to appropriate (un)sustainability challenges and innovative approaches for dealing and acting with them.

Thus, which methods could be applied to teaching sustainability and how do they contribute to the emerging sustainability science and prepare social innovation managers for the future? This paper contributes to social innovation and sustainability education. It presents a novel variation of a back casting--approach applied to social innovation projects that combines elements from ethics, stakeholder analysis and transition management for a semester-length group-based learning experience approach. It has been This approach was explored with course units of a sustainable management master course and in cooperation with partners of practice from sectors such as water, agriculture and transport.

The paper introduces the sustainability context and the rationale for approaching sustainability issues from the future, such as utopias, visions or principles of sustainable communities and societies. developed with practitioner partners developing social innovation projects addressing mobility, water and agriculture in urban contexts enabling a learning practice-oriented direction.

BBack-casting is a method that allows to create long-term visions and paradigm changes allowing participants to work with creativeness, planning and practice. Starting from the future vision, it passes through a context analysis of the present to develop an action plan for the future. The

partnership with social innovation practitioners allowed students to work with specific projects to address a sustainable challenge and propose an action plan using the Back-casting. The paper details demonstrates how this approach was applied is used in teaching, analyses the student experience via the evaluations of cohorts taking the course, and discusses the implications for practice beyond the classroom.
Part one introduces the sustainability context and the rationale for approaching sustainability issues "from the future", such as utopias, visions or principles of sustainable communities and societies and its relation to social innovation teaching. Part two introduces the elements and sequence of a back-casting approach that has been used 10 times in the context of a sustainable management course at the master's level. Part 3 presents the evaluation of the approach as viewed by the students and teachers. Part 4 relaters back to education for sustainable development and social innovation and discusses conceptual and practical implications of the approach and avenues for further elaboration.

Utopian thinking and social innovation for social change and transformation

Luise Li Langergaard, Roskilde University; Jennifer Eschweiler, Roskilde University

Abstract
This paper is a theoretical contribution to construct a method to study the role of utopia as a driver for social innovation for social change and transformation. Facing a crisis of ecological degradation and climate emergency, there is a need for a deeper understanding of the drivers of action in a change of deep transition. Faced with global, social and ecological challenges that require a new way of thinking, social innovation is often brought forward as a solution for wicked problems. But the element of imagination of a new state of the world underlying social innovation aims and processes is not conceptualized and addressed clearly. The concept of utopia has not been thoroughly addressed as an aspect of transformative social innovation.
Social innovation has been conceptualized as a tool for social change, sustainability transition and transformation (Howaldt & Schwarz, 2017; Moulaert & MacCallum 2019; Avelino, et. al., 2017). We see utopia both as a form of critique and of normative imagination that can be a driver of social as well as ecological and political change and transformation (Levitas 2008, 2013; Jakobsen 2017). The spectrum of how to conceptualize utopia is broad, ranging from a hope or desire for something better to

fully formed idea of the ideal society. It is also contested, due to its association with socialism and the demise of political utopia (Viera 2017). The aim of the paper is mainly conceptual, but with to aim to provide a basis for developing a typology of utopian thinking underlying social innovation for social transformation and transition, tied to specific types of critique and source of social innovation in empirical cases.

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Governance Theory of Labs

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Abstract

The expansion of market economies and market societies over the course of the late 20th and early 21st century has involved the dissolution of many social and environmental commons. As Polanyi observed over 75 years ago, such processes prompt a "double movement" in reaction to protect the social systems that markets disrupt (1944). Operating in complex adaptive systems, both the marketization processes and the reactions against them often emerge as wicked problems (Rittell and Webber,

1973). These wicked problems, in turn, often contain elements within them that can be viewed as challenges in the management common pool resources in which people can draw from them freely but have no requirement to contribute to their maintenance (Ostrom, 1990). Commons need not only be thought of as natural systems like fisheries, but also social and information systems as well, and the effective governance of a commons is essential to their maintenance (Hess and Ostrom, 2003).

In this presentation we surface the role that labs (Westley et al, 2012; Hassan, 2014; Kieboom, 2014; Zivkovic, 2018) play in constructing or reconstructing commons governance systems. Labs are an increasingly common multi-stakeholder approach to wicked societal problems. A commons-centred lab approach shifts the design of prototypes and interventions into the background and foregrounds the role of processes that enable social connections. From this our research question is this: what role can labs play in fostering an ecosystem of institutional arrangements that can support the ongoing governance of a commons?

This presentation will develop a theoretical framework that applied Ostrom's 8 principles for governing common pool resources to lab design (1990). Core to this is the complexity notion of emergence, addressing the challenges and opportunities created by having heterogeneous participants (Olson, 1965), and the role of boundary objects in translating between different epistemologies (Star and Griesemer, 1989). The framework will be grounded by reflections on lab practice.

Our novel contribution is in the connection of commons governance with process design in labs. Stronger commons governance systems create new pathways for social innovations to scale while also bringing to the centre the collective human elements of design in social innovation.

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Just sustainable transitions

Justice for Whom? The Contribution of Transformative Social Innovation to Just Sustainability Transitions: a Multi-Actor Perspective

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Abstract

There are increasing calls for more attention to issues of (in)justice in sustainability transitions research. In this paper, we respond to these calls by exploring how transformative social innovations can contribute to addressing (in)justice in transitions by explicitly unpacking how social relations are

changing, and – more specifically – how and to what extent social innovations can challenge, alter and/or replace dominant power structures.

Just sustainable transitions are processes of transformative change that contribute to societies that improve quality of life and well-being, meet the needs of both present and future generations, enable justice and equity, and live within ecosystem limits. While it is impossible to find societies that fully meet all these criteria, there are countless initiatives and approaches striving towards these principles of more just and sustainable systems and communities. In theory, ecological resilience and social justice are integrated – or assumed to be – as twin directionalities of sustainability transitions.

However, when taking a closer look, there are considerable tensions, challenges and contractions between ecological (un)sustainability and social (in)justice, as illustrated by e.g., processes of green gentrification or rising energy prices. This paper contributes to understanding these transition tensions by (1) analyzing them from a Multi-actor Power perspective and

(2) exploring how transformative social innovations (aim to) address such transition tensions.

The Multi-actor Power perspective (Avelino & Wittmayer 2016, 2019) is a conceptual model to analyse (shifting) power relations between the role of different actors and the institutional logics within processes of transformative change. Looking from a Multi-actor Power perspective emphasizes that tensions don't only exist between social justice and ecological sustainability, or between different kinds of justice (distribution, procedure and recognition), but also between (in)justices for different groups of people and the different roles they play in different institutional contexts. What may seem just for all recognised citizens (state-logic), may not turn out just for all consumers (market logic) or neighbours/ family members (community logic), or for non-recognised citizens. Moreover, sustainability interventions may have consequences across different institutional logics, including (intended or unintended) mechanisms of exclusion and injustice. For instance, a policy intervention may have unintended and perverse effects in the market or community context, or vice versa. Especially when assessing which interventions or social innovations can be transferred, replicated, scaled, mainstreamed and diffused, it is important to be aware that each institutional logic comes with its own processes of institutionalization, e.g., standardization and bureaucratization (state logic), commercialization and commodification (market logic), socialization and normalization (community logic). Each of these processes comes with (intended and unintended) mechanisms of inclusion and exclusion. The question is who is being included and who is being excluded, in which ways and according to which logic (commercial, bureaucratic, social, etc.).

In this paper, we elaborate the Multi-actor Power perspective into a conceptual framework to interrogate how social innovations (aim) to contribute to just sustainability transitions by unpacking how and to what extent they are transforming and/or reproducing existing power relations.

Just energy transition process: The role of social innovation

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Abstract

The negative impacts of the use of conventional energy sources on the environment has led countries' policy decision-makers to adopt measures to address those impacts and to achieve a more sustainable future. This

implies the increased use of renewable energy sources and, simultaneously, the decreased use of more polluting energy sources, a process known as energy transition (Selvakkumaran & Ahlgren, 2020). However, some authors (e.g., Lennon et al., 2019, Hölsgens et al., 2018) have highlighted that this process poses some important socioeconomic challenges for societies, which have to be properly
addressed by policy-makers, if a just energy transition process ought to be achieved. Therefore, social innovation initiatives might play an important role to enable a faster transition to sustainable energy systems (Hewitt et al., 2019).
Hoppe and De Vries (2018, p. 13) conceptualise social innovation, in the context of the energy transition process, as "*innovations that are social in their means and contribute to low carbon energy transition, civic empowerment and social goals pertaining to the general well-being of communities*". According to Hewitt et al. (2019), social innovations can assume different arrangements, namely through community owned energy services, novel approaches to sharing costs, risks and benefits of energy production, decentralized power generation and distribution and increasing citizens' participation and cooperation
in energy services.
Recognising that scholars have recently started to draw attention to the often neglected social dimension of sustainable energy transitions, the goal of this paper is to provide a brief overview of the literature regarding the role of social innovation to achieve a just energy transition process.
The research method adopted was a simple literature review with the search string "Social innovation" AND "Energy transition" with occurrence in the title, abstract, and keywords. The search for scientific papers was performed in the SCOPUS database due to its comprehensiveness and resulted in 28 papers. After a screening of the abstracts (to assess whether papers actually fitted the objective of the search), we were left with 24 papers. Then, the sample of papers was subject to a content analysis. It should be emphasised that the review undertaken was intended to be exploratory rather than exhaustive, since the aim was not to systematically identify all relevant literature, but to
provide a first glimpse regarding how social innovation may support or even represent an alternative pathway for the energy transition process.
Although this is on-going research, some preliminary results might be underlined from the literature review. Firstly, the energy transition process should be dealt with not only from a technological innovation point of view but should be also addressed taking into account its important social consequences and promoting social justice (de Geus & Wittmayer, 2019). Secondly, grassroots movements can foster the energy transition process

accelerating the path towards a more sustainable future (Seyfang & Haxeltine, 2012). Thirdly, this implies the need for broad community engagement when undertaking local energy transitions (Axon & Morrissey, 2020). Fourthly, for that purpose new
governance structures, organisational formats and institutional arrangements emerge as critical to promote a participatory and inclusive approach of local communities in the energy transition process (Lennon et al., 2019). Finally, it is important to identify the barriers and challenges that prevent a more active role of social innovation in the energy transition process in order to achieve a just energy system that offers new opportunities to the society (de Geus & Wittmayer, 2019).

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Unpacking the Diversity of Social Innovation in Energy Transitions

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Abstract

Policy work and academic research in the energy sector have been arguably focusing on social dimensions of energy transitions and have shown interest in the social as object of innovation for even longer. However, only recently has the concept of 'social innovation' been picked up more systematically to refer to these activities (Gregg et al. 2020; Hewitt et al. 2019; Hiteva and
Sovacool 2017; Hoppe and de Vries 2018; Mikkonen et al. 2020; Wittmayer et al. 2020). This paper aims to further our understanding of social innovations in energy (SIE) by proposing a comprehensive typology of SIE, that allows capturing the phenomenon in its diversity and to more systematically investigate processes of SIE and their contributions to making energy systems more
sustainable. It answers the following research questions: How can we conceptualise social innovation in energy? What are different types of social innovation in energy?

The paper proposes to understand SIE as socio-technical configurations of ideas, objects and/or activities that change social relations and involve new ways of doing, thinking and/or organising (cf. (Avelino et al. 2019; Haxeltine et al. 2017; Pel et al. 2020)). These configurations have a clear link with energy (understood as electricity and heat) and concern energy production,
transmission/distribution, trading/storage and/or consumption (incl. efficiency and saving).

We have developed a conceptually informed typology of SIE, which distinguishes 12 types of SIE along two variables: (a) social interactions (cooperation, exchange, competition, conflict), and (b) manifestations in the energy sector (ways of doing, thinking, organising). Each of the resulting types is socially innovative to the extent that it changes social relations and to the extent that its ways of doing, thinking and/or organising energy deviate from the dominant ways of doing, thinking and organising in current energy systems. We have then mapped and analysed about 500 SIE-initiatives across six European countries and categorised them into 18 clusters of empirically observable SIEs within these 12 types. We describe these clusters in detail and provide iconic examples. We close the paper by discussing the benefits and limitations of our conceptualisation and typology and propose future research avenues.

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Innovating and Elevating Local Climate Networks: A Social Landscapes Mapping Approach

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Abstract

Climate change requires urgent responses at all levels, from the individual to the international. The COVID-19 pandemic has illustrated the scale of the shifts we can make when necessary; however, at the same time, even the rapid adjustment (including massively curtailed travel) associated with the pandemic only reduced global greenhouse gas emissions by an estimated 4.5% to 8% (Liu et al., 2020; Lenzen et al., 2020): significantly less than what is needed to stop climate collapse. This leads us to ask: what social innovations are most impactful for addressing climate change now?

We argue that hyperlocal action provides a way to address both the problem of climate change as "a distant, abstract problem", and the tendency to see it as too large to address (Nettlefold & Pecl 2020, p. 3). There is already evidence that residents can be important actors in driving local climate action (Salon et al. 2014; Hoppe et al., 2016). When individuals are networked (Rainie & Wellman, 2012), their efforts can quickly be amplified to help address wicked problems like climate change (Hodson, Dale & Clifton-Ross, 2018). Our research draws on a modified version of Buckingham et al's (2018) social landscapes mapping approach to map one hyperlocal network, looking at the tight in-person, organisational, and digital interconnections between loosely-formed groups, projects, and one-off events around climate action in the Town of Victoria Park, in Western Australia.

We argue that this mapping approach can be useful not only in building a better academic understanding of the richness of hyperlocal action, which often goes unseen, but also for social innovators hoping to support climate action.

We emphasise the unique local context of this network, but also track the ways in which it has been seeded, pollinated, and shaped by global movements (especially those based in the US and Britain), including Extinction Rebellion, Transition Towns, and Black Lives Matter. There are already some calls for the use of a glocalization framework to understand pathways out of the present series of interlinked crises (Goffman 2020).

We argue that an even more radical shift towards a *hyperglocal* lens - one that is focused at the level of the neighbourhood, while always understanding it as linked in complex and non-linear ways to the global - might be more fertile. This lens allows us to see a web of interconnections that stretch, more or less tightly, sometimes almost invisibly, between the digital and the material. It encourages us to look for possibility and potential innovation in those connections: in what is there, and what we might yet weave.

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Knowledge Management, Intellectual Capital and Green Innovation in Italian SMEs

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Abstract

This study aims to provide empirical evidence on the direct effect that KM has on each IC component, that is to say, human (HC), relational (RC) and structural capital (SC), and how these, in turn, impact on green innovation. Hence, this study tries to answer the following research questions: (RQ1) Does knowledge management impact on SMEs' intellectual capital? (RQ2) Does intellectual capital impact on SMEs' green innovation? A survey was set up and administered to Italian SMEs (located in the Marche region). Data was collected on knowledge management, intellectual capital and green innovation measures and were analyzed using PLS (SMARTPLS – 3.2.4), a structural equation modeling technique widely used in studies investigating KM and IC (Buenechea-Elberdin et al, 2018; Kianto et al, 2017) and it was empirically tested on a survey dataset of 282 Italian SMEs.

Results clearly show that KM has a positive direct impact on HC, SC, and RC. At the same time, differently from RC, we found that HC and SC have a direct significative impact on green innovation.

This research investigated the role of KM and IC in improving SMEs' green innovation performance.

15. Theoretical and methodological futures for social innovation

Straddling links between local and societal social innovation

What Drives Social Enterprises' Cognitive Legitimacy: An Exploration Using Topic Modelling and Discourse Network Analysis

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Abstract

Social enterprises have been increasingly seen as an important player in social and public services delivery around the world (Hulgård, 2011; Sepulveda, 2015). Despite the fast growing research in social enterprises, the field is dominated by research on the "organizational" side of the social enterprise, little research has been conducted on the consumers side and how they respond to social enterprises. In particular, consumers' understanding of social enterprises or social enterprises' cognitive legitimacy is an important driver for purchase and the promotion of social awareness. However, the relationship between legitimacy and consumers remain a black box in social enterprises. This paper seeks to address the "legitimacy-consumer" gap and answer the following research question: *What drives social enterprises' cognitive legitimacy assessment by consumers?*

We draw on the literature on cognitive legitimacy and rhetorical strategies – from the institutional theory and cultural entrepreneurship - as the theoretical foundation to explore the drivers of social enterprises' cognitive legitimacy assessment by consumers. To answer the research question, we employed computational social sciences and conducted a three-layer analyses. We first conducted topic modeling analysis (Latent Dirichlet Allocation or LDA) on consumer comments and ratings on social enterprise

restaurants using data from a well-known dining apps called OpenRice. Using LDA analysis, we sought to discover the general pattern of consumers' judgements in assessing social enterprises' cognitive legitimacy based on social enterprise restaurants with varying degrees of legitimacy. Secondly, we performed Structural Topic Modeling (STM) analysis on all consumer comments using the meta data of consumer ratings, such as service, environment, price, to discover the relationship between topics and the meta variables. Comparisons of above-average or below-average ratings to social enterprises and among consumers who were aware or unaware of the identity of social enterprise were conducted. Finally, we conducted Discourse Network Analysis on the consumer reviews to compare the arguments and networks of consumers.
Our preliminary findings show that there are four major types of discourses from social enterprise consumers' legitimacy judgements, which are: utilitarian discourse, social discourse, ecological discourse and social relation discourse. The analysis is not yet completed at this stage but a full analysis will be presented at the conference. The study offers a novel contribution to the study of cognitive legitimacy in social enterprises, opens up a new direction using computational social sciences to study large web-based textual data, and bringing consumers into the front and center of the social enterprise research field.

Labor, Capital, Technology and Environment: Defining a Values Driven Role for Business and Business Education

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Abstract

In 2015, Pope Francis's *Laudato Si* expounded on the shortcomings of the current economic world order, calling Catholics worldwide to spiritual reconciliation with the environment—a process, he believes, is crucial to addressing the worsening socioeconomic inequities (Francis, 2015). Following Francis, we propose to re-examine the Church's relationship between labor and capital from a framework that prioritizes the interconnectedness of our world and the interdependence of humans and the environment. We will argue that it is only through deep understanding and mutual respect for all human beings including the unseen and unheard that we can strive for and build a better world that is fair and just.
The recognition that a tension exists between the important objectives of social justice, environmental sustainability and eradicating poverty has given rise to the notions like the triple-bottom line (TBL) (Elkington,

1998). However, the predominant logic for the adoption of sustainability is the business case which unfortunately offers the opportunity to opt out when the business case is either not obvious or non-existent. In fact, concerned about the misuse of the TBL concept, Elkington himself advocated its recall (Elkington, 2018). We believe that the values that are the foundation of Catholic social teaching and the values that call on us to care, both in thought and action for our planetary home and all its inhabitants need to be invoked and brought to the forefront.

Our paper will examine the encyclicals of Popes Leo, John Paul II, and Francis and develop a context for Catholic social teaching in a business context. For instance, Pope Leo saw capitalism as a means to enhance the quality of life of the poor through jobs that provided fair wages.

