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Mexican social enterprises, a mix of business-intervention models of value creation

Social enterprises are under the conceptual umbrella of social entrepreneurship. Although social enterprises do not have a single definition, they can be understood as organizations that seek to address social issues through the implementation of a double purpose model based on social innovation. The first one is the develop of an intervention model oriented to solve the social problem from an innovative perspective. The second purpose is the implementation of a business model for the generation of revenues that allows the enterprise its operation and sustainability.

The construction of the concept of social enterprise has been primarily from the documentation of several models operating in different parts of the world, mainly in the developed countries. As a consequence of this conceptual construction, two school of thought has been identified. The European school, grounded in the social economy, is oriented to the development of cooperative business models where the creation of social value is the primary focus of the organization. In the American school, the social entrepreneur had a crucial role and understood the revenues as a way to increased and create social value, is grounded in capitalist economy and social innovation schemes. Both schools of thought are a consequence of the historical context in which they arise, and its implementation is related to the social issued they seek to address and the characteristics of the countries where they emerged.

Mexico is a country characterized by significant differences throughout its territory. These differences testify the heterogeneity that has prevailed in the country regarding the processes of economic and social development, resulting in economic and social inequality over the territory. As a consequence, each region that integrates the country has particular problems, forcing the generation of different mechanisms to attend them by social enterprises. For example, while in the north levels of insecurity and exclusion of vulnerable groups are higher than the rest of the country, the south is characterized by high levels of marginalization and poverty. Given the heterogeneity of the country and the historical conditions of the regions in which these enterprises emerged, the diversity of organizational schemes and business-intervention models that have emerged make it difficult to speak of a single type of Mexican social enterprise.

This paper analyzes ten different models of Mexican social enterprises according to the various problems they seek to attend, the social and cultural context in which they arise and the type of business-intervention model they developed. The research was developed using secondary sources of information and in-depth interviews with the founders of these organizations.

The differences identified between Mexican social enterprises show how historical and socio-cultural contexts define the type of business-intervention model developed and exposed how in Mexico coexist the two school of thought of social enterprises. Despite the differences identified in the enterprises analyzed, the analysis shows the relevance of building an ecosystem of social entrepreneurship in Mexico, where entrepreneurs shared their experiences and encouraged the construction of an institutional environment aimed to promote and consolidate these type of ventures.

ID: 5

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The Framework for Social Value Creation: Stakeholder Perspectives in the UK

Social and commercial organisations are contributing towards social value creation in myriad of ways (Felício et al., 2013; Peredo and McLean, 2006; Acs et al., 2011). Within social organisations, social enterprises occupy an important place in the social economy (Jones and Keogh, 2006), and are leading the sector in producing sustainable social value (Bull et al., 2010; Ridley-Duff and Bull, 2011). In addition to this, the UK government is contributing to the creation of social value through legislation (i.e. the 2012 Social Value Act). The Social Value Act requires public authorities to consider social and environmental value, in addition to economic value, in public contracting processes (Social Value Act, 2012). However, despite the significant attention that has been paid by academics and policy-makers to social value creation, there remains a paucity of research that seeks to identify and quantify what constitutes social value (Emerson, 2013). The construct of 'social value' remains ambiguous, limited and undefined in the literature, despite scholars referring to social value creation within their disciplines. However, prior literature does identify that social capital is a prerequisite for social value creation (Griffiths et al., 2013; Nahapiet and Ghoshal, 1998). This paper responds to this urgent need for the development of a holistic framework of social value creation that will expand our understanding of the process and impact of social value creation on societal stakeholders. The pilot and main study employs Q methodology to reveal the perspectives of a wide-range of stakeholders, such as social and commercial entrepreneurs, social enterprise staff and management; beneficiary groups, policy-makers, academics and funding bodies. This paper reports the results of the research project. By eliciting the perspectives of these stakeholders it is posited that a holistic framework for social value creation can be created that reflects the differing viewpoints of the individual groups, which can be positioned within this framework of social value. The resulting framework could be utilised by the private, public and third sectors to understand the impact of their actions and shape future policy in relation to social value.

ID: 6

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Highlighting missing links between social innovation and philosophies of management: a comparative historical study of M.P Follett and O. Sheldon's works in the 1920's

The purpose of this communication is to show how social innovation can contribute to the emergence of new management philosophies. Our demonstration is based on a historical study comparing the development of conceptual and theoretical edifices of two figures of management, both also concerned with social innovation. The first author is Mary Parker Follett, American intellectual of the early 20th century, who was both a pioneer in management and social entrepreneur in the Boston area, Massachusetts (US) in early 1900. She is the author of *Creative Experience*, a book published in 1924. The second is Oliver Sheldon, author of "the *Philosophy of Management*" published in 1923, and also executive at Rowntree, philanthropic firm and pioneer in social work in York, Yorkshire (UK).

We show that the forms of social innovations undertaken by Follett led her to propose a particular vision of management and leadership: the manager is responsible of integration in the sense of unifying the employees of the company, in the heart of the community. Actually, we show how social innovation projects that this woman started out in the 1900s (civic education centres for young immigrants from the Boston area, for example) served as ground for the emergence a management philosophy still presented today as an alternative and offset from the dominant way of thinking about management. The conceptual and philosophical edifice built by Follett is based on a original holistic vision (gestalt) of the functioning of social groups and the place of the individual in the group.

Sheldon's ideas analysis shows how the culture of the Rowntree Corporation and the founding family of the company based in York influenced Sheldon's vision of management. He developed a management philosophy based on the company contribution to the community's welfare. In sum, Sheldon is a precursor of developments on corporate social responsibility. We highlight the link between Sheldon's ideas on management and the context of social and philanthropic work that the Rowntree Company (especially Joseph Rowntree and Seebhom Rowntree with whom Sheldon worked) has always favoured.

The parallel historical studies of Follett and Sheldon's influences makes it possible to link the basic principles of social innovation and those which can be taken as a basis for business managers in organizations in an integrative management paradigm. This relationship is concerned with (1) the focus on repositioning the part to the whole : the individual in the group, the company in the community, the community in the city, etc. (2) The contribution of individuals to change (taking responsibility in collective processes) and the restoration of individual initiative (3) Democratic participation in the decision making process.

Our study is based on a systematic thematic analysis of various works and contributions of M. P. Follett (from 1913 to 1933) and O. Sheldon (from 1923 to 1928).

ID: 7

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Solidarity and Social Innovation in The Netherlands: Defining needs from different perspectives

Our contribution is based on our participation in “Solidus – Solidarity in European Countries: Empowerment, Social Justice and Citizenship”, which is a Horizon2020-financed research project that aims to analyse forms of inter-spatial and inter-categorical forms of solidarity with regard to social citizenship rights (housing, education, health, employment and civic engagement). The solidarity framework of this research allows for a comparative study of social innovation, third sector’s and public management’s approaches to meet social and economic needs. While many social (grass root) innovations have been developed to meet those needs, some of the social innovative practices have also become highly institutionalized. Our contribution will focus on the local and regional networks and actors. More particularly, we will present an overview of various governance instruments regional and local actors apply (both bottom up and top down), in which we will take a critical theoretical perspective in relation to their categorization of ‘needs’ and ‘the needy’; who are defined as belonging to deserving and undeserving populations, and what are justified and legitimate needs? We believe it is in this struggle and politicization of needs that government and stakeholder relations are played out and the institutionalization of social innovation takes place. At the same time however, social innovation itself can be politicized in order to (re)place the responsibility for certain needs in the hands of citizens. We will illustrate these processes and approaches by an analysis of several intersectional case-studies at the crossroad of categories (age, gender, class, ethnicity and religion) and domains (housing, education, health, employment and civic engagement). In doing so, we will also explore the boundaries between the concepts of solidarity, social innovation and charity, and what these mean for local and regional governance.

ID: 8

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Opportunities and barriers leading to the implementation of social innovation; An auto ethnographic case study of Emmeline 4 Re

Emmeline 4 Re was an upcycled fashion label running from 2003-2009, borne from a KTP partnership with the University of Northampton and the Salvation Army Trading Company. The journey starts by setting up and testing a new charity concept store, which becomes the basis for novel fashion products to be sold. Focusing on the changes that needed to be implemented in the sortation process within the warehouse of the Salvation Army Trading Company, to facilitate a shift in the charity sector, retailing model. The focus then falls to the upcycled product and how and where this was sold on a commercial platform, reaching out from the initial concept store. Defining the impact that this had on the UK fashion market, stretching out in the European market. This review will comment on the journey taken throughout this period, highlighting the key barriers and successes while implementing social innovation. It will suggest different frameworks and define the actions that were tested to develop the business model. It will discuss the diversifications and interdisciplinary approach needed, necessary to maintain a micro business in this niche market within fashion. It will discuss how different people react to change and the qualities that you need to develop in order to become a successful activist for social innovation. Emmeline 4 Re closed in 2009, however the empirical knowledge gained will construct the basis of key reflections to move forward upcycling and social innovation in the future.

ID: 10

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Using a social enterprise to expose internet pornography as a public health issue

Pornography is taboo in polite society. As a result too few people are aware of the risks. How can the tools of social innovation be utilised to develop its profile as a public health issue and give those snared by it ways to avoid risks and overcome harms? Nine hours watching per week is considered compulsive use.

Health issues arising from heavy consumption of internet pornography were first recognised by some of the early adopters of high-speed internet connections, particularly engineers and technical staff working in the communications industry. They found themselves compulsively watching pornographic videos. Some felt that they had become addicted. Many noticed that they were finding sexual relations with real partners to be either less stimulating or were encountering sexual performance problems.

Since the early 2000s the pornography industry has moved into mass market “adult entertainment” everywhere in the world where the internet is fast enough to allow streaming video. Very few countries have enacted any sort of effective censorship or filtering regime. In December 2015 nine pornography suppliers featured in the world’s top-250 list of websites. The leading company delivered over 87.8 billion videos in 2015.