However, he also saw the protection of property rights and the maintenance of class distinctions as a necessary condition. We believe that this affirmation of self-interest, while framed as a manifestation of justice is fundamentally flawed in the face of catholic advocacy and teaching of the virtues of selflessness. To be fair, neither Adam Smith nor Pope Leo could have foreseen the

degree to which capitalism has been corrupted today. It is very doubtful that they could have predicted the development of frequency trading that has completely subverted the meaning of firm ownership and reduced the stock markets to arenas of speculation. Similarly, it is very doubtful they could have predicted the emergence of derivatives that served as a foundation of the subprime crisis that collapsed and jeopardized the world economy.

Further, it is unlikely they could have predicted the rampant consumerism that drives economic growth on one hand but on the other hand puts at risk the ability of future generations to live reasonably good lives. We will advocate a value driven approach where the moral case, fairness and justice governed by a culture of caring for current and future generations is the dominant force, in all spheres of human activity, whether it is business, education, government or non- government sectors.

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History, education and social change

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Abstract

After protests following the death of George Floyd in 2020, the call for schools in England to embed Black British history in the curriculum grew louder. Despite discussions in parliament, and previous attempts over the years, there is still significant work to be done to ensure Black British history becomes a central part of the British history narrative in schools (Alexander and Weekes-Bernard, 2017). This action research study includes a historical analysis of Black British history integration in schools in England from the 1960s to 2019, offering timely insights on how the past can inform future efforts. It also gives an account of a collaborative process involving year 10 pupils from two London schools. The collaborative action highlights the importance of creating communities of learning that engage different groups, government, teachers, parents, local communities and students.

Institutional theorists suggest established organisations and institutions such as schools hold overwhelming structural power to influence the potential for change (Giddens, 1984; Powell and DiMaggio, 1991). However, informal structures and organisations may also provide alternative models to challenge the larger and more institutional structures. The Supplementary Schools' Movement in the 1960s is a case in point. Started by a group of African-Caribbean parents dissatisfied by the predominately negative or slave narrative taught in schools, the movement sought to provide black children with a positive and rich Black history (Andrews, 2013). Through operating outside the school structures and history curriculum, with lessons in community centres and churches on the weekend, the Supplementary School Movement enjoyed a unique freedom to teach and tailor black British history to black children attending different schools.

The complexity of integrating black British history within the history curriculum requires thoughtful collaboration. As is increasingly acknowledged in social innovation literature, social change is often a result of partnerships and synergies (Tracey and Stott, 2017; Stott and Tracey, 2018).

These organisations must also build effective communication across different organisations, methods of change and find a common language of understanding (Smith and Schwegler, 2010). Moreover, this study on integrating black British history in the curriculum, highlighted the importance of time and historical perspective in the sustained success partnerships.

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Ebbs and Flows of Social Entrepreneurship Research: A Critical Historical Review

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Abstract

The field of social entrepreneurship has emerged over the last thirty years, and yet has remained relatively distinct from nonprofit scholarship. This paper reports the findings of a critical historical review undertaken on the most prominent research on social entrepreneurship that has been

undertaken since the topic started to emerge. Bibliometric analysis was employed to identify the most prominent literature in a given period.
We synthesize and analyze the research that is characteristic of each period, which allows us to plot the terrain of social entrepreneurship scholarship over time. We focus on how social entrepreneurship research has diverged from its roots in nonprofit studies, discuss the broad trends we reveal through our synthesis of the literature and reflect on where the future of social entrepreneurship, and its relationship with nonprofit scholarship, may diverge or converge in future.

Innovative methodological approaches

Shaping institutions through virtual spaces: the role of social media in early Social Innovation processes

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Abstract

Social innovations (SI) are playing an increasingly important role in addressing social needs and global challenges such as climate change, growing socio-economic fragmentation, resource scarcity, or biodiversity loss. Regardless of their acknowledgment as an important element to guide future policies, appropriate foresight methods - as in the field of technological innovations - are still not available. One reason for that is that the heterogeneous and context-specific nature of SI results in a gap of established process models for social innovation. SI's are geared towards changing social practices, and their processes of emergence and scaling are thus inherently related to institutional change (Cajaiba-Santana 2014). However, insights are limited about such institutionalization processes in their early stages (van Wijk et al. 2019).
In particular, knowledge is lacking on how virtual communication and interaction spaces influence the formation and identification of complex and context-dependent social needs. From this background, the paper addresses the enabling and driving role of social media in early social innovation processes. Based on neo-institutional approaches and insights from evolutionary economic geography with reference to knowledge dynamics (Powell and Colyvas 2008; Strambach and Klement 2012), we develop the conceptual approach of resonance to provide deeper insights into the early stages of SI processes.

In established innovation processes, social media is increasingly recognized as 'enabler' and 'driver' of innovation processes (Bhimani et al. 2019). While there is empirical qualitative knowledge on how social networks of social innovators facilitate knowledge transfers in and outside of social networks (see f.e. Biritz et al. 2019), the measurement of the socially innovative potential of virtual social networks is addressed by this paper in a new way. Social Media serve as societal discourse spaces in which meanings for societal issues and social needs are negotiated and social innovators use social media to share their values, get in touch with like-minded people and build common identities. These communicative and networking activities promote knowledge dynamics through which social needs can be objectified, validated and gain legitimacy – hence create resonance in institutionalization processes.
Our approach to measure resonance includes a multi-method analysis that combines social media and social network analysis as well as insights from knowledge dynamics.
Our contribution to the conference theme is to introduce new conceptual frameworks and methods to understand the processes of social innovation and the role of facilitating social media to "enable change".

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Application of classification algorithms in psychometric study on attitudes towards social innovations

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Abstract

In research on the properties of measuring individual features identified with social innovations, such as subjective attitudes towards social innovations or readiness to implement innovations, one of the basic questions concerns the convergence of the results of data analysis using different analytical schemas. Currently, the most widely used method of measuring such features is the test. In psychometric studies the assessment of the structure of the phenomenon, and of the test that measures it, consists in reducing the set of variables. This is done to distinguish the superior dimensions representing latent variables. The most popular method to the dimension reducing in the case of test constructing is factor analysis (FA) and principal components analysis (PCA). However, the cluster analysis (CA) may also be used. Cluster analysis is an extensive family of classification algorithms that, generally speaking, allow for a qualitative and quantitative description of the phenomenon under study. Most often, objects are classified, not variables. However, a version of the Item Cluster Analysis (ICA) was developed for psychometric purposes (Revelle, 1979). This method is used to identifying the items composites which are internal consist and relatively independent.

The main advantages of CA are that, unlike other methods, it is not required to meet multidimensional normality, it can be used for small samples from small or hardly reachable populations, it can be used when intercorrelations are small, and does not require outliers control. Furthermore, it makes the comparable results or even more visible the structure of the items than PCA and FA (Revelle, 2020). Nevertheless, it is not a popular solution, mainly for IT reasons. The necessary IT algorithms were developed on the R platform, which requires the ability to navigate in this environment. The ICLUST function developed in R is dedicated to psychometric research and allows to reduce the complexity of a data set by dividing it into several homogeneous subsets. Thus, like FA and

PCA, it enables the analysis and description of the structure of test. The paper provides for the presentation of the results of analyzes carried out using two methods: the classic FA solution in the cross-validation study model and the ICA method. The methodological solutions will be illustrated by results from validation studies on the instrument for measuring attitudes towards social innovations in NGO representatives.

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Social goals are the mother of invention: Social entrepreneurship, poverty, and innovation

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Abstract

Innovation – the introduction of new or significantly improved products, services and processes (e.g.,OECD, 2015) – is seen as a cornerstone of competitive advantage for commercial businesses (and as an importance source of new ideas for addressing societal needs in the social entrepreneurship literature (e.g., Mair & Marti, 2006; Seelos and Mair, 2017; Dees, Anderson, & Wei-skillern, 2004; Alvord et al, 2004).

While there is agreement in the literature that innovation is important for social enterprises to fulfil their social mission, surprisingly little is known theoretically and empirically about how social enterprises may innovate differently from commercial enterprises. Social enterprises are often depicted as particularly innovative (e.g., Alvord, et al., 2004; Mair & Marti, 2006) and commercial firms that pursue social goals appear to have an innovation advantage (Stephan, Andries & Daou, 2019), but there is little systematic evidence showing why social enterprises actually innovate more.

We therefore address the question, what are the similarities and differences in the drivers of innovation in commercial and social enterprises? We follow the knowledge-based view of the enterprise, which states that

innovation requires knowledge (Nonaka, 1994; Teece, Pisano, and Shuen, 1997) and knowledge, in turn, can be internally created or externally sought (Stephan et al., 2019). We extend theories within the literature in external knowledge sourcing, to develop four hypotheses concerning the relative innovativeness of social and commercial enterprises, and the moderating impacts of three drivers: government as client, external knowledge sourcing and socially deprived locational context. Our empirical counterpart draws on a cross sectional database of more than 900 UK small and medium enterprises (SMEs) in 2016.

Our main findings show that social enterprises innovated more than their commercial counterparts controlling for alternative explanations. Government involvement related negatively to innovation by social enterprises. Moreover, Poverty (being located in a deprived area) negatively moderated the relationship between social (vs. commercial) enterprises and innovation. This study advances research on innovation in social entrepreneurship and social innovation and proposes comparative analysis as methodological tool for furthering our understanding of innovation and social innovation in carried out by a dynamic SME sector.

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Social Innovation Framework for Social Enterprises

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Abstract

Purpose of the paper: This paper presents a social innovation (SI) conceptual framework to identify the SI approaches of social enterprises (SEs). Up to this date, multiple points of connections between SEs and SI are scattered along the SI and SE literature. Due to the dispersion and disassociation of these points of connection in the literature, a consolidated, rounded and meaningful understanding of how SI associates to SEs is absent. This chapter aims to address this gap by presenting a conceptual framework that allows to identify the SI dimensions of SEs of any type, and through this, to disclose
their SI approach.

The paper presents a framework that uses as its backbone the dichotomy of SI understandings present in the SI literature (Ayob, Teasdale, & Fagan, 2016; Cajaiba-Santana, 2014; Montgomery, 2016; Moulaert, Mehmood, MacCallum, & Leubolt, 2017). The paper names these approaches Radical and Instrumental SI. In order to identify towards which SI approach SEs tend to tilt, the framework puts forward seven SI dimensions identifiable within any SE. These are 1. Entrepreneurial focus 2. Agency 3. Economic consonance 4. Knowledge construction and valorisation 5. Type of governance and distribution of power 6. Spatial dimension and 7. Political role. Each of these dimensions work as individual indicators that point out toward which SI approach any SE tend to tilt. It does this by providing two interpretations of SI per indicator, each pair of opposing interpretations correspond to the two SI approaches mentioned above. By focusing on which SI approach any given SE tilts in most of its seven SI dimensions, the framework aims to disclose the SI approach of any given SEs.

First, the chapter starts by conducting a short systematic review on academic literature to identify publications that discussed the theoretical and conceptual foundations of SI and SE. Secondly, it searches for any types of connections and associations between the conceptual and/or theoretical foundations of both concepts across the selected literature. Finally,

through a process of analysis and reflexion, it constructs meaningful and rounded understanding of
these connection and associations through a conceptual framework.
This conceptual framework argues that SEs conceive the causes to social issues and therefore propose solutions to these last from two different SI standpoints, named Radical or Instrumental. Each of these SI standpoints englobes a set of assumptions, logics, values and behaviours of social, economic and political nature that determine how SEs attempt to address social issues today.

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Does Racial Justice belong in the Social Enterprise Literature? An Empirical Examination of Mediating Factors in BIPOC STEM Nascent Entrepreneurship

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Abstract

In the U.S., social entrepreneurship continues to gain increasing attention as a tool to foster economic and social development for Black, Indigenous and marginalized people of color (BIPOC). In contrast with conventional entrepreneurship, social entrepreneurs are driven by motivations other than the achievement of monetary gain. Although several variants of social entrepreneurship and social enterprise (SE) are referenced in the literature; they share an inherent conceptualization of justice. Subsequently, social enterprises are perceived as a means of achieving social justice aims. However, the theoretical and empirical SE literature of racial activism and social justice are surprisingly limited. This paper fills an important gap in the SE literature by contributing to our understanding of the relationship

between racial justice (defined as the dual focus on social justice and racial activism) and nascent entrepreneurship.
Despite the dearth of SE literature on racial justice, it aligns well with the concept of equity ethic. An equity ethic reflects marginalized BIPOC STEM1 racialized identities and manifests as intentions taken to use their engineering and computer science skills to address racial equity concerns. We posit that BIPOC STEM nascent entrepreneurs with equity ethic, are less likely to gravitate towards profit maximizing entrepreneurship due to plausible misalignment with their intrinsic equity ethic, social change and racial justice orientations. Thus, to better understand the motivations of BIPOC founders, scholars must begin to investigate the racial justice orientation within the mainstream SE literature. In its absence, we risk ignoring an important component of the SE experience, relegating its scale and scope to majoritized views of social change and impact.
Findings from a survey of over 350 BIPOC STEM graduate degree seekers and holders are analyzed to investigate our proposition. Constructs include institutional climate, entrepreneurial intent; social support; mental & physical health; minority status stress and racial activism. As suspected, findings suggest statistically significant relationships between respondent's entrepreneurial intent and racial activist orientation. Findings may be used inform our understanding of the intrinsic motivations of BIPOC nascent entrepreneurs, elucidate the impact of racial activist orientation on their entrepreneurial pursuits; and compel the social enterprise community to expand the SE literature to critically investigate the objectives and motivations of BIPOC nascent entrepreneurs.

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Mediating Social Entrepreneurship and Social Innovation in South Africa and India: Exploring linkages between economic and social logics

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Abstract

Social entrepreneurship with social innovation as its underlying ethos is conceptualised as hybridised field that combines entrepreneurial approaches (market orientation, innovation) to address social missions (Cho, 2006; Nicholls, 2008; Dees & Anderson, 2006; Aoyama & Balaji, 2016; Spicer et al, 2019). Drawing on the conceptualisation of the field as a hybrid of logics and rationalities, in this paper I discuss the tensions, difficulties and messiness of mediating social entrepreneurship in emerging economies of South Africa and India. The tensions and difficulties are an inherent part of mediation given the contradictions that arise in practicing social entrepreneurship particularly to address complex development challenges like inequality.

To demonstrate contradictions, I draw on my PhD research on intermediaries (incubators, accelerators, civil society organisations, academic institutions) of social entrepreneurship in South Africa and India. Based on my qualitative research, I argue that concept of mediating logics of entrepreneurship, innovation and social missions are reflective of discursive powers that reify distinctions between economic and social logics (Foucault, 1980; Nicholls, 2010; Dey, 2014). My goal through the paper is to discuss the on-going, continuous and uncertain interactions between different logics that determine the practice of social entrepreneurship and social innovation. I draw on recent traditions in postcolonial theory, particularly in economic geography and sociology to develop critical approaches to study social entrepreneurship that are attentive to nuances and particularities in the field (Pollard, McEwan & Hughes, 2011: Go, 2016).

Recognition of the intertwined and overlapping trajectories would contribute to deepening theoretical and methodological considerations of understanding and evaluating the field in practice and policy. Further, it would de-centre the perception of the governing role played by market orientation in the practice of social entrepreneurship by situating market and capital in an on-going relationality with other logics (such as social and cultural) (Zein-Alabdin, 2011; Go, 2016). At present critics of social entrepreneurship largely see it a neoliberal tool of markets and financial capital (particularly with the growth of impact investment), rather than a complex tool with situated subjectivities, identities and processes (Dey, 2014). Given the prevailing discourse within the global South of

development policy and its neoliberal agenda, understanding the situated nature of mediation between different logics in South Africa and India is useful for generative analyses on the field that can demonstrate the ways in which economic logics are bound up in social ones.
My paper therefore aims to show the entanglements of entrepreneurial approaches with social logics of participation, morality, trust and solidarity among others (Dey, 2014; Gibson-Graham 2014). There are power dynamics at play of course between different logics, but these can be understood relationally to recognise the uncertain trajectories of power, challenging the discursive precedence given to logics of market and finance in social entrepreneurship. Understanding the intertwined and on-going realities of mediating social entrepreneurship in countries like South Africa and India can further deepen theorisation of the field as a fluid concept as opposed to a top-down formulaic approach.

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Power and conflict in social innovation: A field-based perspective

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Abstract

While the term 'social innovation' has a long academic heritage, only in recent years has it become central to policy debates at national and supranational levels. However, the concept remains notoriously imprecise. In addition to disagreement as to what constitutes 'innovation', there are multiple interpretations of the term 'social' (Nicholls and Murdock 2012). This conceptual imprecision, paired with an almost unanimously positive evaluative accent (Evers et al. 2014), makes social innovation attractive to different actors since it can disguise a wide range of objectives.

Adopting a broad conceptualisation of social innovation offers space for a variety of perspectives united by a few common characteristics. Such a strategy has proved attractive to policymakers, practitioners and transnational actors. Both such approaches focus on collaboration as a way of solving social problems. Perhaps more important, however, is what is left unsaid: Issues surrounding democratic change and the restructuring of power relations inherent are largely unspecified, and so we are left with a not wholly satisfactory policy approach to social innovation implying that the key aspect is bringing different groups together to achieve (some unspecified form of) social change (Howaldt and Schwarz, 2016; Teasdale et al. 2020). Issues of power, conflict and contrasting opinions about the directions of transformative social change, meanwhile, remain concealed and unaddressed (see Avelino et al. 2019).

In this paper we draw upon the concept of strategic action fields (Fligstein and McAdam 2011, 2012) to illustrate how different actors seek to shape the emergence of a global social innovation 'field'. While much of the existing literature has focused on collaboration between actors in the establishment of a field, we call for greater attention to be paid to areas of

contestation and issues of power relations. From this perspective, field actors seek to gain power, influence and resources from different positions as incumbents or challengers in the field. In emergent fields (such as social innovation), there is considerable space for actors to influence and change the objectives and power constellations within the field(s), effectively setting out the direction of travel for transformative social change. After introducing the notion of strategic action fields in the area of social innovation, we identify three different discourses that are shaping contemporary ideas of what social innovation is or ought to be and conclude by setting out five areas of future research that, we suggest, can help shed light on social innovation fields as arenas of contestation.

Initiative as a practice: A discussion on the practices of enterprising social innovation

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Abstract

The article recognises one popular incongruity in social innovation research: social innovation stands equally for small, local initiatives and widely spread general practices. Social innovation is often studied for its local dimension and context dependency as responding to social problems within neighbourhoods (Moulaert 2009), relying on citizens' engagement and support from local authorities. Simultaneously, projects as SI-Drive, TRANSIT or ITSSOIN prove that car sharing, time-banks or micro-finance are globally spread social innovations implemented in various contexts and by different types of actors (Pelka & Terstriep 2016). This article strives to bridge the local, contextual side of social innovation and its general dimension by taking a practice theories perspective (cf. Shove et al., 2012; Schatzki, 2012).

A practice perspective allows to distinguish different entities of analysis, 'zooming in and out' (cf. Nicolini, 2017: 106) of one social innovation and analysing the connections between and interactions of the different entities. Furthermore, it allows encountering mechanisms of emergence and diffusion

beyond individuals' interaction.

The article focuses on the process of 'becoming' a social innovation by distinguishing two dimensions of the phenomenon – practices of implementation (SI-initiative) and practices of solution (innovative social

practice). The authors argue that the practices of implementation or enterprising influence the
emergence and spread of social innovation in addition to the practices of the particular solution (e.g. the practices of starting a platform vs the practice of car-sharing). Through a comparative analysis of in-depth case studies from two large-scale European projects[1], two research questions will be addressed:
(1) What practices constitute the emergence & initial grow of SI-initiatives? (2) How the practices of enterprising relate to the practices of the solution?
Similarly to how entrepreneurship as practice (EaP) and strategy as practice (SaP) can contribute to "understanding of entrepreneurial processes & agency of entrepreneurship" (Claire et al. 2019: 21, see also Golsorkhi et al. 2010) looking at social innovation initiatives as practices can deepen the understanding of the social innovation beyond the locality. By discussing a heuristic of practices 'needed' for initiating a "new combination and/ or reconfiguration of social practices" (Howaldt & Hochgerner 2018: 18), the article can bring useful insights for innovators, investors and politicians.
[1] Ca. 50 in-depth case studies from the SI-DRIVE project and 30 social innovation biographies from the SIMPACT project. All data is restricted to the territory of the European Union.

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Patterns of Commoning, Community and Utopia: From local visions to socio-ecological transformation. Ruth Levitas utopian method applied in the context of social innovation

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Abstract

In the context of climate catastrophe and accelerating ecological degradations we have too little shared ideas of how positive futures might look like, or so it is often said. How can we start to close this gap? - Collectively developing green visions and utopias, and bringing them into research and training, should be our goal (comp. Anderson 1969: 275; Weston 2012).
I here propose to scientifically and collectively search for patterns of successful social innovations in all areas of society with the goal of sparking a new quality of cultural transformations towards sustainability, and then experimentally transfer local patterns to societal visions. The method I introduce is bridging between the three fields of community, commoning and utopia, moving from local to larger level following Ruth Levitas Utopian Method of ‘imaginary reconstitution of Society’ (Levitas 2012), and finally identifies key patterns of future visions that can be brought into debate.
Both intentional communities and local commons have been seen as small-scale experimental spaces for social innovations in the context of socio-ecological transformation (Lambig 2014). The respective discourses are both deeply connected to the utopian idea and utopian thinking (Levitas 2013, Helfrich 2015, Thapa 2016a). In intentional communities, people share a vision and often their daily life (Würfel 2014); in commons, a

community of people shares and preserves common resources by creating rules and institutions in a social process called commoning (Bollier & Helfrich 2019). Consequently, both settings and backgrounds can be combined to offer approaches to societal visions and utopias in the context of called-for social innovation (comp. Teasdale et al 2020). To bridge from local to larger level in the context of commoning, I follow Helfrichs and Nahradas approach (Helfrich 2015, Nahrada 2015) in drawing on pattern theory. A pattern is, in essence, the combination of 'problem' – 'context' – 'solution' (Leitner 2015).
The proposed approach is applicable in a wide range of settings, from the individual pen and paper at home or an evening with a group to a participatory processes in communities, municipalities and cities, or in scientific research, e.g. as conducted in 2018 in the intentional community of Alt Ungnade (Holzgreve 2018a, b). The results are visions or utopias for a resilient, socio-ecological transformation. Not to forget: Collectively transform them after some time!
Consensual visioning processes, exemplary visions and utopias like the one developed here can show pathways to the more resilient and sustainable futures we so urgently need.

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A design value matrix for industrial design applications

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Abstract

This article delineates an innovative design matrix that incorporates design semantics and user value measures to benefit Industrial Design students and beginning practitioners. This value measuring matrix provides a system to analyze user and market characteristics to direct appropriate

design solutions. Design semantics direct a form language that can be used to execute the value matrix. The use of the matrix facilitates the development of successful products and increases potential market success.
This new value matrix enables students and beginning design practitioners alike to make informed decisions in early design development phases. The matrix will allow these designers to identify important design variables relevant to product categories prior to starting a new design, or a redesign of a current product for different markets and users. The matrix addresses important aspects of a successful product, form language, design semantics, functional requirements, the user experience, and environmental responsibility. These conceptual frameworks help to articulate and define intelligent design choices.

Analysing the Social Innovation Process through the Innovation Biographies Approach

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Abstract

Social Innovations and social enterprises are considered the drivers for social change and solvers of social challenges. However, social innovations remain a marginal topic in innovation literature compared with other forms of innovation and researchers as well as practitioners are still in search for a common definition (Gillwald, 2000, p. 1; Kleverbeck and Terstriep, 2017, p. 16; Moulaert, MacCallum, and Hillier, 2013, p. 13). Thus, this paper and the proposed presentation at ISIRC 2021 aim to present the method of Social Innovation
Biographies (SIB) and cases of application in order to gain a better understanding of the complex innovations process and its specifics.
The SIB approach takes into account the processual and networked nature as the specific characteristics of social innovations by combining biographical research and network analysis. The comprehensive method including different interview techniques, egocentric network analysis, desk research and triangulation provides data acquisition beyond static and horizontal focused analysis (Butzin and Widmaier, 2015, pp.6-8, 10).
SIBs is an analysing method to follow innovation processes in a retroperspective and, thus, to identify the innovations' common patterns, e.g. actor constellations, institutional contexts and ways of knowledge dynamics (Schmitt, 2014, cited in Kleverbeck & Terstriep, 2017, p. 17). Compared to other approaches in case research, SIBs allow further comparative analysis, and they can be conducted in short-term research projects. Overall, Innovation Biographies help to present the specifics of social

innovation processes and influencing factors as assumed parameters of success or failure. By showing common patterns concerning actor constellation, required circumstances and knowledge flows amongst the involved actors, SIBs will contribute to a common understanding of social innovation. In order to achieve this, a comparative analysis of a range of SIBs is necessary.

The presented paper intends to introduce the step-by-step method of SIBs as well as its potentials and weaknesses, on the one hand. Thus, the author/s show how a complex and diverse process like the one of a social innovation can be analysed and how the approach can answer questions like Which determinants influence the innovation process in the beginning and later on? or Where do social innovations come from on a micro-level perspective? On the other hand, the paper shows the method's application by a sample of conducted case

studies from Germany, Austria and Switzerland and takes first steps towards a comparative analysis.

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Critical Utopian Action Research - A review of its theoretical groundings and application with recommendations for social innovation education

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Abstract

Critical Utopian Action research is an action research methodology that has emerged in the last 20 years (Husted, Tofteng. 2015). It combines critical analysis with the vision of a sustainable, democratic lifestyle. The CUAR framework connects critiques with utopian ideas and actions. The authors have been using CUAR as an engagement technique in design workshops and community engagement workshops, with a focus on Public Health and education.

In conducting this review, they wanted to examine more closely how practitioners from other disciplines applied this method to their practice. The aim of this paper is to share how Critical Utopian Action Research has been used by action researchers in diverse fields, to ascertain what has worked, for whom and under what set of conditions. The authors conclude that by learning how other fields have benefited from applying CUAR, this can improve its application in the fields of design thinking, social innovation, and public health. Considering the ongoing the COVID-19 global pandemic that has hindered higher education and delayed public health research and innovations, and in reflecting on their own work, the authors end the paper with recommendations for use of CUAR as a method for co-design and social innovation education, including recommendations for socially distanced and remote application of this method.

16. Universities as global enabling social innovation agents

Supporting citizens and scholars

Addressing wicked problems and university-community engagement barriers by supporting social entrepreneurial scholar-practitioners

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Abstract

While wicked problems as represented in the SDGs are global in nature, they need to be addressed locally through collaborative place-based approaches due to their underpinning causal factors being context specific. Universities are recognised as a key stakeholder in these required collaborations. Despite this recognition, Universities have found it difficult to effectively participate in such collaboration for a number of reasons, including: academics having a lack of entrepreneurial culture, there being a gap between university and community needs for research, and the reward structures of universities focusing on peer-reviewed publication.

By referring to the social entrepreneurship and complexity science literature, this paper argues that these identified barriers can be addressed if universities support social entrepreneurial scholar-practitioners. Frameworks for two social entrepreneurial scholar-practitioners roles are advanced in this paper: scholar-system stewards who take a complexity approach to social entrepreneurship, and scholar-system social entrepreneurs who take a social innovation school approach to social entrepreneurship. These two social entrepreneurial scholars-practitioners roles are illuminated in this paper through the use of two case studies.

Addressing Sustainable Development Goals through social innovation: some case study examples

Jorge Cunha, University of Minho; Carla Ferreira, University of Minho; Madalena Araújo, University of Minho; Manuel Lopes Nunes, University of Minho

Abstract

There is increasing acknowledgement that innovation is not only about leading-edge technologies, but also about solving societal problems. Social innovation has been generating interest from both academic scholars and policymakers, particularly due to the growing attention to social challenges related to entrepreneurship and public management (Van Der Have & Rubalcaba, 2016). The idea of social innovation emerges as an effort to capture and describe "bottom-up phenomena where new ideas, approaches, techniques and organizational form grew from humble roots into substantive new social capacities" (Benneworth & Cunha, 2015, p. 510).

However, there are few published studies about which social needs are addressed most intensively, and which social needs are only addressed by social innovation (Eicheler &Schwarz, 2019). Particularly, there seems to lack published work focusing on which sustainable development goals have already been addressed by social innovation initiatives. Furthermore, little is known about who the innovators developing and implementing social innovation are which was the process of social innovation followed and how universities might contribute for this process (Benneworth & Cunha, 2015; Eichler & Schwarz, 2019: Juliani et al. 2017). Based on these arguments, the main objective of the present study is to contribute for filling the gaps identified in the literature, offering a better understanding about the contribution of social innovation for full achievement of sustainable development goals, highlighting, in particular, the engagement of universities on the social innovation process.

The research methodology was based on a source triangulation combining qualitative and quantitative methods. Firstly, the online information available of one hundred and forty case studies implemented in Portugal were compiled and analysed in order to identify the social or environmental problems addressed. The United Nations' 17 sustainable development goals were matched against the problems identified, resulting in a classification of problems under those goals. Then, a short questionnaire was applied to characterise the innovators about their motivation, perception and sociodemographic characteristics. Lastly, semi-structured interviews were carried out to explore, for a small

number of chosen case studies, how universities can contribute to different stages of the social innovation process. Preliminary results seem to suggest that most social innovation case studies focus on the reduction of inequalities, improvement of the quality of education and improvement of health and well-being.

The research contributes to the social innovation literature through: exploring the capacities that universities have to address the sustainable development goals by supporting the development of social innovation projects; offering a preliminary characterisation of the agents of social innovation focused on solving the challenges brought about by the accomplishment of the sustainable development goals; and shedding some light on which sustainable development goals have already been most addressed by social innovation initiatives.

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Changemaker Careers - The Impact of Technical Universities for preparing Students for Social Impact Careers

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Abstract

Social innovation is seen as an important driver for transformation processes and thus necessary for achieving the Sustainable Development Goals (SDGs) (Cinar and Benneworth, 2020). The European Commission emphasizes universities' role in promoting social innovation processes, for example, in the fields of teaching, innovation, and transfer. However, university engagement
mainly focuses on developing technological innovations.
As an actor in technical innovation ecosystems, technical universities contribute to the promotion and emergence of technical innovations. Technical universities already have well-established and effective innovation ecosystems for technical innovations. The success of the promotion of technical innovations by technical universities can be seen, for example, in the numerous successful spin-offs. Nevertheless, studies show that universities have not yet systematically promoted social innovation and social entrepreneurship (Bayuo et al., 2020; Cinar and Benneworth, 2020). However, they would often have already perfect conditions for promoting social innovations due to the existing and well-established structure for promoting technical innovations. Moreover, as shown by various studies, universities' role in social innovation processes and ecosystems and especially the relevance of technical universities has been little studied (Bayuo et al., 2020; Benneworth and Cunha, 2015).
In addition to research on social innovation and supporting socially innovative ideas of students and staff, technical universities can promote social innovation in particular through their students' education. Regardless of the discipline, universities can provide students with the skills and abilities needed for social impact careers. Therefore, the European Commission proposes to include social innovation skills in the university curriculum.
However, there are no actual studies that examine the students' view at technical universities on social impact careers. Therefore, a quantitative survey is conducted among German students to answer the following questions: Is social entrepreneurship even a field of interest for students at technical universities? If so, do students at technical universities feel that they have the skills
for working in social enterprises?

The results will help clarify the role of technical universities in social innovation ecosystems and will be one of the first studies to explicitly include students' perspectives. We show how technical universities can encourage students to engage in social enterprises and which topics and services students consider particularly important. The results can help technical universities
explore ways to integrate social innovation and social entrepreneurship in the curriculum and design new teaching concepts.

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Knowledge transfer and networks

Knowledge transfer in Social Innovation as support for the development of Social Entrepreneurship initiatives. The case of the PT SIKE Unit.

Gonçalo Gomes, University of Aveiro; Marta Ferreira Dias, University of Aveiro; Marlene Amorim, University of Aveiro; José Carlos Mota, University of Aveiro

Abstract

This article presents the process of ideation, development and implementation of a knowledge transfer unit in the field of social innovation – a SIKE Unit, established on a public university – University of Aveiro, and the Portuguese national ecosystem. As part of the international research project Erasmus+ SIKE – Social Innovation through Knowledge Exchange, this action arises as a response to the challenge of bringing the university reality closer to the numerous initiatives that currently seek to generate innovative responses to new or already known societal problems. Often driven by social entrepreneurs, who sometimes employ inappropriate or poorly applied methodologies, these initiatives end up largely condemned to failure at a very early stage.

Setting as the objective to contribute to a solid context where new social enterprises and projects can grow and where new social innovations, new organizational models, new corporate social responsibility models, new business and financing models, new products and services, new collaborations between academics and the social ecosystem and new scientific content can be adopted, developed and scaled, the role of SIKE Units thus emerges as that of a community support unit through the provision of human, logistical and scientific resources that allow the establishment of closer, intense and bi-directional relationships with clear benefits for both.
As this is an explicitly multidisciplinary area, the creation of this unit at the University of Aveiro underwent a process of survey and identification of the main internal assets within the broad scope of Social Innovation, the creation of strategies and communication channels between internal and external actors and the definition of a unique institutional response, visible and accessible to the community.
Although its activity is still in early stage, the first months of activity allowed us to define the best awareness-raising instruments and processes to act within the academic community, promoting Social Innovation as an integral part of our institutional knowledge transfer activities, stating that the preliminary observable result of this process indicates a clear added value in the fulfillment of the objectives the unit has set itself.

Regional social innovation models: Exploring the role of a comprehensive rural university as an innovation agent.

Maria Emilia Martinez, Texas A&M University Kingsville; G. Allen Rasmussen, Texas A&M University Kingsville

Abstract

This case study explores the role of a comprehensive rural university in the Southwest United States in the development of regional and local social innovation models. The two research objectives of this examination were 1) to determine how social capital acquisition changes our communities through outreach using university connections, and 2) to evaluate different short-term and long-term measures of social impact effectiveness. This case study will explore innovation impact within the context of university educational partnerships and outreach with local communities. The study will provide information about the foundational projects developed over the course of two decades that now serve as the basis for innovative frameworks locally and regionally.
The case study examines eleven outreach and educational programs that serve disadvantaged school-aged youth and adult populations. The

prescribed overarching program goals aim to improve the sustainability of socioeconomic ecosystems. The measures of social impact effectiveness included improving high school diploma attainment, postsecondary enrolment rates, persistence rates, and postsecondary degree completion. The data will be viewed through a theoretical lens centered in social capital theory with specific attention to regional social capital as defined by Rutten and Boekema (2007).

This study will also draw from the importance of institutional local and regional contextual frameworks as examined by Mendell (2010). This study will utilize a mixed method case study approach (Denzin & Lincoln, 2005). The study will utilize existing quantitative data derived from reports for the programs mentioned above, as well as qualitative case study information collected from program evaluations. This research explores the role of a comprehensive rural university as an innovation agent in the development of local and regional innovation models and seeks to contribute to the body of knowledge in determining how innovation effectiveness and ecosystem impact is measured at local levels.

The dialogue will include recommended measures to capture additional facets of impact upon rural communities based on practice. The study will present the contribution of the university as an innovation agent and will illustrate how the university plans to move forward through new innovative pursuits. The study will recommend future research based on the findings to make further contributions to the dialogue surrounding universities' roles in facilitating social capital.

From Contested Ground to Common Ground

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Abstract

Given the weight of its footprint on the landscape, how can the tools of social innovation help a university in a dense urban environment harness its substantial resources to play a constructive role as an "anchor tenant"? How can community-responsive cultural activities propel a shift from contested ground to common ground?

Ryerson University is situated in the downtown core of Toronto, Canada's most populous city and the fastest growing municipality in North America (Petramala & Chan Smyth, 2020). Bordering the university is Allan Gardens — a long-neglected 19th century greenhouse set in an

undeveloped park and framed by a neighbourhood in the throes of gentrification. It is a highly contested space, with strong disparities in income, job security, and educational attainment; and diverse neighbourhoods of racialized, Indigenous, and immigrant communities (City of Toronto, 2018). At one end of the neighbourhood is the largest homeless shelter in Canada; on the other is the University. In 2017, the neighbourhood association approached the University to partner in their vision for a revitalized neighbourhood through collaborative, community-engaged programming.

Building a strong and sustainable relationship with stakeholders began with arriving at a shared vision and framework for what would foster and engage a social innovation ecosystem. Our conceptualization of social innovation is aligned with the work of Moulaert and MacCallum (2019), where it has been described as an anchor in transformative socio-political change. Based on the interests, motivations, and needs of our stakeholders, we framed the intended social impact similar to that described by Nicholls et al. (2015) — a strengthened capacity for the self-determination of marginalized community members.

With social innovation as a means to advance social justice, we sought to understand the role of the University in fostering a community-engaged social innovation ecosystem. We began with in-depth consultations with neighbourhood associations, university administration, and Indigenous Elders. We also engaged fourth-year urban planning students in a semester-long process of demographic research and data collection. What has emerged is *Heart of Toronto* (H.O.T.): a year-long series of cultural events and a nature-based programming that uses the power of land, language, and culture to strengthen community understanding, health, safety, and interaction.

The evolution of H.O.T. provides insights into how a social innovation lens and method grounded the revitalization of community in the primacy of land-based relations and Indigenous stewardship; and how cultural activities provided a vocabulary and route to finding common ground.