Widespread uptake of pornography as mass entertainment has created an emerging public health issue. Pornography works on the reward system of the brain in the same way as recreational drugs. Research demonstrates that heavy consumption of internet pornography can seriously affect the physical and mental health of both adult and child viewers. In several countries erectile dysfunction is now reported among young men at levels of up to 30%. Pornography also depicts extremely high levels of real physical and verbal violence against women, encourages misogyny and models high-risk sexual practices with performers rarely using condoms.

To respond to this health issue in technically-advanced societies the authors have adopted a social innovation model. They have established The Reward Foundation – Our Brain on Love and Sex as a Scottish Charitable Incorporated Organisation. Its purposes are to advance education by furthering public understanding of the reward circuitry of the brain and how it interacts with the environment, and to improve health by furthering public understanding of building resilience to stress.

The Reward Foundation’s team have been schooled through the Scottish Government’s Social Innovation Incubator Award at The Melting Pot in Edinburgh. The business model aims to drive the transition from local to global impact.

As a social enterprise The Reward Foundation has many challenges. There is a widespread but mistaken belief among users that because sex is natural, you cannot have too much of a good thing. People deny that porn could cause harm. The porn industry is a powerful lobbyist employing the tactics of Big Tobacco to avoid legal constraints and maximise profits. In response we detail how The Reward Foundation is using cutting-edge research in neuroscience and addiction studies to develop new multi-sector educational approaches to address the upstream social determinants driving the normalisation of internet porn consumption in all technologically-advanced societies. We provide remedies and resilience to vulnerable groups.

ID: 11

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Expected and less expected impacts of innovative healthcare franchising in Vietnam

While commercial franchising has been studied for a long time, social franchising is still at the first steps. Several issues in the healthcare sector of developing countries have been overcome recently by using social franchising concept. Besides, this concept has been successfully applied in many projects relating to the private healthcare sector in the world while rarely used in the field of public health. Therefore, the important questions of social franchising in the healthcare sector subsidized by the government still remain to be studied. We are interested in a program named “Sisterhood” from Vietnam, the first government social franchising model in public health sector in the world. This program has been financed by the European Union (for some stages) and Atlantic Philanthropies, developed and launched by Marie Stopes International Vietnam (MSIVN) and the Departments of Health (DOH) of Vietnam. Since 2005, Sisterhood program has established through three phases a government social franchising network including the Commune Health Stations (CHSs) of eight provinces in Vietnam. The purpose of this paper is to study the impacts of “Sisterhood” consulting rooms on the way franchised CHSs work.

Data were obtained from official documents, observations as well as 18 individual and group semi-structured interviews conducted in December 2015 and January 2016 with 19 people from both the franchisor and franchisee level of the program in Hanoi (headquarters) and three provinces Thai Nguyen, Vinh Long (provinces of the second phase of the program) and Yen Bai (the third phase). We visited 4 CHSs in 4 communes of 3 districts in Thai Nguyen and Yen Bai; interviewed director of Sisterhood program, deputy director and provincial coordinator of the DOH, provincial representatives of MSIVN, provincial master trainers, director of the District Health Centers, managers of the CHSs, midwives of the CHSs who are consultants of “Sisterhood” consulting rooms and brand ambassadors. Because of time constraint and geographical difficulties, some interviews in Yen Bai and Vinh Long were conducted through telephone.

A new standardization has been established in not only “Sisterhood” consulting rooms but in all other service rooms of franchised CHSs. The rooms have significant impacts on managing and improving behavior of the CHSs members as well as increasing services quality. Patients are considered as clients and consultancy is an obligated step in all healthcare activities of the CHSs. Clients come to a franchised CHSs for reproductive health and family planning services will be consulted by a consultant of “Sisterhood” room and proposed advantages-disadvantages of services relating to their issues. Moreover, sanitary and anti-infection rules which are guided, controlled and supported by provincial master trainers are also increased in franchised CHSs. In addition, franchised CHSs have created a “healthy competition” between franchised and non-franchised CHSs which try to have similar changes in behavior and services quality with the purpose of being branded by Sisterhood program. Further investigations are required to better understand the effectiveness and limitations of the model in provinces of the latest phase.

ID: 12

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Financing social entrepreneurship. Differences and similarities among Italian social enterprises

The paper aims at exploring differences and similarities in ways of financing Italian social enterprises. In fact, a new model of social enterprise developed in recent years: hybrid organisations promoted by Italian social co-operatives. Assuming social co-ops as the “original” hybrids(1), Italian hybrid organisations are a new form of social enterprises (so called “Second Generation Hybrids” - SGHs) as result of social innovation paths in business models, organisational forms, leadership styles, governance models, and financial resources structure. Regarding the latter, SGHs to balance the financing derived from donations and those of other natures, traditionally more oriented to finance the business activities(2) due to their marked entrepreneurial dimension and market-orientation. Thus, a hybrid organisation may have a plurality of economic resources, among which those deriving from the sale of products/services to customers/users or from public subsidies related to their social mission, rather than by private donations.