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Piloting SPARK Social Innovation

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Abstract

The objective of this research is to map lessons from the pilot phase of SPARK Social Innovation. SPARK Social Innovation is a two-year innovation program launched at the University of Oslo aimed at further developing ideas within social innovation. Projects selected for uptake to the SPARK Social Innovation program will receive mentoring and financial support. Project teams will present their project status to the SPARK Management Team in regular meetings.
The project descriptions present how the project idea will provide solutions to social challenges. The projects are selected based on how the project is expected to have an impact. The projects are also selected based on how and where the project will be implemented, possibilities to collaborate with relevant stakeholders, what scale the project idea will operate initially, and how it could be implemented at a larger scale in the future.
The conceptual perspectives informing the work are social innovation and innovation systems approach. Universities are key institutional players, with significant economic and social impacts and play a role in innovation systems. The research questions being addressed are how can piloting the SPARK Social innovation initiative at the University of Oslo contribute as a national and global agent enabling social innovation? The research contributes to explore the role that universities can play in driving the development and sustainability of social innovation ecosystems in their

locality, and how this can then drive social innovation globally through the pilot phase of the SPARK Social Innovation initiative.
The contribution of this research is to map out how SPARK Social Innovation contributes to network creation and partnerships locally and globally, incubation and acceleration facilities, and resource acquisition and provision.

Scaling and incubating social innovations

The value of social innovation labs in higher education

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Abstract

While innovation labs in institutions of higher education have long been a feature of natural sciences and technology services, they are still comparatively new for the social sciences and humanities. This paper aims to illustrate how the dispersed social innovation labs operating as intermediary actors within higher education institutions (HEIs) may help overcome many of the institutional bureaucracies and structures that inhibit social innovation in higher education.
This paper reviews literature on the core conditions for social innovation, along with the opportunities, challenges, and tensions that emerge as HEIs work to apply these conditions in practice. It then describes how dispersed innovation labs enact principles of decentralization, localization, and collaboration in pursuit of social innovation.
Five main ways that labs enable social innovation were identified including: bridging academic-practice divides, enabling co-creation and co-production with users, facilitating experiential and co-curricular education, supporting interdisciplinary collaborations, and generating customized and place-based solutions.
Findings suggest four strategies that HEIs can employ to support labs and other dispersed institutes, including: prioritizing social purpose organizations as institutional partners, incentivizing public engagement and collaboration, leveraging their convening power to strengthen global networks among dispersed institutes, and using budgeting models that reflect the importance of creating both economic and social value.
This paper addresses a gap in literature on the value contributed by dispersed labs of social innovation operating within HEIs. It challenges participants to reflect on the value contributed by all dispersed institutes in HEIs such as living labs, makerspaces, incubators and excubators, social

innovation parks, cooperation accelerators, and technology transfer offices.

The Role of Universities in Enabling Citizen Participation in Science: Citizen Science as Social Innovation

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Abstract

Despite an anti-science movement in some sections of society, there are great opportunities for public engagement for scientific research in a transition towards a more cooperative research and innovation sector. However, numbers of scientists and policy-makers argue that universities are too isolated from society and still lives in an "ivory tower" or became a commercialization machine (Holbrook, 2019).

There are multiple ways of engaging public perspectives and knowledge in scientific discourse and policy-making. This paper is focussed on universities' role in enabling citizen participation in science and fostering participatory research methodology for the democratisation of social research. Being a relatively new but rapidly growing field, citizen science expands public involvement in science and research and supports alternative models of knowledge production (Hecker et al, 2018). It increases science literacy and overall public awareness about the science. On the other hand, there are also sceptical voices, especially from academia, regarding citizen science data quality issues, claiming that citizen science lacks scientific and theoretic standards.

In this paper we aim to discuss new social practices of public engagement in scientific research, new trends in knowledge/data production, the role of citizen science in these processes, perspectives of open science, and challenges for citizen science development. The paper is based on qualitative data analysis: 30 semi-structured interviews with scientists representing different disciplines from two Central and Eastern European countries, Lithuania and Hungary.

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Meta-visions for mega-challenges: Universities as vision incubators for forming and scaling social innovation initiatives

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Abstract

Social innovation differs from social entrepreneurship in that there is not necessarily a focus on commercial interest but rather on making a change or shift in collective behaviors at the system level (Phills, Deiglmeier, & Miller, 2008; Westley & Antadze, 2010). Contexts such as poverty, homelessness, and food scarcity are considered to be intractable social problems, grand challenges, or mega challenges (George, Howard-Grenville, Joshi, & Tihanyi, 2016; Westley & Antadze, 2010) and are a central focus of the United Nations Sustainable Development Goals (Gentile, 2017). These mega challenges are system-wide, boundary-crossing societal problems in a context without reliable systems. Just as in the case of entrepreneurship - when a problem exists and there are no actors (e.g. government or private sector) offering sufficient solutions,
entrepreneurs fill the void - here too social innovators fill the void.
Significant social impact cannot be sought without consideration of and within the framework - the systems and structures of local industries and national governments - in which the social innovation is intended to operate (Marhdon, Visser, Brinkley, 2010; Westall, 2007). Social innovation can arise out of Global North – Global South collaboration, where each partner plays and important role and brings to the table what the other partner does not have: resources from the North, expert context knowledge in the South, then together effective solutions can be crafted. Addressing mega-challenges requires immediate band-aid solutions - particularly during the initial exploration phase (March 1991) - and an examination of the root or systemic causes to address for long-term solutions. Due to the urgency of the problems, the natural starting point is a band-aid, which is developed while keeping the full problem still in view. The initial band-aid attempt(s) is a vision within the meta-vision.
In successive efforts or iterations, more knowledge is gained about how to make the solutions more effective and scalable. And inspiration can be found of how-to a) deploy more effective solutions to the same population at hand (depth in vision) or b) to other related problems that the current solutions inspire the founders to try and address as well (expanding the vision). We employ a case study of over a four-year period to examine the changes in vision for the incubation process of formation and scale-up

stages when addressing mega-challenges via local and global networks in a Global North - Global South context.

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Universities as catalysts for social innovation in higher education in LMICs: The case of Kenya

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Abstract

The role of universities in social innovation (SI) has been well described in the context of high-income countries. The aim of this study was to examine the adoption and implementation of a network of university hubs focused on SI in innovation delivery across Africa. The objectives were to describe the model, components and implementation process of the hubs; identify the enablers and barriers experienced and draw implications that could be relevant to other LMIC universities interested in SI. An evidence gap exists on SI in higher education institutions in the context of low and middle-income countries (LMICs) specifically on the engagement of universities from these contexts.
Unique challenges demand a new kind of innovation, changing existing social paradigms, breaking this lock-in rather than involving incremental

evolution. These innovations must create new social networks and capacities that evolve into new social structures and systems. With the sequential build-up of these new structures and systems, there is a longer-term process of path-breaking social transition giving society the mechanisms and means of coordination to tackle the grand challenges. But these new innovations must simultaneously resolve tensions arising from the question of the relative power of the winning and losing social groups.
A case study design was adopted to study the implementation process of a network of university hubs. Using a qualitative research approach, data from documentation, team discussions and post-implementation reports were collected and analyzed with the aid of a modified policy analysis framework. SI university-based hubs serve as cross-disciplinary and cross-sectoral platforms, established to catalyze SI within higher education institutions through four core activities: research, community-building, storytelling and institutional embedding, and adhering to values of inclusion, assets, co-creation and hope.
This case study shows the opportunities that reside within LMIC universities to act as ecosystem enablers of SI in higher education institutions in order to fill the evidence gap on SI and enhance cross-sectoral participation in support of achieving equitable higher education.

New approaches in higher education enabling social innovation: a board game fostering architectural heritage education for/with the community in a global south geography

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Abstract

Architectural education has been challenged to innovate and revisit its practices, research and teaching since digital technologies have been increasing their participation in current and future activities. Moreover, universities as local innovation agents in regional and geographical contexts have been intensifying their social and sustainable responsibilities regarding social connections, activities, services, places, spaces, scale and levels of proximity with the community.
This work illustrates some of the actions that have been developed in a Brazilian Architecture Faculty, not only to overcome a dominant colonized discourse but also to challenge traditional pedagogical methods and tools and to foster an approach where social innovation training in higher

education is an indispensable part of a mindset to design better futures. Previous actions towards these issues have been addressed by this research group, including (1) a discipline in history and theory of Architecture and Urbanism where a card game and literature review questioned canonical theoretical references; (2) the use of social media (Facebook) to establish higher engagement among contemporary student generation and (3) the most recent approach to expand from the academic audience to communicate the value of architectural design and culture to the local community. The initial research work considered literature review on architectural education, pericentric contexts, design references, gamification, design thinking and social innovation to establish a theoretical critique before selecting local ordinary architectures that would, however, be valuable to both academic education and to the community regarding architectural heritage and its conservation. When well designed, games can stimulate problem analysis, critical thinking and reflection, as well as to increase the performance of tasks, resulting in unusual solutions and opening up possibilities not previously possible with traditional methods.
To this end, and utilizing gamification methods, an Architecture board game has been developed to provide a more fluid, dynamic, accessible and fun way to learn about places, spaces, context and social connections to activities, services and urban situations, stimulating proximity with local architecture and its history, as well as fostering an architectural heritage education for/with the community.
Therefore, this board game draws attention to designing a social geography in Architecture education and emphasises the relevance of social innovation to scale up solutions and enable change. It not only engages the commons in co-creating responses to local architectural conservation policies but, ultimately, develops a sense of affection towards the whole local context, decolonizing narratives and overcoming geographic matters.

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Worker-driven universities: from labor supply chains to cross-border universities consortia

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Abstract

Existing literature has shown clearly how universities can generate social and economic impact in communities and local contexts touched by their work and activities (Bonner, 1968; Glasson, 2003).

In this paper, I argue that universities should cooperate in order to map existing labor supply chains connecting their organizational fields; but also exploit this knowledge acquired in generative ways.

In order to propose a way through which different universities can work together to oppose slavery, I draw on Burritt and Christ's paper (Christ and Burritt, 2019). They have illustrated a framework about business academics and their roles in generating and applying knowledge regarding SDGs; and with regard to insiders and outsiders groups, especially in application to contemporary slavery. They outlined this framework in order to address the need for business academics to work together to address SDGs challenges, as well as to reduce the distance between academics and practitioners. How can we promote these practices?

I propose a model to identify a new way to boost cooperation and especially create network between universities operating in such contexts affected by slavery. Universities should mediate between local institutions (e.g. social enterprises) fighting exploitation. This model proposed is based on three main activities:

1. *Intermediary:* universities and especially business schools should connect those institutional actors operating in their local contexts (e.g. social enterprises) with institutions operating in other contexts characterized by slavery and identified by other universities operating in those mapped contexts.
2. *Training:* starting from the knowledge-generation activities, universities should apply such insights through contextualized educational activities with institutional and organizational actors involved.

3. *Organizing:* universities mapped and more specifically business schools should exploit and exercise their power and competences in order to protect workers and guarantee dignity and labor rights.

According to this pattern, we should map universities that study and operate in such contexts, mapping cross-border labor supply chains and their geographic nature through a snowball approach. All these dimensions should enhance practices informed by co-enforcement policies (Fine, 2017). Universities should link all the community experiences, promoting cross-border social movements, informed and inspired by worker-driven social responsibility strategies (Rosile et al., 2020).

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Social and political changes in Brazil, Bolivia, Ecuador

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Abstract

This research follows the analytical method (Woody, Slesinger, Stephenson, 2018), Research Methodology and is structured in real facts in the fields of civil society, social economy, and nonprofit research and practice, as a unique achievement, with emphasis on Latin American countries. It will critically reflect on a series of social and political changes in Brazil, Bolivia, Ecuador, which includes the impact of Labor Party erosion after twelve years in power, the deviation of public money, the deteriorating of civil-law jurisdictions (Mattei And Nader, 2008; Posner, 2014). It will document and explain the deteriorating of the quality of a promising democracy in the continent. It highlights the growing protests of the organized civil society in Brazil and nearby countries, due to money

laundry schemes to benefit leaders of the government. It points out how democracies die from subtle and systematic attacks on institutions, betraying people's hopes and financial resources to be invested in education, employment, housing and health systems (Cohen And Arato, 1992, Lipschultz, 2006). The movement known as the Brazilian Spring, advocates for new contemporary aspirations and patterns of political alliances, the environmental protection of the Amazon (Arndt, 1987; Aston and Goodman, 2013).

The relation between State and society in the mobilization process for the conquest or implementation of rights will be the main objective of the paper, specifying that it count with the support of the Nonprofit Organizations. Their contribution derives an important part of their legitimacy from the claim that they are able to have an open dialogue with governmental institutions. This ability, is argued, contributed to aid effectiveness and efficiency in human rights demands (Arendt, 1997, Aston & Goodman, 2013, Axt & Schwarz, 2006). Donnelly (2013) says that rights are actually put to use, and foresees an assertive exercise, activating the obligations of the duty-bearer and through the contractual right defends its rights as a political legitimacy. Joel Feinberg calls rights in a "manifesto sense" (1980: 153). Human rights do imply a manifesto for political change, including liberty, democracy, law (justice) (Dworkin, 2011), which implies education, employment, habitat, and health.

Within this context, nonprofits and other social economy organizations are well poised to lead these discussions. The Universal Declaration of Human Rights presents itself as a "standard achievement for all peoples and all nations", and the governments protect human rights, and legitimate the citizens' demands for security. Joel Feinberg calls rights in a "manifesto sense" (Feinberg, 1980: 153). Human rights do imply a manifesto for political change, including liberty, democracy, law (justice) (Dworkin, 2011), which implies education, employment, habitat, and health.

In summary, leadership is pacing your will in the organization, being a multinational partner, a strategic person with principles, confidence, and in an emergence as the pandemic of Covid-19, provide a balance of the infected, and establish paths, tasks, and if there are difficult choices, take the best ones, because with the pandemic, the economy will not be back immediately. To be effectively a leader means spending hours on social approaches to innovation.

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17. Social innovation and complexity

Complexity in a the backloop

Operating in the Back-Loop: Emergences and Unforeseen Opportunities

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Abstract

This article analyzes the emergences and unforeseen opportunities associated with life in the back-loop, applying a complexity-based ecosystems approach to a non-profit organization. Causes of unpredictability, such as the current COVID-19 global pandemic, are treated as active agents in ecosystem models that impact other elements in unpredictable, non-linear ways. The focus of this study is to explore the 'back-loop' elements and the 'life' during that cycle and how this period can positively impact organizational sustainability and build resilience and adaptability. While incertitude, failures, and system collapse or reorganization are associated with these back-loops, there is a need to critically analyze the emergences and unforeseen opportunities that arise during these cycles. We examine these back-loops through a New Orleans-based non-profit organization, A's & Aces, operating in the US South that impacts under-resources children and youth.

This case study provides critical qualitative data on the unexpected opportunities and new synergies that are direct results of the back-loop events and processes. The study analyzes the characteristics and consequences of these back-loops and how they impact the organization, as well as other key elements (i.e., partner entities and interaction among them) in the ecosystem. As a small-size non-profit entity, the studied organization does not control most of its environment, such as its major partners and donors. The organization is a relatively marginal element within the overall ecosystem and thus has to develop strategies to sustainably operate and survive in these back-loops, including the COVID-19 pandemic,

natural disasters (such as 2005 hurricane Katrina and its aftermath), social unrest, and economic downturns. It forces the organization to adapt, to collaborate and seek partnerships, as well as constantly innovate. This creates a culture of resilience and adaptability within the organization, increasing not only its overall sustainability but also its social impact.
The information in this case study represents primary material, i.e., information directly from the organization. Data sources include various documents and audiovisual materials of the studied organization and interviews with key stakeholders.

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What it feels like to live through a social-ecological collapse: Warnings from the Past about life in our Anthropocene future

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Abstract

By employing historical research about the experiences of communities as they experienced the collapse of intertwined systems of ecological, social and cultural relationships, in particular the loss of the Buffalo and the Blackfoot negotiation of Treaty 7 with Canada in 1877, we theorize what it means to live through the changes described by the “back loop” dynamics, and what we can learn from these experiences to respond and adapt to such profound changes.
This paper explores two underexplored and/or emergent areas of the current scholarship. First, we draw attention to the processes occurring in the “back loop” of the adaptive cycle, that is, when the system undergoes fundamental changes and tries to rebuild new connections and structures (Holling and Gunderson, 2002). And second, we advance the recent

inquiry about the lived experience of such fundamental changes (Geobey and McGowan, 2019), and
particularly as they relate to the emotional responses of those witnessing the breakdown of the system they belong to. This research will not only expand our understanding about the system dynamics and complexity, but will also help us envision and appreciate the embodied and emplaced experiences that many communities are and will be going through in the Anthropocene, the age of acute environmental changes.

Situated knowledge utility and emergence in Tai O Village: a living lab in the back-loop of COVID-19.

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Abstract

This paper concerns ongoing work of a living lab operating in Hong Kong, specifically addressing regional development change in Tai O Village. Tai O is a former fishing village transitioning into a tourism role with an aging population and degrading, culturally significant architecture. Researchers from design, social sciences, surveying, and tourism development fields comprise the living lab, with research objectives to understand change in Tai O and experimentally test social innovation approaches that afford Village stakeholders input and agency regarding its future.
This paper addresses questions about the back loop of systemic collapse inflicted by the COVID-19 pandemic. Living lab members adopted situated knowledge production as a central experimental technique in Tai O. Researchers employ multiple data gathering techniques to support a collaborative governance regime and address change in Tai O Village. Given that these efforts frequently address tourism-driven development, COVID's disruption to global tourism raises questions regarding situated knowledge production's utility and emergence in Tai O. Do generative, collaborative social innovation opportunities arise from the living lab's knowledge production experiments in the back loop phase of global tourism cycles? Kevin Grove's book Resilience, which distils much of Crawford Stanley Holling's writing on systems complexity into tools for understanding urban transitional change, informs the living lab's experimental work. Kirk Emerson, Tina Nabatchi, and Steven Balogh's writing on collaborative governance informs the living lab's experimental collaboration model. Martina Angela Caretta's and Luke Bergmann's writings on

situated knowledge further inform the living lab's methodology and analysis included in this paper.
Methods used in living lab projects include public workshopping, focus groups, questionnaire, digital monitoring, and design prototyping, depending on data to be gathered in Tai O Village. The paper contributes to knowledge by documenting practice in a social innovation living lab. Researchers will present data gathered in the course of living lab projects, including findings from ongoing projects in Tai O Village. Previous publication on the living lab's work addresses system complexity in urban development in general and in Tai O Village in particular. Complexity theory informs the living lab's experimental methodology and appraisal of data as bounded knowledge production within complex systems. COVID-19 particularly affects Tai O, placing pressure on the global tourism system meant to support the Village in the future. As such, the living lab's ongoing work addresses the conference theme
as documentation of ongoing practice experiencing the back loop of complex systemic cycles.

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How volunteers' motivations influence a potential transition from a nonprofit organisation towards social enterprise: the case of Amigos for Children Foundation

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Abstract

Amigos for Children is one of the biggest and most active nonprofit organisation in Hungary. It is only four years old made up by college students. Its goal is to make the days of seriously ill children (who are bound to long term hospital treatment) more beautiful through a useful tool: language learning, complemented by crafts, play and making friends, spending time together in a fun and rewarding way. They currently cover 10 hospitals in 4 major cities in Hungary with a yearly average number of 150-170 volunteers (who are typically university students). Their strategic goal of reaching out for more children in new cities and hospitals (also outside the borders of Hungary) has initiated lots of thinking about new fundraising strategies and becoming a social enterprise, partly earning their resources through market-based services, also giving rise to dilemmas and debates among their employees and volunteers. The current covid crisis (hospitals closing their gates even for “amigo visitors”) triggered new initiatives for new, online services, that have made the potential move to become a social enterprise more feasible. Still, the dilemmas related to volunteers' motivation remained, and some new ones emerged.
Based on a case study of Amigos for Children, our research is exploring the potential problems and challenges of volunteers' motivation and performance as a potential consequence of the transition from a non-profit organisation to a social enterprise, through the qualitative analysis of interviews with volunteers.