Based on an international literature review on hybrid organisations, the paper is particularly focused to highlight Italian hybrid organisations features (hybridisation markers) basing on a database collecting information on 74 hybrid organisations originated from Italian social co-ops (particularly within CGM cooperative network(3)). Moreover, we will point out financial and economic data collected on Italian social co-ops (n. sample = 250) and hybrid organisations (n. sample = 25) through a research survey and balance sheets analysis. Data outline as SGHs demonstrates to be more inclined to investments and to mobilise financial resources in comparison to social co-operatives consistently to the innovative features expressed at the different levels of their organisational structures. For instance hybrids maintain a higher number of relationships with banks in comparison to social co-ops, particularly in order to invest in their activities. Moreover they present high percentages related to loan applications as well as to loan concessions.

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- (2) Doherty, B., Haugh, H., Lyon, F. (2014), Social Enterprises as Hybrid Organizations: A Review and Research Agenda, «International Journal of Management Reviews», 16 (4), 417-436; Haigh, N. & Hoffman, A., (2012), Hybrid organizations: the next chapter of sustainable business, «Organizational Dynamics», 41 (2), 126-134.
- (3) <http://www.cgm.coop/index.php/en/>

ID: 14

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Affect, Assemblage and Modes of Existence. Towards an Ethological Design-Driven Social Innovation

Since Viktor Papanek (1985), at least, the ethics of designing has been organised according to moral imperatives: be authentic not phony, take notice of needs not wants . . . and so on. The social innovation that drives its creative urge from design practices appears not to have strayed far from Papanek's path. To rid itself of such reactive ideologies, and so to create other conditions for the possibility of its creativity, design-driven social innovation might do well not merely to pitch itself as a morality articulated by, or in the thrall of, a transcendent authority, but maybe even to be occupied with different account of ethics altogether. This paper will seek to elucidate such a different ethics as an ethology along the lines Spinoza proposed (1996) and Deleuze championed (1988, 1990). That is, it will therefore call for an affective designing that deals in the creation of modes of existence, from whose assemblages emerge other social and communal apparatuses. This paper is constructed of several sections – looking at assemblages (via Deleuze & Guattari (1980, 1987) and De Landa (2006)), affects (via Spinoza (1996) and Deleuze (1988, 1996)), modes of existence (via Souriau (2009) and Latour (2011, 2013)) – each of which is its own moment in this call with its own value and agenda, but with points of collision with the others. This paper will conclude by gesturing towards the type of social/collective that might emerge from this discussion.

ID: 15

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Social Innovation and Social Impact Bonds: The Role of Private Capital in the Delivery of Welfare Services

Amidst regressive cuts to public social spending in the UK, the elevated role of private actors in the funding and control of social services has introduced new degrees of complexity into the mixed economy of welfare. To a great extent, social impact bonds (SIBs) can be seen as the current apex of a broader trend towards welfare pluralism that seeks to embed social innovation in welfare policy in the UK. SIBs are essentially payment-by-results contracts that leverage private investment to cover the up-front expenditure associated with costly social and welfare services. As a policy instrument, they involve private actors in the delivery, control and finance of welfare services.

Within policy discourse, the introduction of private capital has been justified according to four key policy objectives: (a) improved welfare outcomes, (b) public service innovation, (c) additionality, and (d) cost savings. This paper critically examines each of these policy objectives and purported benefits within the SIB model. In doing so, the paper establishes the role of private capital in outcome-based commissioning and its impact on the operation and efficacy of welfare services.

As the welfare regime at the vanguard of this policy development, this paper draws on a study exploring the operation and impact of SIBs in the UK. Drawing on independent and stakeholder documentation as well as qualitative interviews (40) with policymakers, public sector commissioners, social finance intermediaries, service providers and service users, this paper examines three SIBs in detail. The three SIBs under consideration aim to: improve outcomes for entrenched rough sleepers; improve educational and employment prospects for 'vulnerable' young people; and reduce the number of days children spend in residential care. These three cases typify the remit and function of SIBs as a service intervention targeting populations with highly complex needs most vulnerable to social exclusion and policy failure.

In light of the research findings, the paper considers whether the value and integrity of outcome-based commissioning is necessarily contingent on the presence of private capital in the delivery of welfare services. The paper concludes by considering the implications of increased policy interest in social innovation at a time of heightened welfare austerity and, in particular, whether this represents a risk or opportunity for public social services.

ID: 17

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A critical perspective on organisational responses to food insecurity in the context of a shrinking state

Background

In the midst of increasing food insecurity, governmental financial support for people on a low income or unemployed has tightened. The 2010-2015 Coalition and its successor, the 2015 Conservative government, have pursued a programme of austerity involving a reduction in public sector spending and promotion of civil society responses to social issues which, in turn, appears to have influenced the shape of community responses to food insecurity.

This paper examined how community organisations have responded to food insecurity and highlights key critiques of community food aid - adequacy, exclusivity and viability - to interrogate the sector's development in relation to recent public policy agendas. It aimed to a) understand whether and how community food aid is a reaction to a recent rise in food insecurity or a transformation of long-standing charitable provision for the destitute into something today known as 'food aid' and b) explore whether community food aid is replacing the traditional role of the state and if so, how successfully it meets the needs of its clients.

Methods

A case-study approach was adopted, including desk-based web research and nineteen interviews involving community organisations with experience of anti-hunger/food security programmes in Bradford. Sample organisations were purposively chosen from 67 identified in the desk-based analysis to form a representative sample. The three-stage analysis approach of Dwyer (2002) was utilized, involving transcript summaries, development of a coding framework based upon common themes in the interviews and a comparison grid of material indexed to themes.

Results

Community food-assistance for people in need was found to be long-established in the case study area, even projects that appeared new tended to be affiliated to older organisations. The 'new' element of community food aid relates to the people served. All types of organisation were assisting not more, but a different type of client: people with nowhere else to turn. In this way, community food aid is operating as a 'shadow state'. However, with limited partnership work and either strict rules of inclusion or arbitrary criteria of desert, particularly in emergency food aid, the sector is an incoherent and capricious shadow state; it lacks the resources and governance to adopt the social responsibilities of local and central government.

In its adherence to 'localism', its provision of social services (food and non-food) to people in need and its adoption of bureaucratic and professionalized operational approaches and staffing arrangements, community food aid fits into the policy frameworks set by New Labour, the Coalition government and the 2015 Conservative government. Staff in food aid, particularly emergency provision, and stakeholders in policy, research and governance related to food insecurity make value judgments about community food aid and its clients. In doing so, they echo Cameron's Neocommunitarian narrative of the 'good' society.

ID: 20

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Skills to Succeed - meeting the Changemaker+ Challenges

Skills for Success is an approach to meeting the University of Northampton ChangeMaker+ Challenges involving not only academics but professional services, student ambassadors, partner organisations and young people at risk of becoming NEET. The project will raise aspirations, develop skills and enhance employability of young people on traineeships in the university and of the student ambassadors engaged to support them. The University of Northampton, as the first HEI in the UK to gain Changemaker Campus status from AshokaU, has at the heart of its strategic plan for 2015-2020 four challenges:

1. Make Northamptonshire the best county in the UK for children and young people to flourish and learn.
2. Make Northamptonshire the leading county in the UK for Health and Wellbeing
3. Build the cultural and heritage traditions of Northamptonshire into world class attractions
4. Make Northamptonshire the best county in the UK to start, build and run a business.

(University of Northampton, 2015)

The Skills for Success project is addressing these challenges through providing traineeship opportunities for young people identified as being at risk of becoming NEET.

You are much more likely to be NEET if you come from a lower socio-economic background, are 'looked after', have a disability, have 'SEN's', or are a young carer' (Wenham, 2015). 11.7% of all young people are NEET and risk factors include disability, poor school achievement and previous period of being NEET (Delebarre, 2015).

As a pilot, the University is working with two partner organisations, an enterprise for post-16 education connected to a secondary special school and a Community Interest Company working with care leavers. 39% of NEET have disabilities or SEN and over a third of former care leavers are NEET (DfE, 2015). The intention, on evaluation of this initial project, is to scale up the project through developing partnerships with organisations providing for NEET young people and potential employers.

A student is co-ordinating the project in part to fulfil the work based learning element of his programme of study and student ambassadors have been recruited to mentor the young people (trainees) from the partner organisations. The partner organisations and the University have combined expertise to create a mentoring programme for the student ambassadors to prepare them for the role. University departments including catering, administration, library, security and technology have identified real work experiences to develop the trainees and enable them to become work ready.

Skills for Success acknowledges the disparity between the opportunities for EET for University of Northampton students and young people with characteristics or life experiences heightening risk of becoming NEET. The project achieves the Changemaker+ Challenges through enabling young people to move towards economic independence and wellbeing in a supportive process where all stakeholders are both learning and sharing knowledge. This investment in local communities to meet social responsibilities champions the aspiration of the University of Northampton to be a philanthropic institution.

ID: 21

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Where the zone of indifference ends – patterns of commitment and governance in hybrid organizations

Over the last years, scholars have increasingly emphasized the role of governance in enabling hybrid organizations to operate and thrive in plural contexts. In this paper, we move beyond current conceptions of governance and revive Selznicks (1993) image of governance as an inherently political process. Drawing on Social Enterprises in Germany as an empirical setting, we study patterns of commitment in hybrid organizations to uncover the formal and informal mechanisms by which they manage the external and internal interests that affect their viability, competence and moral character. Our study contributes to develop a more nuanced understanding of governance in hybrid organizations and enriches the current literature on hybrid organizing by (re)introducing power and commitment into our understanding of organizing processes in institutionally plural contexts.