18. Circular economy and social innovation

Collaborative circular economy for social innovation

Organizing logics in circular fashion: A case study of four collaborative organizations in the textile industry

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Abstract

Collaborative organizing involves a plurality of actors and their associated institutional and organizational logics that shape their behavior (Ferraro, Etzion, & Gehman, 2015; Meyer & Höllerer, 2016). While bringing together organizations from different societal sectors in networked organizations increases the capacity to address complex problems, collaborative organizing is rife with inter-organizational conflicts. An essential factor in managing networked organizations (in our terms the orchestration) is reconciling conflicting logics and tensions in such way that the collaboration achieves its collective goals (DiVito, van Wijk & Wakkee, 2020; Mitzinneck & Besharov, 2019). We investigate the question of how complex networked organizations address this challenge to affect system change.

Our study is a multiple case, in-depth field study and draws on engaged scholarship (Van de Ven, 2007). It is based on one year of data collection consisting of 33 regular, semi-structured interviews with orchestrators and participants, observation of 18 meetings, participation in 10 events, and archival documentation. All interviews were recorded and transcribed. We coded the interview transcripts, archival documentation and our field

notes; discoveries and insights that emerged from the field were reflected and incorporated into the
coding scheme.

We find that two distinct organizing logics emerged across the cases to navigate actor heterogeneity – an enabling logic focused on influencing policy making and sector planning and an enactment logic focused on instantiating the notion of circularity in business practice (see Table 1). Alpha and Beta exemplify an enabling logic as they push to change the regulative and normative institutions of the textile industry and profession. The enactment logic is best illustrated by Gamma and Delta. Table 2 shows the key dimensions of enabling and enactment logics. Our cases are interconnected through interlocking memberships, facilitating convergence towards a coordinated and central Dutch movement of change agents pushing for systemic change towards circular textiles. A selection mechanism has evolved as scarce resources, e.g. financing, technical knowledge and expertise, become allocated to projects that align with broader policy for circular industrial transformation (Table 3).

Our findings extend the literature on hybrid organizational logics to include enabling and enactment logics as organizing logics of collaborative networked organizations. It sheds light on the discursive properties of these logics to legitimize a new set of frames, practices and arrangements to integrate previously incompatible logics (Tracey, Phillips & Jarvis, 2011; York, Hargrave, Pacheco, 2016). Prior studies have focused on the conflicting economic or social logics of organizations (Battilana & Lee, 2014). We build on prior studies on hybrid organizations and social enterprises and extend it to inter-organizational arrangements that create "spaces of negotiation" to reconcile conflicting logics and affect industrial transformation (Jay, 2013; O'Mahony & Bechky, 2008; Pache & Santos, 2010).

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Table 1. Overview of cases

	Alpha	Beta	Gamma	Delta
Year of establishment	2019	2013	2019	2018
Organizational form	Project-based	Knowledge network	Project-based	Project-based
Orchestration - governance	Centralized team with distributed teams in four hubs	Representatives from sponsor organizations	Dutch agency for CSR	Dutch NGO consultancy
Aim/Mission	Accelerate transition to circular textile production and circular clothing	Bring research institutions, industry, governments together in consortia to advance the fashion research agenda	Produce high-volume, high-quality and affordable circular textile and clothing. Expand beyond the Netherlands.	Accelerate recommerce and rental business models and shift industry towards circular consumption business models.
Nr. of participating organizations in core network	• 1 trade association (orchestrator) • 1 Dutch bank • 1 Dutch consultancy • 3 non-profit organizations	• 1 trade association (orchestrator) • 4 universities of applied sciences	• 1 Dutch non-government agency (orchestrator) • 6 textile firms	• 1 non-profit consultancy organization (orchestrator) • 1 university • 4 firms – fashion brands
Nr. of organizations in extended network (approximate)	100+	400 members 1,100 LinkedIn followers	50 in textile network	50+
Geographic scope	National	National	International – India	European, International
Funding	Dutch government	Financial contribution from core participants	Project members	Private investment
Main activities	Invest in innovation projects Matchmaking Lobby	Create consortia for research proposals and projects	Implement projects in global value chain	Guide fashion brands through change process Connect with key textile suppliers to facilitate change
Logic	Enabling	Enabling	Enactment	Enactment
Inter-connections between cases	Beta, Gamma	Alpha	Alpha	-/-

Table 2. Ideal types of organizing logics in networked, collaborative organizations

Dimensions*	Enabling logic	Enactment logic
Sources of legitimacy	Circular textiles as an industry	Circular textiles as a business model
Sources of identity	Institutional entrepreneur: resolve barriers to the transition process of circular textiles	Innovator: resolve sustainability challenges by developing technology for circular solutions
Actors	Trade associations Policy makers Frontrunner firms	Frontrunner firms Early adopter firms Consultancies (profit/non-profit)
Discursive practice	Policy strategy	Business strategy
Time horizon	Long term	Short term
Strategic aim	Create a supportive institutional environment for systemic change	Create critical mass and demand by increasing the number of companies involved in the transition

* Thornton, Jones & Kury, 2005

Table 3. Ideal types of field-level logics in apparel and textiles

Dimensions*	Linear logic	Circularity logic
Economic system	Capitalism	Capitalism
Sources of identity	Revenue/Profit Quantity of production	Type of circular strategy Organization type
Sources of legitimacy	Market position Share price	Society impact Triple Bottom Line
Basis of norms	Self-interest Profession / Trade	Stakeholder Ecosystems
Basis of strategy	Transaction, increase efficiency	Regenerative, increase quality of craft, durability
Organizational form	Multi-divisional (M form)	Networked organizations
Management principles	Maximizing profit	Maximizing social value
Resources	Finite	Biodegradable & regenerative
Production-consumption model	Take-make-use-dispose	Close, narrow, slow, intensify and dematerialise resource loops / 5Rs
Level of competition	Firm	Ecosystems

* Thornton, Jones & Kury, 2005

Trust and community embeddedness: the circular economy lock pick

Francesca Ceruti, ENEA; Laura Cutaia, ENEA; Marco La Monica, ENEA; Roberta De Carolis, ENEA; Grazia Barberio, ENEA; Claudia Brunori, ENEA

Abstract

The circular business model with its elements that "slow, narrow, and close resource loops" is attracting the attention of academics and practitioners interested in understanding its dynamics and potential at a systemic level. EU Countries "needs to accelerate the transition towards a regenerative growth model that gives back to the planet more than it takes". The progressive and irreversible transition to a sustainable economic system is a key part of the new EU industrial strategy. Also thanks to digital platforms, a circular system requires the involvement and collaboration of different actors who, on the basis of shared values, are willing to collaborate to increase their systems of knowledge and skills for collective progression.

Adopting the quintuple helix model, this work aims to deepen the role of the trust in the development of cooperative networks and the social function that a successful structure can establish. Adopting an explorative qualitative approach based on the methodology of multiple case study and participatory action research the research analyses some Italian examples: ICESP - Italian Circular Stakeholder Platform, SUN - Symbiosis Users Network, and the Italian Phosphorus Platform.

The results show how the platform is a facilitator for the affirmation of the quintuple helix model that includes all the components of society (third sector, institutions and firms) in a dialogue across sectors and value chains. The repeating themes of trust and community embeddedness were highlighted in order to develop a long-term viability of a project combining economic, social and environmental aims. Therefore, the transition to the circular economy passes through concepts of trust, participatory spirit and collaboration that lead to the creation of shared and collaborative governance systems where the network of stakeholders shares long-term values and vision in order to create inclusive ecosystems of innovation, also social.

The research contributes to the literature on multilevel governance models, eco-innovation systems and closure of cycles. The work can contribute in the transition towards circular economy helping not only enterprises in modifying their managerial culture, but also all the other actors involved in the value chains, including policy makers, citizens and the third sector.

Revitalising the local community: case of premium charity retailer, Mary's living & giving shop for save the children

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Abstract

Businesses are increasingly understanding the financial opportunities associated with the use of pre-loved designer items and deadstock as a resource, particularly with the introduction of new business models created around the concept of renting, resale and remake (Grazzini, Acuti and Aiello, 2021). As community businesses aspire to transform their local areas through engaging
local people as co-creators in the delivering of services, so too does traditional third sector retailing (charity shops). "Charity shops encourage recycling and reuse and provide goods to people at affordable prices all whilst raising income for the parent charity" (Osterley and Williams, 2019). Known for its organisational complexities, and its ability to provide an effective channel for the disposal and redistribution of unwanted goods, they are also places that support a number of forms of community participation eg acting as a library or even as community event spaces (Flores, 2014). In addition to this, they were previously spaces associated with certain subcultures (Gregson and Crewe, 2003, p11), but now, with their wider appeal, they have the potential to regenerate towns and strengthen local communities (Percy et al., 2016).

Existing research around charity shops and their social impact focuses primarily on either the volunteer, from a morality and social connectedness perspective (Same et al., 2020; Defourny et al., 2007); or from the consumer perspective in that they address how these shops become enablers for different cultures (Edwards and Gibson, 2017). Equally environmental and financial implications are extensively discussed (Osterley and Williams, 2019; McGregor,
2018) whereas research on how to measure and document social impact is lacking at a micro level, and more specifically, the impact of charity shops on its local community is even more limited (Kristensen and Mosgaard, 2020).

By examining the case of revolutionary charity retail concept, Mary's Living & Giving Shop for Save the Children, this research aims to critically evaluate and provide evidence of potential new metrics that could be used to address the social impact of third sector retailing on the local community. A qualitative research design, using semi-structured interviews as the data collection tool, collected through purposive sampling technique was used. The data sample

was designed to include responses from key decision-makers and marketing practioners who work either directly or indirectly with the case study brand, and have direct knowledge and/or responsibility for store location and concept development.

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Circular Economy Strategies of Social Enterprises in Lagos

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Abstract

The circular economy (CE) proposes changes to production, consumption, and waste management systems to make them resource and energy efficient, thereby generating commercial and environmental sustainability benefits, while also creating jobs. While there are arguments in the literature that the idea of circularity is not new, positing it as an umbrella concept that houses several resource efficiency strategies, it has garnered attention across the
policy and business circles as a pathway to achieve sustainable development. However, knowledge of how practitioners conceptualizes the circular economy is still limited, particularly in developing countries such as Nigeria, where waste recycling activities are largely considered the remit of informal waste pickers, scavenging waste from landfills to trade.
There are limited studies on the role formal organizations play in establishing CE principles to tackle environmental and social issues in such underexplored context. This paper set out to address this gap by focusing on social enterprises carrying out waste related activities in Lagos - one of the most industrialized and populated cities in Nigeria and across Africa, with a significant pollution problem. It investigates the following question: how does social enterprise in Lagos conceptualize the circular economy?
Following a case study strategy, six SEs operating in the waste sector in Lagos were studied by triangulating the data obtained from in-depth interviews, documents, and archival records. Findings from this study shows that SEs in Lagos are establishing the CE through five main strategies, which are collection, aggregation, upcycling, clean-up and advocacy. These strategies were also found to be combined and prioritised differently across the SEs leading to
three organizing models for the CE, which advances former understandings of circular strategies in developing countries beyond singular collection, upcycling and retailing models.
Additionally, previous studies have applied institutional logics lens to show how SEs combine commercial, social, and environmental objectives. Adapting this perspective, this paper shows how SEs' circular strategies involved tackling social issues beyond job creation to include, promoting inclusivity, empowering poor households, and addressing intergenerational concerns for a future cleaner environment, thus contributing to

knowledge on the potency of the CE pathway to meet the social agenda of sustainable development. The organizing models advanced in this paper reflect innovative ways to create wealth from waste, which can be deployed or widely adopted in other low-income and resource scarce environments.

Internal and external determinants of circularity in the bioeconomy industry and its effects on the performance

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Abstract

In line with the Sustainable Development Goals of the UN 2030 Agenda, the Circular Economy and the Eco-innovation, concepts considered as supporting tools and part of a business strategy in achieving a sustainable performance, have become key factors resulting in significant progress by reducing the impacts of businesses production modes on the environment, enhancing nature's resilience to environmental pressures, or achieving a more efficient and responsible use of natural resources. They lead the company to reduced costs, helps capture new growth opportunities and strengthens its image in front of its customers.

Indeed, the economy associated with resources of biological origin is nowadays benefiting and will benefit much more in the future from the continuous scientific and innovative advances. The development of the bioeconomy is an opportunity and a necessity for the companies that make it up. Within the bioeconomy, the forest sector plays a central role in its development and it has the opportunity to lead to a better performance of the business models.

In this article we proposed a theoretical model for the forest bioeconomy industry where we will analyse business factors that are (1) internal including the organisational and supply chain and (2) external such as social, institutional, technological, economic/financial and environmental drivers that moderate a company's level of circularity.

Furthermore, a deeper analysis into the interconnections between the social capital, the dynamic capabilities and environmental product and process innovations, will be addressed. The article also dives, therefore, into the measure of the circularity level of a company and how it may influence firm's performance. The model and the propositions derived from it will help to structure future research in this field.

19. Spirituality, social innovation and religious entrepreneurship

Religious ethics and business strategies

The role of religion in the social innovation of non-financial disclosure: A comparative case study of Egyptian listed banks.

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Abstract

The role that institutions play in social innovations has been previously researched (Scott, 2007), especially institutionalization processes taking place at the transnational level. For example, organizations like the Global Reporting Initiative (GRI) have been studied as drivers of non-financial disclosure (NFD) institutionalization (Etzion & Ferraro, 2010; Levy et al., 2010; Marimon et al., 2012). Consequently, strategies and tools that support companies in achieving NFD goals can be considered a social innovation.

While it is known that the social innovation shaping NFD practices is the outcome of multilevel and international institutional design processes, the role that religions play in this process remains unclear. Scholars suggest that Islamic values, among others, influence NFD practices (Dusuki, 2008; Irene Litardi et al., 2019; Raimi et al., 2013; Turker, 2016; Williams & Zinkin, 2010). Nevertheless, research on whether the NFD of banks in Muslim-majority countries is based on local religious or global universal values and norms is unbalanced.

Empirical evidence on the integration of religious values in the NFD of Islamic Banks is growing (Aribi & Gao, 2012; Gelmini, 2017; Hassan & Harahap, 2010; Sobhani et al., 2011; Zafar & Sulaiman, 2021). However, until recently, there has been only scarce evidence on the influence of

religious values in the NFD of conventional banks within the same societal context
(Aracil, 2019).
Moreover, NFD practices are used as an instrument to legitimate companies' behavior respecting norms and values of the societies in which they operate (Suchman, 1995; Deegan, 2002; Deegan, 2019). Arguable in the context of banks operating in Muslim-majority countries, the integration of religious values is expected by society (Jamali et al., 2020). Additionally, because some of these organizations are explicitly labeled as Islamic banks, it is expected that
they have a legitimacy need related to their institutional identity (Mansour et al., 2015; Putra & Wijayanti, 2020). Nevertheless, it remains unclear how conventional Banks operating in Muslim-majority countries answer to these particular societal expectations.
To fill this gap, this study answers the following research questions: How do financial companies operating in a Muslim-majority country deal with legitimacy needs emerging from religious values and norms in their NFD practices? Are there differences between religious-based and conventional banks? What is the role of religion in the social innovation of NFD?
The research adopts an explorative design. We perform a comparative multiple case study analysis (Krippendorff, 2018) of NFD practices by three types of banks listed in the Egyptian Stock Exchange: Islamic Banks, conventional banks, and conventional banks that offer Islamic banking products. We perform a qualitative content analysis of different outlets as annual reports, CSR/sustainability reports, and corporate websites to understand their NFD
practices.
Our findings provide new insights into the role of religion in the institutionalization process of NFD. Thus, we contribute by providing empirical evidence on Egypt's banking sector, and we show how the influence of religion in NFD practices differs in conventional and Islamic banks. Thus, we elucidate how banks address the global-local legitimacy dilemma in their NFD practices.

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A study of corporate values and codes of ethics in the top 100 Mexican startups

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Abstract

In business research, many studies do not consider the challenge of the perception of the ethical component of organizations. In the area of ethical structures, which has been highlighted by business ethics as a

mechanism that helps ethical decision-making, there is extensive literature, however, so far research is scarce in small companies and even more in new ventures or startups.
The objective of this research is to explore the emerging trends in corporate values and content of the codes of ethics, of the 100 Mexican startups classified according to Startup Ranking and LinkedIn Top Startups during the years 2019 and 2020. Due the crucial role of values and norms and the need to integrate them into economic reasoning, this research is based on Dolan´s Triaxial Model Values. This research contributes to lead with an ethical perspective to new ventures, based on the Social Doctrine of the Church, fundamentally on the proposal of Economy of Francesco.
The main result of this research indicates that all the values enunciated by Mexican startups, according to Dolan's model, 56% are associated with the Economic axis, 26% conform to the emotional axis, and 18% to the ethical axis. The presence of the value of tradition stands out, which is coincident with one of the characteristic dimensions pointed out by Hofstede in Mexican culture (Long Term Orientation). The results obtained in this research show a continuity before and after the Covid crisis, of the values that new ventures seek in Mexico. There is a profound imbalance between the economic, emotional, and ethical values axis in entrepreneurship.

The Divine Weighs in: Cross-sector partnerships and a religious logic in South Africa

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Abstract

Cross-sector partnerships (CSPs) are defined as innovative, collaborative efforts between businesses, governments and nonprofits that tackle social and environmental concerns. Scholars have tended to explore CSPs through the lens of institutional logics, and have focused on the conflict and tensions which often exist between a market, corporation, state and community logic in CSPs. Like the wider management and organisation field, religion and its impact on CSPs has been underexplored as religion is not seen as an important factor that affects organisations. Indeed, faith, religion, and to some extent spirituality, has received only peripheral attention in wider business and management scholarship.
Where this has been considered, the focus has often been on religious ethics and their impacts on business. These studies have also mainly occurred in ‘western’ contexts and thus focused on Christianity; although some more recent literature has looked at issues of religious logics focusing on

Islam. This increasing attention also raises the question of the role religion plays in CSPs, in particular, those located and operating in multi-ethnic and religious contexts. African societies tend to be religious, and CSPs that include a faith-based element needs to be explored, so scholars can have a better understanding of the role of religion on organisations in this context.
This paper will present findings of qualitative research, which was gathered through semi-structured interviews, on CSPs which show that religion can act as a mediating force between a market and community logic in CSPs operating in South Africa. A religious logic can impact conflict and tensions within CSPs, as some CSPs include faith-based organisations (FBOs) which inherently have a religious logic present. These conclusions are drawn from interviews with Jewish and Christian organisations.