ID: 22

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Institutions, resources and interactions: Social enterprises in Germany

Social contexts are characterized by a variety of institutions that shape their structures and ensure their functionality. New institutional theory has been looking at how these institutions provide environments with stability and predictability, while also constraining social actors (Wooten and Hoffman, 2008 in Greenwood et al, 2008; Greenwood et al, 2008; Oliver, 1991; DiMaggio and Powell, 1983). An additional dimension to understanding institutions is to also look at the role actors themselves play in shaping and even changing them (Barley, 2008; Strauss, 1978; Powell and Colyvas, 2008). This paper goes beyond the relatively clear delimitation of these two theoretical approaches. It thus develops a more nuanced understanding of institutional negotiation processes, as institutions are continuously both enacted and modified, both strengthened and transformed through actions and especially interactions of social actors.

The paper looks at how interactions between social actors reproduce and shape institutions as part of the same process. More precisely, it will discuss the way in which hybrid organizations (Battilana and Lee, 2014) strategically engage with various resource providers in order to respond to the pressures and constraints of highly institutionalized environments, while also subtly contributing to a rearrangement of these institutions.

Empirically, the paper will focus on social enterprises in Germany. The qualitative research design has at its core 3 case studies of social enterprises whose development was followed throughout a period of 2 years. Insights are generated regarding their behavior in a well-established conservative welfare sector. The longitudinal data gathered through semi-structured interviews and from secondary sources will be complemented by field-level data collected through observation and interviews conducted during events focusing on social entrepreneurship and social innovation in Germany. The rich qualitative data will therefore allow for the analysis of the organizational behavior of new types of actors in the context of more macro developments of welfare provision. First insights into the data suggest that organizations strategically use their collaborations with particular resource providers in order to gain legitimacy in the social sector, thus conforming to current institutional expectations. In this process though, they simultaneously contribute to the increased acceptance of more alternative actors engaging with social issues and providing social services, therefore also shaping institutional arrangements.

ID: 24

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Inclusive Innovation through the Lens of Instrumental Freedoms

Inclusive innovation is the development and implementation of new ideas which aspire to create opportunities that enhance social and economic wellbeing for disenfranchised members of society (George et al., 2012). It is both a process and an outcome practiced and produced by socially-driven firms, governments, NGOs and social entrepreneurs. In both development and BoP entrepreneurship literatures there is a widely held assumption that the best means of development is to increase the rate of economic growth, which entails getting the institutions right. In this paper, we examine inclusive innovations by looking at the use of microcredit across numerous developing economy contexts and their instrumental freedoms.

Instrumental freedoms is one of the underpinning concepts of Sen's capabilities approach (Sen, 1999). An understanding of a person's capabilities involves an appreciation of the substantive freedoms and choices that an individual has over their functionings i.e. what they can achieve (Sen, 1987). These are guided by institutions which determine an individual's political freedoms, economic facilities, social opportunities, and overall wellbeing (Nussbaum, 2000). Substantive freedom, understood as the enhancement human capabilities, is both the end and the means of development. Freedom, in Sen's view, is not a single entity. It rather manifests itself through five distinct instrumental freedoms: economic facilities; political freedoms; social opportunities; transparency and protective security. These freedoms are complementary and mutually reinforcing.

We argue that in order to better understand inclusive innovative activities, we need to move away from perspectives that overemphasize the relevance of institutional arrangements towards considering the substantive freedoms and choices that an individual has over their functionings. This allows us to focus on the means to development, not on desired ends. In looking at how instrumental freedoms lead to inclusive innovation, we focused on 19 Latin American countries and assessed how Sen's instrumental freedoms of economic facilities (microfinance provision), social opportunities (education equality), political freedoms (freedom over life choices) and transparency guarantees (transparency) combine to produce higher rates of microcredit clients among micro entrepreneurs. This microcredit setting suggests the presence of inclusive innovative activities. Our data stems from a variety of sources including IDB Multilateral Investment Fund, Human Development Index, Transparency International, and Gallup World Poll.

Since instrumental freedoms interrelate with one another, they need to be observed together, which calls for configurational comparative methods. Drawing on fs/QCA, our analysis yielded three combinations of instrumental freedoms leading to inclusive innovation. Each of these combinations of freedoms represents a distinct set of countries, suggesting different emerging approaches to - inclusive innovative - development, being articulated by people based on what they value and can do. The table below summarises our findings. Certainly, the relevance of microfinance provision and transparency and the lack of education equality are not surprising, yet uncovering the unique ways in which they combine to produce inclusive innovation reveals new scenarios with instances, for example, in which microfinance provision is not necessary for inclusivity when transparency, life choices and education inequality are present. This paper enhances our understanding of the role of inclusive innovations as an approach which looks to engage with the disenfranchised. It suggests that inclusive activity can be a function of different constellations of instrumental freedoms – the three distinct solutions.

ID: 25

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Social Entrepreneurs and Intellectual Property Management

Do social entrepreneurs (SE) recognize the intellectual property (IP) within their organizations? Intellectual property, consisting of patents, copyright, trade secret, and trademarks, is a powerful tool used by the for-profit world to generate revenue, expand business opportunities, recruit and retain talent, attract investors, and to protect market niches. Innovators in the social sector create intellectual property the same way industry does, but do they manage it the same way and to what end? At the time this research was conducted, there had been no research published on the management of intellectual property by social entrepreneurs.

Understanding these uses of IP in social entrepreneurship is important for understanding how social enterprises operate and how they recognize and manage their innovation to achieve their organization's strategic goals. How do they protect IP? For example, do SEs have policies regarding their IP? Where did the impetus for these policies come from: internal or external stakeholders? Who is responsible for enforcing the policies? Do SEs enforce their legal rights against IP infringers? Finally, what are the consequences, if any, of the existence of the policies? Are there variations in the IP policies across organizations? Do these policies support employee and trustee recruitment and retention? Do these policies enable revenue generation, business expansion (i.e. scaling), or niche protection?

An online survey was conducted to ask these questions of SEs. The sample was a convenience sample of the 107 organizations listed on the S&I 100 Index compiled under a standard rubric developed by Social Impact Exchange. The recipients of the survey were executives of social enterprises with the logic being that they would likely have primary control over policy implementation and the IP decisions of the organization.

I will present an overview and summary of the responses from the survey respondents. Of interest to attendees, some of findings I will present include:

- 90% of respondents were aware that they have IP, indicating that they have trademark, copyright, and trade secrets, but only 53% of respondents have internal policies for managing their IP.
- 65% of written internal policies focused on policies geared towards protection of IP, such as non-disclosure and proper use and display of brand and trademark, rather than active strategic management.
- 100% of respondents indicate that IP developed by employees is the property of the organization but 64% do not have a written policy specifically addressing that.
- 85% of organizations did not have any individual(s) or committee in place to make strategic decisions regarding IP, though 90% indicate they use IP in some strategic way, such as leveraging funding, licensing to others, revenue generation, or expanding market opportunities.

I will also discuss questions that arose for further study and some examples of the responses of this survey being used in practical application by social entrepreneurs.

ID: 27

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Co-creating and maintaining wellbeing through feedback seeking: The topics of feedback requests

Seeking feedback is instrumental for social entrepreneurs. Seeking feedback is an entrepreneur's interaction with others to determine if goals are achieved or how to achieve them (building on Ashford, 1986). Social entrepreneurs seek feedback when developing new offerings (Katre & Salipante, 2012), creating a culture of openness and trust (Smith et al., 2012), and maintaining commitment to the social objective (Andre & Pache, 2014). Social entrepreneurs seek feedback from customers, users, business experts (Katre & Salipante, 2012), employees, managers (Smith et al., 2012), and broader stakeholders (Andre & Pache, 2014; Desa & Basu, 2013). The extant literature presents feedback seeking as a vague act embedded in other processes and ignores the topics on which social entrepreneurs actually seek feedback. Therefore, our key research question is: What do social entrepreneurs seek feedback about?

Given the limited research on this question, we employed an inductive theory building approach. Data was collected through semi-structured interviews with 37 diverse nascent social entrepreneurs in the United Kingdom. We aimed to recruit a diverse group of participants based on their personal (e.g. age, gender) and venture characteristics. (e.g. development stage, industry). We stopped adding entrepreneurs to the sample after reaching theoretical saturation. Interview transcripts were analysed using a thematic approach to identify feedback topics common within and between different entrepreneurs' journeys. Data were revisited throughout the process to check, clarify, refine, and compare categories of topics.

Our analysis revealed that social entrepreneurs seek feedback about three broad topics: strategic decisions; management and operations; and personal style. First, social entrepreneurs seek feedback about strategic decisions in relation to the business models for their ventures. This involves seeking feedback about the offering and its cost implications, markets to enter, sustainable sources of revenue, pricing structures, funding and investment opportunities, and partnerships. Second, social entrepreneurs seek feedback about managing the ventures and their operations. These feedback topics focus on the operational aspects of executing strategic decisions and the day-to-day running of the venture. This includes seeking feedback on specific marketing and sales approaches, financial management, organisational structures, legal form, HR, safety and health policies and procedures. Third, social entrepreneurs seek feedback about themselves. This includes seeking feedback on venture-related skills and competencies, such as leadership styles and how to manage, work with, and mobilise employees, volunteers, and partners. However, it also includes seeking feedback on human-centred topics, such as personal lifestyles, habits, wellbeing, work-life balance, and preventing burnout. Our findings suggest that social entrepreneurs not only co-create solutions to social issues, but they also co-create their entire social ventures by seeking feedback on strategic and operational levels of analysis. Our findings also highlight the challenges of starting a social venture and the need to maintain an individual's wellbeing, which challenges the heroic view of the social entrepreneur. From this perspective, feedback seeking can be an effective mechanism to maintain the wellbeing of both the individual social entrepreneur and of the venture.