Faith-based organizations and community outcomes

Public value creation by the Catholic Church in Brazil: an analysis from its outputs and outcomes

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Abstract
Public value theory is an alternative to overcome the theoretical difficulty to measure the public and non-profit organizations' performance. However, considering that the academic development of this theory requires empirical foundations, the research aimed to identify which factors of outputs and outcomes offered by a non-profit institution are considered as creators of public value by society. The empirical setting was the Catholic Church in Brazil, due to the important social role of churches and religious organizations in developing countries. A survey was encompassed in the municipalities of the Archdiocese of Curitiba, resulting in 732 valid responses.
Factor analysis (exploratory and confirmatory) and multiple linear regression were used for data treatment. Factor analysis showed two output factors (religious and social) and one outcome factor of public value creation by the Catholic Church. Multiple linear regression revealed the three factors are significant, while the control variables did not present significance.
Results indicate that the Catholic Church is considered by society as a creator of public value. Such view derives mainly from its social outputs,

from which social service and social assistance activities stand out, and from its religious outputs. This study contributes to develop public value theory as an alternative for the achievement of common criteria to measure non-profit organizations' performance. It also presents an alternative for performance management in religious institutions from a public value perspective.

Situating Social Innovation: Incremental and Radical Social Innovations in Religious Buildings

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Abstract

In this paper we investigate the relationship between place materiality and social innovation. We use template analysis on a sample of 33 church buildings in England with long-standing cultural presence and values to develop a typology of place-based social innovation.

While the primary function of church buildings is religious worship, 'this-worldly church' dialectic identifies that the church is to meet needs of community members and emphasizes the church potential in developing entrepreneurial and innovative enterprises (Lincoln & Mamiya, 1990; Hayes & Robinson, 2011). Social innovations enacted in religious buildings aim to grow faith, make religious buildings accessible, and since the management and use of religious buildings in the Church of England is devolved solely to the congregation and community in which a church is located (Taylor Review, 2017), to generate income to fund church maintenance and repair. However, the extent to which religious buildings are used for faith based, outreach and income generation remains unclear.

In situating social innovation, we base our theoretical framework using the concept of place. We adopt the definition of place as the intersection of location, material form, meanings, and values (Cresswell, 2004; Lawrence & Dover, 2015; Gieryn, 2002). This study is guided by the following research questions: how does place influence social innovation? And how does place influence social innovation outcomes?

A qualitative methodology was adopted as few studies have investigated religious buildings from the perspective of entrepreneurship (exceptions: Hayes & Robinson, 2011. Plowman et al., 2007), and innovation (exceptions: Jones & Massa, 2013). We visited, participated, and observed social innovations in churches and conducted interviews with church members engaged in social innovation.

Our research identifies congregation- and community-led social innovations. We demonstrate that social innovations vary in relation to novelty, values-place alignment, and outcomes. Novelty is differentiated via *incremental* innovation when churches are the places for faith-based instruction, and *radical* social innovation when churches establish a café, cinema, recording studio which may require modifications to religious buildings. In value-place alignment, we examine social innovation in faith-based, outreach and secular social activities. Finally, social innovation outcomes are delivered on individual, community, and societal levels.
This study extends the social innovation literature in three ways: we develop a typology of social innovation type and impact; demonstrate the co-location of incremental and radical social innovation; and introduce the concept *place thread* to explain the relationship between place materiality and place use.

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Mixed Model Social Enterprise Venture: A Case Study of the Presbyterian Church of East Africa (PCEA) Umoja Parish, Nairobi-Kenya

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Abstract

The objective of this study was to investigate how the Presbyterian Church of East Africa (PCEA) Umoja Parish employs the mixed model social enterprise approach for offering services to the population in Umoja area in Nairobi, Kenya. The study sought to investigate the salient features of the social venture and to highlight the development and application of the model by the parent organization as it strives to meet pressing needs of the community.

The study has been influenced by the mixed model social entrepreneurship model. The case study bridges the gap between abstract social enterprise concepts and concrete practice.

The study outlines the growth of the PCEA Umoja Parish church, the rationale for venturing into various sectors and units to increase social impact and sustainability. While some units have become autonomous, majority have maintained links with the mother organization. The social entrepreneurial ventures transcended traditional boundaries- separating religious organizations from sectors such as financial services, health and fitness- resulting to new hybrid institutional forms. A key element of social entrepreneurship is systemic disruptions at local and national levels. However, the social venture has not yet progressed into radical and disruptive changes in the said sectors neither at local nor national levels.

The case study contributes to the field of social innovation and entrepreneurship in Africa from a religious perspective. It gives a contextually rich knowledge that is a useful tool for teaching and learning. The mixed model is a viable model for the sustainability of the religious institution. The documentation of practices gives visibility to religious social enterprises in Africa.

Organizational Spirituality in Faith-Based Social Enterprises in Ghana - Perspectives from Practitioners

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Abstract

The purpose of this paper is to investigate how the tensions arising from the multiple objectives of hybrid organizations can be addressed through organizational spirituality to promote holistic sustainable enterprise outcomes. Several studies have established a positive correlation between OS and organizational performance particularly significant improvements in the bottom-line of for-profit organizations that integrated OS in Europe, North America and Asia. However, in Africa there is a dearth of theoretically grounded empirical research that interrogates the impact of OS in addressing the tensions in FBSEs. Therefore, the paper will explore the role of OS in addressing the tensions in the context of FBSEs in Ghana and from an African worldview.

Data was collected through individual and group interviews as well as from official documents. The data gathered was analysed using thematic analysis both manually and electronically using NVivo 12. The adopted theoretical framework – normative business model provided a useful lens that allows the FBSEs' organizational values to be incorporated within the normative orientations of formalized organizations. The findings showed that participants had a fragmented understanding of the OS and the African worldview of holism was evident. These findings contribute to an understanding of FBSEs in Africa.

Religion and social innovation

Organizational innovation in Faith-based organizations and other third sector organizations. - A literature review

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Abstract

This paper presents factors and processes influencing organizational innovation that may help the organization improve and develop its programming activities in changing contexts.

Based on a review of 112 empirical studies from across the globe, this paper establishes an overview of the current knowledge of the factors, practices and processes influencing organizational innovation and change in third sector organizations including nongovernmental organizations (NGO) and faith-based organizations (FBO).
The paper explores these processes of innovation and examines what internal or external factors might hinder or enhance innovation in these organizations. Factors related to the external context, intra-organizational dynamics, leadership, and the process of innovation are identified. The findings from this scoping review might inform third sector organizations in the Nordic region and elsewhere that are facing changes in their contexts, as it reviews the status in the research field and shows the need for further research in this critical field.

Family and Enterprise: Catholic Social Teaching Perspective

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Abstract

Family is considered the most important value regardless of culture, race or political views. It is the value for which employees are most willing to take a pay cut [Galinsky et al., 1993]. The family is also the institution where such key values as honesty, trust, reciprocity, commitment, social activity and sensitivity, and loyalty are transmitted and nurtured [Donati, 2016].
As enterprises are often the closest organisations to citizens, it is incumbent on them to provide employees with conditions for stable building of high-quality relations within their families. This activity can be considered one of the key elements of corporate social responsibility (CSR).
Popular theories of CSR, however, place material benefits at the center of their analysis. B. Frey [1997] notes that market mechanisms are not sufficient for a society to function well. There is an additional element - intrinsic motivation - that in many circumstances removes the focus from prices and rules. The strongest motivating factor for people is concern for they're their own family members. A broad perspective on the role of business in supporting the family is provided by Catholic Social Teaching (CST) and the Civil Economy. They analyze family and business from the perspective of two pillars of the Church's social doctrine: human dignity and the common good.
In the following article I will advocate for including family as a subject of CSR. The perspective of CST will allow me to explain how religious norms influence the objectives of entrepreneurial ventures. My research

will focus on answering the following question: how can companies support a production of relational goods in families?
The hypotheses will state that one of the most important (and beneficial) purposes of business is the support for families of its stakeholders. In the quantitative research I will interview Polish private businesses' owners and employees on how the prizes providing by the company affect the production of relational goods in families.
There will be two main contributions of the article: (1) a comprehensive review of CST guidance on the institution of family in the economy and (2) a suggestion on how companies could support families in the era of a crisis of the family. Conclusions will include business practice implications, as well as possible legal solutions rewarding such an activity of the enterprises.

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Entrepreneurship of the marginalized: Muslim entrepreneurs in India

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Abstract

Drawing from the institutional logics literature (Friedland & Alford, 1991; Thornton et al., 2012), we examine entrepreneurial pursuits at the intersection of the market and religious logic. Institutional scholars have only recently commenced to engage with the religious logic (Gümüsay, 2020) and its tensions with business (Gümüsay et al, 2020; Zhao & Lounsbury, 2016). Even less explored are challenges of marginalized groups that draw from a minority faith-logic – in our case Islamic religion in a predominantly Hindu context – and how this setting influences entrepreneurial venturing. Thus, we examine potential implications for how entrepreneurs engage with business venturing and the underlying approach to doing business.

We used a qualitative research method approach. The data collection was through 60 in-depth and 3 focused group interviews conducted in 10 cities in India. Muslims in India forms a minority group with 14.2 percent of the population equivalent to around 172 million people according to the 2011 census. In terms of demographics, we purposefully choose a diverse range of interviewees. There were 10 females and 50 male entrepreneurs: 25 interviews from micro and small businesses, 15 interviews of Shia Muslim Community members, and around 20 interviews from Traditional Muslim Business Community. Through our data analysis we found that many of our interviewees faced diverse forms of discrimination. Different barriers for doing businesses are created including attempts to close down the businesses of Muslim entrepreneurs, restricting them to start business in non-Muslim dominated areas and not allowing them to have excess of location, infrastructure and resources. Muslim entrepreneurs often face taunting, bullying and insulting behavior. They are subjected to physical violence, too. We also found that these entrepreneurs use various coping mechanism which we identify as (1) escape (occupation, geography), (2) collaboration (with other Muslims and Muslim community organizations), (3) disguising (identity), differentiation (price, innovation, quality, service), (4) dialogue, (5) faith and faith-based practices. We offer two contributions to institutional theory.

First, we note the significance of the institutional context and present five micro-level coping mechanisms to adversity and note their connection to macro-level institutional logics.

Second, we explain that the experienced hostility leads to a form of marginalized entrepreneurship that transforms the very core of entrepreneurship. While entrepreneurship is commonly linked to the market logic and thus profit maximization and scaling, we note marginalized entrepreneurs, counterintuitively, may rather limit their success and scale to stay ‘under the radar’.

Engage the vulnerable in institutional change: a novel perspective from religious intermediaries in Sub-Saharan Africa

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Abstract

Scholars argued that poverty is the result of social exclusion. It derives from inequal social patterns that marginalize some social categories from access to societal network, resources, market, and political life pushing them toward

subsistence objectives.

A growing body of literature widely recognized the role of institutional intermediaries to tackle social exclusion through entrepreneurship, by (1) creating an inclusive market and (2) favouriting business development. This body of knowledge has taken for granted that societal marginalized groups were disposed to accept interventions aimed to tackle their societal exclusion. However, conditions of societal exclusion have an impact on individuals' cognitive, emotional, and behavioural outcomes leading to dilute the desire of excluded communities to change their socio-economic position.

In this institutional context, empirical studies argued that individuals who are socially excluded can experience a high intention to engage in religious behaviours. Therefore, among the institutional intermediaries that need to face such issues, we focused on the religious intermediaries, defined as faith-based organizations that employ actions aimed to promote socio-economic development.

Therefore, we intend to contribute to this academic dialogue with the following research question: how do religious intermediaries engage excluded groups in entrepreneurship whether the institutional environment repress their desire to pursue a change? In order to illuminate this important issue, we conducted a field study interviewing, through a semi-structured protocol, 49 religious intermediaries between Sierra-Leone and Kenya.

Our analysis was informed by the intersection between neo-institutionalism and relational sociology. The result is a model-process through which supporting marginalized individuals to better cope with cognitive and emotional consequences of social exclusion while eradicating the causes and replacing with a system of new relationships. By doing so, we offer novel and rare empirical substantiation and theoretical elaboration on the micro-foundations and processes of institutionalism.

Christian-Catholic perspectives in caring for the common home in face of political-social-economic crises and in public health

Alan Faria Andrade Silva, Pontifical Catholic University of São Paulo, Economy of Francesco

Abstract

Humankind has been facing a social crisis never before seen in history. The Covid-19 pandemic has generated public health crises on the globe

with political, social and economic repercussions, while experiencing an environmental crisis. This given, the present work aims to investigate religious documents of the Roman Catholic Apostolic Church which seek to present answers and proposals to deal with daily life and its crises. We aim to analyse concepts and proposals contained in the Encyclical Letters *Laudato si'* and *Fratelli tutti*, Letter from Pope Francis for *The Economy of Francesco* event, in the message of Pope Francis for the launch of the Educational Pact and in the Compendium of the Church's Social Doctrine. As documents produced at the headquarters of that institution, they present scientific and religious values and contents as well as practical issues, which reveal theological aspects and mystical experiences of the people who observe them and who believe in the one God, since it consists of a monotheistic religion.
This work has the nature of a bibliographic review with the possibility of extracting conclusions. In addition, it is necessary to understand these documents in order to find refuge for the actions and proposals of Pope Francis, recognized as one of the most influential people in the current international scenario, and who has been uniquely presenting positive responses to the crises which arise in contemporary times, even pointing out signs or paths to building a new, more fraternal and empathic society together. Thus, it is essential to analyse the relationship among those documents and the attitudes that the leader of the Catholic Church, supported by the Magisterium that surrounds him, has been taking, whether they are consonant among themselves and if they can in fact be recognized as an example and as the possibility of sustainable changes for other institutions.
The hypothesis raised herein is whether these documents serve as a path or reference in the search of solutions for complex problems which humankind is experiencing and/or as guidelines for the construction of new moral imperatives for society.

The Four Cardinal Virtues as an Ethical Framework for Finance and Its Regulation

Alessio Azzutti, Hamburg University; Claudio Barbieri, Université Côte d'Azur and Scuola Superiore Sant'Anna

Abstract

The financial industry is the backbone of our global economies. As an ideal, finance should serve societies in fulfilling their socio-economic goals by funding economic activities towards growth and wellbeing and allowing for effective risk-sharing among market participants. Sadly, the truth

is that we are still too far from this ideal world. Recent years have witnessed several of the darker sides of finance and their impacts on global economic health. Doubtless, the financial industry can often be the primary cause of economic troubles and recession. A growing number of commentators perceive finance as an exploiting rather than creating activity to real economic value, with all the dramatic socio-economic consequences that this entails (e.g., raising inequalities, financial exclusion, and social disintegration).

The feeling that the global financial system needs an ethical reset is becoming widespread, also among regulators. However, notwithstanding all the intellectual and regulatory efforts to foster a business ethics culture, the financial world does not appear effectively and consistently engaged with a moral attitude, as shown by several and still unresolved market failures.

There are two seemingly competing curricula in business ethics that have contributed to enhancing our understanding of the relationship between ethics and finance, albeit promoting alternative views as to the means to achieve a more ethical financial system. On the one hand, the 'deontological' approach considers ethical behaviours under the lens of a duty or a rule. Thus, it suggests law and regulation as the key driver to promote and ensure ethics. On the other, the 'virtue ethics' approach emphasises the role of virtues in guiding actors towards ethical behaviours. Both provide a normative framework to think about the role of ethics in finance. In its contribution to the debate, this Article aims to bridge these two alternative curricula. It promotes a new conceptual framework by taking an interdisciplinary stance that combines Catholic social teaching and law & economics literature. It aims to offer a novel perspective on the relationship between finance and ethics by using the four cardinal virtues ('4 CVs') - i.e. prudence, tolerance, justice, and fortitude - as an ethical foundation for finance and its regulation.

By applying the '4 CVs' framework to specific examples, we conceptually explore ways to interpret both market and regulatory failures from a new ethical perspective and question the goal of finance and its regulation. The '4 CVs' framework is proposed as an innovative and reliable tool to include ethics as a fundamental component of financial activities and regulation in order to steer personal moral commitments and thus render finance a public good to meet sustainability and social goals.

20. Sustainability and social innovation in pandemic era

Social innovation in pandemic era: the role of resilience

Operation Breakthrough: Social Innovations from the Faculty of Engineering and Architectural Science

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Abstract

Social innovation has been embedded in our higher education institution (HEI) for over a decade which has included the development of an office dedicated to championing this lens and approach. In that time, we have seen several internal changes to the mission and mandate of the office, including greater alignment with a social justice vision of innovation (Ganz *et al.*, 2018; Moulaert & MacCallum, 2019; Nicholls *et al.*, 2015). In the wake of the COVID-19 restrictions, we reflected on what this vision might mean for marginalized communities and how this moment might provide the opportunity to innovate new solutions to long-standing issues. Furthermore, emanating from this reflection was the desire to give voice to the myriad ways in which our colleagues had demonstrated their resilience. The result was a partnership, "Operation Breakthrough" which brought together researchers and educators (faculty, staff and students) with the aim to share with the university community and beyond, innovations they have made in responding to COVID-19 and ensuing societal changes and upheavals.

Operation Breakthrough consists of a repository of socially innovative research projects developed by interdisciplinary teams stemming from

engineering and architecture. We sent out a Faculty-wide call asking for submissions highlighting research that meets the following criteria: the initiative considers those who are most disproportionately impacted by COVID-19; the initiative improves equitable access to social, economic, political resources and services during COVID-19; and the initiative is guided by social justice, equity, respect, accessibility, and reconciliation. We then created a repository showcasing these initiatives and selected seven project teams to video-interview. Videos adopted an interview format where guests were asked to bring an object or item symbolically representing the innovation for social justice they would like to share. This item was a launching point for the discussion and a visual reference point to add an engaging element.
Operation Breakthrough aimed to contribute to knowledge specifically through highlighting how faculty, students and staff can adapt and generate new solutions in the face of a pandemic. Following Unger (2015), this contribution to the social innovation arena not only focused on solving an intractable problem or issue, but also on advancing a lens that respects and furthers social justice values. In doing so, Operation Breakthrough created bridges among colleagues, while bringing together these stories of resilience and weaving a tapestry not only of current efforts, but also of potential collaborations in contributing to social change.

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Social Innovation Reimagined in Pandemic Era

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Abstract

Given the impending demographic cliff, impact of political arenas on recruiting international students and unpredictable social and emotional challenges faced by COVID-19, Liberal-arts higher education institutions – particularly smaller private colleges – are required to rethink innovative teaching and learning models. "The creation of a caring, supportive and welcoming environment within the university is critical in creating a sense of belonging" (O'Keeffe, 2013).

The University of Evansville embraces the development perspective under the environmental theory. Our ChangeLabs support and engage creative problem-solving skills and are open to students from all subcultures, personalities, and passions. This diverse emersion is consistent with the students own personal characteristics and passions, bridging theory with experiential insights and expertise. During our Fall 2020 semester, our COVID Between the Coasts ChangeLab, was a partnership between our local NPR station WNIN, ¿Qué Pasa, Midwest? a Statistics and Data Science ChangeLab and a Communications / Investigative Journalism ChangeLab. They collaborated on a seven-month research and reporting project to find stories of the coronavirus pandemic that were not being told in seven Midwestern states, and it resulted in a comprehensive visualization of the spread and impact of the virus, in an area of the country often left out of the media coverage.

The project told the personal stories of how families built up strength and resilience during the COVID-19 Outbreak. COVID Between the Coasts is an ongoing reporting project that takes college classes from two different departments and partners them with a community partner to create a vital resource for a community. This format allowed students to creatively utilize academic support technology options that were available remotely, both synchronously and asynchronously, and could be the future for problem solving initiatives between a university and community partners. ChangeLab Coaches try to take a developmental perspective, and work with the students to develop a sense of belonging within the higher education institution, which is recognized as the critical factor for determining student retention (O'Keeffe, 2013). The positive energy within the human aggregate environment of the Center for Innovation & Change is transmitted to the students. 'The ability to fully integrate academically and socially into the institution contributes to a student's ability to successfully navigate their higher education experience' (Boyer, 1990; Tinto, 2003).

When faced with obstacles and restrictions due to COVID-19, our Changelab students not only survived, but thrived. They faced these challenges head on, defied gravity and produced outstanding Changelab Projects.

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Mindfulness on strengthening resiliency in healthcare workers during COVID-19: Evaluating an abbreviated online-delivered skill-based mindfulness program

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Abstract

Healthcare workers experience greater depression, anxiety, insomnia, and distress, which has only amplified during the COVID-19 pandemic.

Supportive relationships and social connectedness are essential for adaptive functioning and building resiliency, yet social distancing is critical in controlling COVID-19 [4]. Research suggests that resilient people are more likely to seek the support of others and demonstrate a greater internal locus of control, self-esteem, and the ability to view or change stress as a challenge. Implementing effective interventions that promote social awareness and connection is essential in building long-term resiliency and a key factor in disaster preparedness.
A 12-week face-to-face mindfulness education program (Mindfulness Ambassador Program; MAP) has been gaining recognition in providing healthcare workers with tools to strengthen their wellbeing, think critically, increase social connectedness, and develop resiliency. However, the pandemic has deemed in-person delivery impossible and unsafe. Therefore, a 4-week skill-based version was developed and delivered online to frontline healthcare workers during the pandemic in Ontario, Canada. The objective of the present study is to 1) examine the efficacy of this tailored 4-week mindfulness program on building resilience in healthcare workers during the COVID-19 pandemic and, 2) quantify the maintenance effects (4-week follow-up).
Data were collected from healthcare workers in a semi-rural region of Ontario, Canada. Twenty-two healthcare workers (mean age group 31-50 = 57%; female = 94%) completed the Nicholson McBride Resilience Questionnaire (NMRQ) at three time points (pretreatment, posttreatment, and 4-week follow-up). A repeated measures analysis of variance was employed to address the research objectives.
A repeated-measures ANOVA with a Greenhouse-Geisser correction determined that mean resiliency scores differed significantly across three time points ($F(1.194, 40.198) = 4.487$, $p < 0.02$). A post hoc pairwise comparison using the Bonferroni correction showed a significant increase in resiliency mean score between the pretreatment and 4-week follow-up (40.8 vs 43.1, $p < 0.05$) suggesting that the modified MAP intervention strengthens resiliency overtime.
Protecting healthcare workers is an essential component of public measures when addressing a global pandemic. It is critical to identify effective intervention programs that focus on promoting social connectedness in building long-term resiliency, which is key to safeguarding healthcare workers both during and after the pandemic. The outcome of the current study sheds light on the effectiveness of the tailored online 4-week mindfulness program by highlighting the effects of the MAP on the enhancement and maintenance of resiliency.

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Social innovations to tackle covid-19 in Brazil

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Abstract

The globalized world is facing the greatest public health crisis of the last century and the responses also have the challenge to fight the poverty resulting from the Covid-19 pandemic. Marginalized groups were hardest hit, exacerbating the growing pre-existing inequalities around the world. The health, economic, political and educational systems are struggling, and actions must be directed, not only at saving lives in immediate danger, but also at the indirect effects, such as job losses, retraction in business, school closings and mental health (Spear, 2020).

The pandemic is rapidly turning into a humanitarian crisis, potentially leaving thousands of people at risk due to lack of access to basic resources such as water and food. Developing countries do not have sufficient resources, further reinforcing economic inequalities in vulnerable groups. Informal workers, who already live in more vulnerable situations, have less resilience and the capacity to deal with the crisis or to rebuild themselves later (UN, 2020). In Latin American, philanthropic resources are much more important for cooperatives, social enterprises and non-profit organizations than at world levels, reflecting the weakness of state support (Defourny; Nyssens; Brolis, 2019).

Despite the lack of access to basic resources in Brazilian slums, residents already have stories of self-sufficiency and resilience in the face of the pandemic, gathering resources and sharing information necessary to fight the virus (Acharya 2020). Social innovations are developed to meet social needs, new ways of doing things, through innovative activities and services (Taylor, 1970). In this paper, we emphasize the importance of practices that emerge in civil society and seek to reinvent themselves to meet the demands and vulnerabilities that grow with the crisis. There are no answers given the unprecedented nature of the current situation and, both governments and civil society organizations, must consider the plurality of interests and actors involved when making decisions. To stimulate social innovations, communication and dialogue between initiatives, public authorities and public policies must be encouraged.

Social enterprises already offer solutions with local focus to serve low-income communities, but which can be adapted and replicated to face other complex challenges (Ebrahim et al., 2014). Collaborations among organizations, governments, foundations and NGOs can help the groups that need it most, implementing actions that aim to build a more inclusive future. At this re-start, we believe that we should focus on long term actions, mobilizing different sectors and agents, to be better prepared to deal with future crises.

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A note on resilience in the face of adversity When small droplets trigger big changes

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Abstract

Disaster events threaten our lives and economies. This paper focuses on the response of individuals and ventures to Covid-19 as an unexpected pandemic. Serious concerns about potential negative externalities are therefore making the front page of the newspapers every day: slowdown in activity, liquidity and solvency problems and bankruptcy. These risks exist. However, in addition to value destruction, such kind of unexpected event might also trigger value creation. In this study, we explore individuals and ventures' development of spontaneous initiatives as a response to Covid-19. Our findings suggest that the conditions of Covid-19 prompted individuals and ventures to show resilience. They adapt and develop initiatives able to create value from adversity. Our study identifies differences in the (a) magnitude, (b) timeline, and (c) kind of value that is created. It also describes specific activities allowing the quick response of these initiatives. Theoretical and practical implications are then discussed.

Social innovation in pandemic era: an international perspective

What not to do in a pandemic and the harsh consequences of being unsustainable: lessons from Brazil

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Abstract

Brazilian environmental governance led by President Jair Bolsonaro has been criticized worldwide for its protective inefficiency and for its irreversible and cross-border consequences. At the same time, the government's management of the health crisis resulting from the Covid pandemic 19 is another face of this government's unsustainability and inefficiency.
In this context, while the international authorities adopted WHO recommendations, the head of the Brazilian Executive, in the opposite direction, adopted a denialist discourse, minimizing the health crisis and encouraging an end to social isolation. A political agenda that, when carefully examined from the perspective of Latin American critical thinking, clearly

and bluntly highlights the darker side of the link between this negativism and anti-scientificism with the unsustainability of the neoliberal agenda that has been defended for many years economists and recently applied in some Latin American countries. Based on this paradigm, this case study, in addition to examining this interconnection between the government's socio-environmental counter-agenda and its negationist way of coping with the Covid pandemic 19, sought to explore all the serious medium and long term socioenvironmental and humanitarian consequences of this type of agenda on a poor, colonialized and unequal country like Brazil. Based on this, this study analyzed the articulation of governmental discourse in these two major agendas and, with regard to coping with the Covid pandemic 19, found consistent evidence of serious omissions in terms of the State's duties to protect human health. True acts of improbity, some perhaps even crimes against humanity and which already have and will have harsh economic and social consequences for the Brazilian people and the future development of this country. Among other findings of this research, it was concluded that, with the anti-scientificism and negationism adopted by this government, it imposed on Brazilians an agenda of wide acceptance of health risks, not coping and unilaterally centered on the country's immediate economic interests. A governmental agenda that, not for nothing, has often been called 'necropolitics' and has clearly put these immediate economic interests and those of large corporations in a position of much greater prominence and importance than the life of the Brazilian population. A set of actions and omissions that, due to their current and future harmful consequences, illustrate very well the risks to the development, peace, human health that reactionary and obscurantist neoliberal governments like this of Brazil represents for a nation and to all mankind.

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Hybrid Organizations, Economic Distress, and the Imperative of Resilience

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Abstract

This research examines the experiences of hybrid organizations, also referred to as social enterprises, during the COVID-19 pandemic. Hybrid organizations are organizations that aim to address social problems using revenue-generating activities. This study uses data from Weaver’s Social Enterprise Directory, an online directory and database with information on over 1,200 social enterprises to uncover answers to the questions: 1) How are hybrid organizations affected by the COVID-19 pandemic? 2)What factors make some hybrid organizations more resilient and others more susceptible to economic uncertainty? And 3) What can hybrid organizations do to better prepare for future economic crises?

Opportunities for social innovation and organizational learning during the COVID-19 pandemic: A nonprofit case study in Hong Kong

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Abstract

COVID-19 has imposed unprecedented social, economic, and psychological costs on all societies. While public health measures such as border controls and mandatory testing continue to take effect, we have also witnessed tremendous efforts by civil society actors to address a wide range of health, material, and psychosocial needs resulting from the global pandemic (United Nations, 2020). Unlike specialized non-profit organisations (NPOs) such as humanitarian relief organizations, most NPOs in economically advanced societies, such as social service delivery NPOs

(SDNPOs), do not necessarily have the sets of knowledge, skills, and expertise (the know-how) required for responding to public health crises. Many of these SDNPOs have nevertheless plunged into action in an attempt to respond to the wide array of needs that have emerged amidst the pandemic and to safeguard the well-being of vulnerable population groups (United Nations, 2020).
Against this backdrop, the novelty of COVID-19 has created a highly uncertain external environment. Public health measures such as temporary closures of SDNPOs and mandatory social distancing have presented unique challenges that existing or customary models of service delivery may not be able to respond to adequately (Walter-McCabe, 2020). Yet, there is little theoretical understanding and corresponding empirical data on how SDNPOs respond to such external shocks. To this end, this pilot study asks the following questions: How have SDNPOs been affected by COVID-19? What strategies have been employed by SDNPOs to cope with these challenges? What organizational learning has taken place among SDNPOs to better prepare for future crises? With reference to the concept of disruptive innovation (Christensen, Raynor, & McDonald, 2015) and organizational learning theory, this research addresses these questions by drawing on a SDNPO case study comprising both observational data and preliminary qualitative in-depth interviews (n=7) in Hong Kong.
Preliminary findings showed that that the customary social service delivery model was inadequate in meeting the emergent needs identified in the community. This realization served as a catalyst for the organization to employ socially innovative coping strategies, such as mobilizing neighborhood networks and establishing cross-sector collaborations, to continue safeguarding the well-being of vulnerable population groups, in particular community-dwelling older adults. Factors that would enable non-profits to enhance their adaptive capacity in the face of future public health crises are discussed.

Enacting resilience in times of crisis: Towards a practice-theory of entrepreneurial resilience

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Abstract

Social entrepreneurs often have the mission to contribute to more resilient communities, ecosystems and economies (e.g. Williams & Shepherd, 2016), yet to be sustainably successful in doing so, they and their

organizations need to be resilient as well (Duchek, 2018). While academic interest in the concept of resilience has grown in recent years (Doern et al., 2019; Korber & McNaugten, 2018), there is still “little research on how crises affect entrepreneurship (Doern, 2016, p. 278)” and how entrepreneurs cope with the adversity they face during a crisis (Doern et al., 2019). Crises are severe exogenous shocks, which potentially threaten venture survival (Morgan et al., 2020) and cause high levels of stress for entrepreneurs (Duckek, 2018). Hence, both entrepreneurs and their organizations need to build resilience to cope with adversity (Branicki et al., 2017).

Previous research suggests that entrepreneurial resilience is key in explaining entrepreneurial success (e.g. Ayala & Manzano, 2014). To date, most studies have taken an ex-ante view on entrepreneurial resilience, concentrating on the period before a crisis, mostly by examining the role of characteristics of entrepreneurial individuals in enhancing resilience (Korber & McNaughten, 2018). While scholars increasingly start to conceptualize resilience as a dynamic development process instead of a stable state (e.g. Korber & McNaughten. 2018; Williams et al., 2017), we still know little about the process of doing resilience. Therefore, this study aims to answer the following research question: How do entrepreneurs build and strengthen personal and organizational resilience during a crisis?

Responding to the call to explore “resilience as practice (Korber & McNaughten, 2018, p. 13)”, we answer this research question using a practice theory, method package (Nicolini, 2012). In line with a practice-based study, we conducted an ethnographic study in a three month “resilience program” offered by a renowned European incubator for social entrepreneurship. For the purpose of triangulation, we used a combination of different ethnographic data collection practices (Watson, 2011), including writing observational field notes, writing memos, audio recording conversations during intervisions and mentor meetings, semi-structured interviews and secondary data collection. Because of the call to conduct more longitudinal research on entrepreneurship and crisis (Doern et al., 2019), we plan to continue following the twelve sustainable entrepreneurs of the program over a period of six months.

Using real time ethnographic data during the corona crisis, this study is able to explore 1) what entrepreneurs do to build and strengthen resilience; 2) how this is influenced by social interactions and 3) what the dynamics are between trying to build personal resilience, organizational resilience and resilience of larger entities such as communities and ecosystems.

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An empirical analysis: did green supply chain management alleviate the effects of Covid-19?

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Abstract

Supply chains received much attention during the outbreak of COVID-19 as disruptions did cause significant damages to companies. In this scenario, Green Supply Chain Management may have played a significant role, allowing companies to respond more quickly to the crisis by adapting their supply chain and avoiding costly production halts and securing the supply of imported materials.

This expectation is not obvious, and it requires to be empirically tested. On the one hand, some studies advocate that GSCM companies sacrifice competitive advantage due to increased costs from the implementation of GSCM (Seuring, 2001). We define this view "GSCM as an ineffective placebo against COVID-19". On the other hand, some papers suggested that investors perceive GSCM as a signal of the ability of companies to be resilient in the short term and to create value in the long run (Danso et al., 2019). We define this view "GSCM as an effective drug against COVID-19". Considering this tension in previous studies, we hypothesized and tested whether GSCM practices have any significant impact on firms' abnormal stock returns during COVID-19 outbreak.

Our empirical analysis is performed on a sample of US companies. We gather data on the extent of the implementation of GSCM and we employ the difference-in-differences methodology. Consistently with the results by Sarkis et al. (2011), Rao and Holt (2005), we find empirical evidence of a positive relationship between abnormal returns and GSCM. This means that GSCM did in fact play a significant role during the COVID-19 crisis and in how investors evaluated the ability of companies to generate value during and after the crisis.

We tested whether the positive effect of GSCM on abnormal returns after COVID is stronger for companies operating in environmentally sensitive industries and find that the "buffer effect" of GSCM is not significant. While this result seems counter-intuitive, it may help shed some light on the nature of GSCM to investors. More specifically, it is consistent with the notion that GSCM, although to a limited extent, does provide a positive signal to the market through the existence of knowledgeable and capable management.

Companies may as benefit from our analysis as the effect of COVID-19 and other future inevitable pandemics will have a long lasting impact on the global economy. Companies may wish to consider the results of this paper in order to reexamine the role of supply chains in the post-COVID world.

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Social relations to the test of pandemic coexistence

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Abstract

Already at the beginning of the third millennium, several scientists were wondering if the Net influenced and how geographic science in its various disciplines. In the field of economic geography, the evolution of material and, at this point, also mainly immaterial infrastructures and their adaptation to socio-economic changes were discussed. One wondered, among other things, whether improvements in information technology will eliminate face-to-face interactions and make cities obsolete? We must also investigate whether social innovation understood as innovation in social relations, as well as in satisfying human needs, has been helped by the Net. If we find ourselves in the need to coordinate innovative activities, which rely on the effective transfer of complex, non-modifiable messages that require proximity, the Net does not fully allow it because it maintains relationships but above all establishes mainly superficial contacts.

The Net, on the other hand, has allowed the extension, without losing connections or rather increasing them, between distant production realities. This is because the instrumentation has evolved in a way perhaps

unthinkable at the beginning of the millennium, creating a balance, object of criticism, which however responded to the needs of a part of the inhabitants of the globe.
In growth, in economic development, the role of face-to-face interaction, even in an accessory but always usable way, has been present, but today, at the time of the pandemic and perhaps beyond, this possibility, if not completely precluded and strongly limited.
In the case of Face-to-Face Contact, we are faced with an efficient communication method that identifies the communicative act, which cannot be transmitted simply through technological artifacts. Not a simple transmission of contents but the need for a communicative relationship, composed of a structure of eight elements, that is, a complex social phenomenon. On the other hand, technology has made it possible to rediscover some of the characteristics of face-to-face contact in the vast world of remote visual communication, also introducing extensions or augments of reality.
This has led to the discovery of limits which become extremely important in the socio-economic context. Direct contact is not completely replaceable in any of the fields covered by the short research. The peculiar characteristics are not easily transferable through current and future technological tools. The Net has helped but it cannot be the whole and not only because of the distortions of the past-present and of the present (divisions of any kind, abuses, etc.).

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21. Orchestration networks for social innovation

Orchestrating collaboration for sustainable innovation

Unpacking value creation and value capture in collaborative networks for sustainability

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Abstract

We view value creation and value capture in collaborative networks from a relational perspective (Dyer, Singh & Hesterly, 2018; Guidic, Reinmoeller & Ravasi, 2018). Collaborative networks that focus on innovative solutions for grand societal challenges are characterized by a multiplicity and diversity of actors that increase the complexity and coordination costs of collective action (Ferraro, Etzion, & Gehman, 2015). These types of inter-organizational arrangements have underlying tensions as the partners cooperate to create collective value and compete to capture or appropriate value on a private or organizational level (DiVito, van Wijk & Wakkee, 2020). Our study addresses how orchestrators faciliate relational value creation and value capture in collaborative networks in a context of sustainability, where the flow of potential and actual value among actors is highly diffused and uncertain.

We conduct a mulitple-case, in-depth field study of four collaborative networks in the Dutch textile industry. Our data collection is ongoing and draws on engaged scholarship (Van de Ven, 2007). Our data consists of 33 regular, semi-structured interviews with network orchestrators and participants, observation of 22 meetings, participation in 10 events, and archival documentation. All interviews were recorded and transcribed. We coded the interview transcripts, archival documentation and our field notes; discoveries and insights that emerged from the field were reflected and incorporated into the coding scheme.

Initial observations of our data indicate that collective value creation is an elusive process. Orchestrators facilitate actions and engagements that stimulate collective value creation of collaborative outcomes but were less likely to manage and explicate the relational value of the collaborative network. We also observe that network participants capture value differentially, often citing the pro-social (e.g. community, belonging, importance) and extrinsic benefits of learning and reputation as valuable but found it difficult to appropriate rents from that value.

Differential and asymmetric value appropriation among participants threatens continued network engagement and the potential collective value creation of collaborative networks. Our data indicates that networked value creation and capture requires maintaining resource complementarity and interdependency among network participants as the network evolves. We develop a framework to assess the relational value of collaborative networks.

Our study contributes to literature by unpacking the complexities of networked value creation (Chesbrough, Lettl & Ritter, 2018) and to the practice of network orchestration by elucidating the strategic management of value creation and value capture in collaborative networks for sustainability.

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Understanding the Mechanism of Social Innovation Success in Open Social Innovation Contests

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Abstract

Social innovation (SI) is a fast-growing field (Seelos & Mair, 2020). However systematic investigation on why some socially innovative solutions become more successful than others remain under-studied. SI can be better understood within the context of Open Social Innovation initiatives. OSI — the application of either inbound or outbound open innovation strategies, along with innovations in the associated business model of the organization, to social challenges" (Chesbrough & Di Minin, 2014) is a natural laboratory to examine why and how and the extent to which SI ideas and solutions are created, communicated, perceived, evaluated, and finally selected and retained by stakeholders (Terwiesch & Ulrich, 2009). We asked the following question: what resources and capabilities explain the performance difference of social innovation in the realm of open social innovation?

Drawing on the concept of 'open social innovation' (OSI) and the literature on Resource Based View (RBV), we conducted a qualitative study of 31 social innovation projects with varying degrees of success using a grounded theory approach (Strauss & Corbin, 1997). Our SI samples were selected from the "Powering Economic Opportunity (or PEO), an OSI contest hosted by eBay Foundation in collaboration with Ashoka Changemakers; and Social Innovation Fund Innovative Programmes (or SIFIP), an OSI contest based in East Asia. The two contests were equivalent as they focused on "poverty alleviation", a key area of interest in many OSI and SI; and had consistency in terms of the type of data on SI cases: the problems, the solutions, the impact, and project owner's information.

This study found that social innovation performance depends on three broad conditions - the SI capabilities, SI resources, and the legitimacy of the social innovators – and the norms of OSI contest and rhetoric employed by social innovators as contingent processes. Specifically, we identified Originality, Multiplicity, Relationality, Resourcefulness, and Socio-Technical Legitimacy (OMRRS) as key dimensions that drive SI success. This study offers important contributions in the study of success in SI which remains a perennial puzzle in the field.

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Who are the real market makers? The role of institutional infrastructure and intermediaries in building a more sustainable capitalism

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Abstract

Trading that takes place on a stock exchange is associated with the invisibly yet clear forces that through supply and demand set the price and value of businesses and business practices. While the term “market maker” is traditionally associated with the buyers and sellers of shares, there are additional actors that play an important role in ‘making the market. This longitudinal study of three emerging market stock exchanges provides novel insight into the key role stock exchanges as intermediaries play in developing institutional infrastructure (Hinings, Logue & Zietsma, 2017) as seen through the sustainable business movement and growth of “green” financial products.

Through analysis of the activities of these three stock exchanges, this study finds that an iterative process between building and preparing infrastructure is used by exchanges to develop new institutional infrastructure that supports new market needs. Through a process model of building institutional infrastructure, we show how both components of institutional infrastructure pertaining to organizing provide an important preliminary process enabling judging and governing components to be built.

Our model shows how internal and external organizing infrastructure enables a conversion of impetus from exogenous to endogenous, leading to coercive and incentivizing activities that build governing and judging components of the infrastructure. Stock exchanges are found to first act as a buffer between external pressures of change agents and corporations, then as internal capacity and knowledge develops internal motivations develop and maintain the infrastructure building process.
These findings contribute to our understanding of how institutional infrastructure is built, with novel insights into the role of intermediaries into this process.

Orchestrating networks for social innovation

Shaping social value creation in Social Enterprises through the orchestration innovation networks

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Abstract
The literature on social innovation has grown sharply in the last decade, expressing discontent with conventional innovation and its ability to deliver sustainable results (see, for example, Pol & Ville, 2009; Jessop, Moulaert, Hulgård & Hamdouch, 2013; Cajaiba-Santana, 2014; Choi & Majumdar, 2015; Ionescu, 2015; Van der Have & Rubalcaba, 2016; Ayob, Teasdale & Fagan, 2016; Ziegler, 2017; Oeij, van der Torre, Vaas & Dhondt, 2019; Fougère & Meriläinen, 2021). Scholars have been trying to define the concept and present successful examples of social innovation based on new forms of governance', including participatory and collective decision-making (Young, 2011; Popescu, 2015; Unceta, Castro-Spila, & Garcia Fronti, 2017; Galego, Moulaert, Brans & Santinha, 2021).
Questions about the role of collaborative networks and how network processes contribute to increase the impact of social innovations have become relevant for academics, managers, and policymakers, but little is known about the development of networks in the context of social innovation (Howaldt, Domanski & Kaletka, 2016; Ozeren, Saatcioglu & Aydin, 2018; Busch & Barkema, 2019; Cunha & Benneworth, 2020).
This paper focuses on the orchestration of innovation networks (Dhanaraj & Parkhe, 2006) and how they foster social value creation. While profit maximization motivations have driven conventional innovation, social innovation is concentrated in knowledge redistribution, uncovered and co-

breeding by changing the main premises and logic of the conventional innovation theory (Phills, Deiglmeier & Miller, 2008; Marée & Mertens, 2012; Lee, Spanjol & Sun, 2019). Therefore, this paper aims to analyze how the orchestration of social innovation networks fosters social value creation.

To reach this goal, we performed case studies with four networks for social innovation in Germany and Brazil formed around social enterprises aimed at the project, development, and commercialization of social innovation (Gupta, Chauhan, Paul & Jaiswal, 2020; Farinha, Sebastião, Sampaio & Lopes, 2020; Adro, & Fernandes, 2021). Using qualitative data, we observe that the orchestration of innovation networks shapes social value creation in two ways.

First, to achieve results for social enterprises and all actors in the network, increasing their capacity to stimulate and approach the relationships between them. Second, actors that integrate the social innovation network and society through the generated impact, including possible associates with the environmental, social, and economic dimensions of sustainable development.

Our findings offer new insights to academics, managers, and policymakers in the field of social innovation.

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A study of the network formation process among actors in a social innovation ecosystem: Evidence from Hong Kong

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Abstract

Increasingly, social innovation (SI) has been conceived as a systemic work. Along this line of thinking, scholars have depicted SI as orchestrated actions undertaken by a collective group of individuals or organizations to tackle complex social challenges (Caroli, Fracassi, Maiolini, & Pulino, 2018). This conceptualization of SI emphasizes multi-sectoral collaboration as key to the success of SI activity (Ziegler, 2017). However, our understanding of network formation and scaling among SI actors remains weak. Besides, critics have argued that the tendency of using purely qualitative work in exploring the details of single cases deter a systematic generalization of insights and explanations (Bund, Gerhard, Hoelscher, & Mildenberger, 2015; Haxeltine et al., 2017).

This study is intended to fill in these research gaps by exploring a social innovation fund in Hong Kong. It aims to examine the temporal evolution of the SI ecosystem in the context of the Social Innovation and Entrepreneurship Development Fund (SIE Fund), particularly from the perspective of a macro-level network structure. The study also explores how the relational components of SI affect its effectiveness in the social value creation process from the meso- and micro-perspectives.

This study adopts an exploratory research design approach. A total of 102 SI agencies were interviewed. Qualitative comparative analysis (QCA) (Rihoux & Ragin, 2008) was employed for analysis.

At the project level, a large sum of cross-sectoral and inter-disciplinary collaboration, which has consistently been considered conducive to SI emergence and scaling, were observed (prototype: + 9.7 partners; start-up/scale-up: + 22.2 partners), and their interactions with these partners also increased (prototype: + 13.6 times; start-up/scale-up: + 22.2 times). At the ecosystem level, we found that the SI network has expanded and densified over the years, resembling an increase of interaction for social value co-creation among the actors. However, this growth in the network seems to flatten over time.
This study contributes to the theoretical discussion on intermediation and network governance in social policy innovation. In addition, the theoretical insights into the development of SI policies and practices will also be discussed.

Micro level strategies in social innovation to accelerate system change: The individual path

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Abstract

Systemic social innovation seems to offer a profound and transformative process to attack complex social and ecological problems. Social innovators are using deliberating strategies to attempt and create systemic change by not only disseminating a product and service but also impacting social systems and institutions (Moore et al. 2015, Defourny & Nyssens, 2013; Kaletka, Rehfeld, & Terstriep, 2016). According to Ayob et al. (2016), in the social innovation process, new social relations and types of collaboration foster new ideas and ultimately innovations.
Fisk et al. (2019) introduce the concept of transformative collaboration as central to facilitating systemic social innovation. This occurs when all participants are able to make contributions at their full human potential. For this to happen, personal consciousness, equality and inclusion, and creativity and innovation are key principles in social innovators. Besides that, motivation, knowledge, organization & leadership and tools, are used by social innovators at the micro, meso and macro level of the system change. Along these characteristics, one of the impact metrics that Ashoka uses for system change is the mindset shift (Wilf, 2018).
This research looks to investigate what strategies of systemic thinking at the micro level are used during the process of social innovation for accelerating system change? By doing it focuses on the mindset shift that

individuals suffer in the process of social innovation, the set of tools they use to analyze and develop strategies and the organizational level & leadership such as participative processes, collective intelligence and action. It uses the framework of Fisk et al. (2019) and Wells (2018) for the dimensions for co-creating systemic social innovation and the components of transformative collaboration.
The scope of this research will be descriptive and exploratory it will use a qualitative method applying semi structured interviews to ten social innovators in Perú who are looking for systemic social innovation through their initiatives. Based on the findings of the research, the authors look to identify that social innovators have as main strategies the choice of a new lifestyle which gives them more awareness, the participation in social innovation´s communities that create collective mind shifts, reflexibility and the access to diverse tools, knowledge, processes and stakeholders, including other social innovators to support each other. The system thinking permeates the organization transforming structures and communication channels along with human resources processes for transformative collaboration.

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Governance dynamics and challenges in orchestrating social innovation

The effects of Institutional Voids in social innovation in developing countries context: the case of container-based sanitation solution for cities

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Abstract

Individuals, social movements and private or public organizations use different resources to design and implement the new ideas to develop social innovations. While some authors refer to innovative activities, products and services (Mulgan et al., 2007), other approaches identify social innovation as change at the institutional level (Hämäläinen and Heiskala, 2007). The development and growth of entrepreneurs occurs, fundamentally, in how the institutions determine the strategic decisions that managers have to make in order to be sustainable (Peng et al., 2009).

In transition economies where there are underdeveloped formal institutions and an unstable environment, business groups, social entrepreneurs and informal institutions can fill that gap (Mair and Marti 2009; Nicholls 2006). Some studies have found out that institutional voids stimulate social innovation, but some level of formal and informal institutions are necessary (Stephan et. al, 2015, Turker and Altuntas, 2017), other studies address that social innovation as a process can overcome institutional voids and even change the current institutional structures (Agostini et al. 2016, Rajesh et al. 2012, El Ebrashi and Darrag 2017).

The sanitation system in cities, mainly in peri urban areas, are an example of a service where different social and private actors fill institutional voids through social innovation. The provision of this service has emerged in cities with a high degree of heterogeneity, low institutionalization level and extreme resource constraints. This research, therefore, looks to analyze what strategies at the organizational, interorganizational and system level and type of resources, social innovators enact to address institutional voids.

It will use qualitative research to investigate the phenomenon in depth in three social enterprises with a multiple case study strategy: X-Runner in

Perú, Sanergy in Kenya and Soil in Haiti. Depth-interviews will be performed to identify patterns through cross-analysis. We depart from the strategies in social innovation at the micro, meso and macro level to examine the links between the three pillars of institutions, regulative, normative and cognitive (Scott 2008). The results indicate that the networking of social innovators have motivated the formal institutions to promote projects of laws, give funding and invest in training. Regarding the informal institutions, the system of beliefs of the communities increases the level of resilience of entrepreneurs.

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Co-production and co-creation as processes of orchestrating social innovation networks for social enterprises

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Abstract

Social Innovation is a collaborative concept that highlights the wide range of actors involved in the mapped initiatives (Howaldt, Domanski & Kaletka, 2016; Ziegler, 2017), since facing the challenges of sustainability generally requires partnerships between sectors (Busch & Barkema, 2019; Repo & Matschoss, 2020). Issues associated with SI and collaborative governance regarding community involvement, participation, and civic engagement expressed through co-production and co-creation have gained attention by academics, managers, and policymakers (Voorberg, Bekkers & Tummers, 2014; Voorberg et al., 2015; Osborne, Radnor& Strokosch, 2016; Brandsen & Honingh, 2018; Brandsen, Steen & Verschuere, 2018; Galego, Moulaert, Brans & Santinha, 2021; Evers & Ewert, 2021).

The term "co-production" finds its academic origins in the public sector, in the work of Ostrom (1996; 2009) and other economists who have studied collaboration between public departments and citizens (Boyle & Harris, 2009; Verschuere, Brandsen & Pestoff, 2012; Alford, 2014; Brandsen & Honingh, 2016; Turnhout, Metze, Wyborn, Klenk & Louder, 2020), while "Co-creation" is a term from commercial business coined by Prahalad & Ramaswamy (2004) which deals with how value is conceived involving stakeholders - from customers and employees to suppliers, partners and citizens in general - as co-creators (Prahalad; Ramaswamy, 2004; Galvagno, & Dalli, 2014; Ramaswamy, V., & Ozcan, K. (2014); Saha, Mani & Goyal, 2020).

In this paper, we focus on the orchestration of innovation networks (Dhanaraj & Parkhe, 2006) and how coproduction and co-creation can be incorporated into the orchestration process. To reach this goal we performed case studies with four networks for social innovation in Brazil formed around social enterprises aimed at the project, development, and commercialization of social innovation (Gupta, Chauhan, Paul & Jaiswal, 2020; Farinha, Sebastião, Sampaio & Lopes, 2020; Adro, & Fernandes, 2021). Using qualitative data we note that some elements of co-production and co-creation are characteristic of orchestration processes (knowledge mobility, innovation appropriability, and network stability). However, the findings obtained suggest the incorporation of a fourth process into the three original key processes proposed by Dhanaraj & Parkhe (2006) for orchestrating innovation networks, called collaboration, when dealing with social innovation networks. The collaboration process presents the possibility of interaction between the processes regarding the generation of positive impacts between one and the other.
First, collaboration positively impacting innovation appropriability. Second, network stability positively impacting collaboration. The findings obtained, allow us to suggest new insights are presented to academics, managers, and policymakers.

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From Social Volunteering to Social Venturing: Community Resourcefulness in Extreme Context

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Abstract

We know that social venturing is critically important for certain contexts, especially in resource constrained environments (Di Domenico et al., 2010). In fact, research suggests that this phenomenon triggers more in less stable and extreme contexts, due to the gravity of the problem and the lack of traditional resources at hand (Ciambotti & Pedrini, 2019). Indeed, a strategy for effective stakeholder engagement can allow maximizing the available resources, while resulting in value creation (Carr et al., 2009). Social value creation is the principal goal for social ventures (Battilana & Lee, 2014), and this could be achieved through stakeholder engagement, by developing close relationships and associations among the stakeholders (Smith et al., 2011).

Recently, value co-creation has itself developed into a dynamic phenomenon for research, but the stakeholder perspective is still in the nascent stages, although it also caters for the societal impact that social value co-creation can generate (Agrawal et al., 2015). Capturing social value co creation from social venturing can be difficult due to the multitude of goals and expectations (Ferguson et al., 2016) when operating in extreme contexts (Di Domenico et al., 2010) and more so with the involvement of multiple stakeholders (Korsgaard & Anderson, 2011).

We take this challenge and address the gap in the literature, with an in-depth outlook on stakeholders and value co-creation and explore whether and how social ventures co-create sustainable solutions to complex

problems with local stakeholders in extreme contexts. We rely primarily on the inductive theory-building approach (Eisenhardt and Graebner, 2007; Yin, 2009). The single case of *Saylani Trust*, a social venture from Karachi, Pakistan, provides novel insights and a process model on social venture's value co-creation with local stakeholders in extreme context.
While drawing on community resourcefulness, our data leads us to map a process of community resourcefulness when dealing with complex problems. The four dynamic phases of the process model are *initiating*, *volunteering*, *activating*, and *scaling* with the frontend process of *community based social venturing* and shadow process of *sustainable community resourcefulness*, inducted as key findings.
First, in the *observing* phase, the social entrepreneur confronts a large-scale social issue in one of the world's densely populated cities of Karachi, which is recently termed as the fourth unlivable city in the world. The social entrepreneur initiates the process at the local level and later asks businesspeople in his community to volunteer for this cause. The process of *volunteering* is at the heart of Saylani trusts social business model. The third phase of *activating* community resourcefulness engages broader stakeholders, including formal, informal organizations, public, private institutions, to a full-scale volunteering initiative. In the fourth phase of *scaling*, the community is scaled up to the level of community ownership with actives roles and recognitions in the social venture.
Our findings further the views of existing studies on the role of resource leveraging for social venturing in resource constraint conditions, while interlinking entrepreneurship, community resourcefulness, and extreme context through the emergent process model.

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Collaboratively scaling social innovations: A capabilities framework

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Abstract

Social innovations address pressing societal and ecological problems. With the climate crisis at our doorstep and increasing inequality through the coronavirus pandemic (Berkhout et al., 2021), there is a need for solutions to such problems on a global scale. Research mainly focuses on organizations' capabilities to individually scale social innovations (e.g. Cannatelli, 2017; Gauthier et al., 2019; Zainol et al., 2019), applying models like SCALERS (Bloom & Chatterji, 2009; Bloom & Smith, 2010). However, recent contributions highlight the importance of collaborations between different actors to scale up social innovations and thereby create social impact (Giudici et al., 2020; Montgomery et al., 2012).

Capabilities necessary to scale collaboratively go beyond those necessary to scale alone – in addition to i.e. managing internal processes and external stakeholders pursuing one's own goal, a collaboration requires for example coordination processes and the definition and pursuing of a common goal in addition to one's own (Kania & Kramer, 2011). Prior literature has proposed some capabilities influencing collaborative scaling success, this research is however fragmented and an integration of findings let alone a model is missing. Thus, I aim to conduct a systematic literature review (following Tranfield et al., 2003) in order to integrate research in a framework of capabilities necessary to collaboratively scale social innovations, drawing on the resource-based view of the firm and dynamic capabilities (Eisenhardt & Martin, 2000).

This framework should be understood as an addition to models like SCALERS, capturing and informing about a different scaling approach. It will provide an overview of factors found to influence collaborative scaling success and thus provide practitioners – single actors wanting to scale collaboratively or intermediary organizations aiming to provide support by developing business capabilities – with a set of capabilities necessary to successfully engage in collaborative scaling.

Furthermore, my work will also serve as a base for future research by identifying research gaps and promising avenues to further our knowledge of collaborations for scaling social innovations.

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