ID: 28

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Social Investment, creating a demand led model – a UK perspective

The UK is now a very difficult place to live if you are unwaged, low waged or require services due to a physical, emotional or economic condition. Food poverty, to use one indicator, has grown by over 150% in 2 years with the burden of treatment falling upon unprepared charities and randomised food deliveries. Through the 1990's and up until the introduction of austerity, the UK social enterprise service offer grew and worked to absorb some of the problems issues such food poverty would raise. As a model it introduced new enterprising methods and, with a then much stronger public sector at its side, kept much of what we now see as a rising tide of poverty under a greater degree of control. Now the landscape has changed and changed quickly. The English public sector is not much more than a commissioner of some services and is no longer a funder of the Third Sector. Charities are moving downstream to compete for smaller contracts in order to protect jobs and turnover, pushing out the smaller entities as they do. Grant funding, the formerly dependable tool to combat the crisis that poverty presents, is now much harder achieve. Moreover, the social enterprise sector itself has a capacity issue, with the average annual turnover, according to our estimates, sitting at a lowly £40k. It indicates a socio-economic picture that is untenable in the long-term, presenting layers of complexity as to how vital (or new) 'social services' will in the future be funded and more importantly sustained.

The advent of social finance in England runs almost side by side with the introduction of the Coalition Government and its austerity packages. The underlying premise of the social finance model was then, and is still now, one of every service can 'marketised'. This market led approach, propagated by Big Society Capital, has had no success in the deprived areas most impacted by poverty. Such data that exists on the performance of the social finance marketplace over past 10 years strongly indicates that the finance model has underachieved, in some cases considerably, yet it remains the preferred approach to take forward the financial welfare of the social enterprise movement.

Building on their extensive research to create a new investment model, Builder Capital (see here for all associated papers), the Builder Capital work was presented at the ISIRC York in 2015. The authors have since produced the study Social Finance In The UK: the Story So Far identifying the inherent and deep-rooted problems that exist in the current finance-only offer. In addition, working with global professional services firm, PWC, and funded by private and institutional investors they have created a new corporate governance structure which is able to accept social equity investment, whilst wholly protecting the social first/ anti-poverty delivery of social enterprise.

In the outline paper we want to present in Glasgow we offer a clear analysis of why social finance cannot work when treating poverty, why poverty needs an enterprise method based on justice over markets if it is to succeed, and why new(er) corporate governance arrangements are required if social investment is ever to be established as a viable form of money and market development for the benefit of the social enterprise movement.

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An innovative tool for territorial shared diagnosis on poverty and social inclusion: a support for cooperation

Historically, the voluntary sector supports many activities and responsibilities in relation to accommodation and integration of the most fragile populations. The stakeholders involved in these activities are numerous (government services, non governmental organizations, volunteers, regional health agencies, local authorities, etc.) with various areas of intervention. This does not always make action effective, the ultimate goal being obviously to increase social utility.

In France, the government wanted to be more involved in the running of accommodation arrangements and integration, drawing a strategy as part of the multi-year plan to fight against poverty and for social inclusion (plan adopted the 21st of January in 2013). The proposed strategy is structured around two axes: giving priority access to housing on the one hand, and providing an offer of housing (increasing housing capabilities but also improving housing conditions) on the other hand.

Two problems may hinder the achievement of those objectives: the multiplicity of actors and of actions already undertaken in the field, and the difficulty of coordinating actions throughout each territory (regions). To remedy this, the government has developed and made available to local actors a methodology for shared territorial diagnosis. This diagnosis called "360 degrees" is a prerequisite required by the government before any decision or action. The aim of this diagnosis is to put into perspective problems of people (homeless, poorly housed) and the existing offer, in a comprehensive, objective and shared manner. The 360° evaluation is to be a "decision aiding tool for the government and local communities".

Beyond its main function (evaluation), the 360° shared diagnosis would also aim to stimulate local dynamics and to foster collaboration between stakeholders, to harmonize practices change, the very process of the diagnosis creating relationship between actors on the territory and affected by the same problem. The premise is thus posed: through 360°, thanks to a shared representation of problems and situations, actors will have more ease to appropriate the results by integrating them in their own decision making process and to translate them collaboratively in actions on the territory.

This 360° evaluation support is intended as a management tool in its two dimensions. It is a knowledge production tool feeding the decision making process (diagnosis tool) and it is a tool promoting interactions between actors on the basis of a shared diagnosis. This raises several questions: did the actors (in charge of the 360° evaluation) manage to preserve the initial philosophy? Has the approach been perverted into a past decisions rationalization tool more than a useful knowledge production tool to the community? Is the expected creation of link between actors through this evaluation process real?

We propose to address these questions on the basis of a critical analysis of the implementation of this 360° evaluation in two French regions. Our approach adopts a reflective position since we have been involved in these evaluations 360 on these two territories.

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The First National Survey of Social Enterprises in Canada

The first national survey of social enterprises in Canada (conducted in 2014/ 2015) revealed that 1,350 of more than 7,000 confirmed social enterprises reported at least \$1.19 billion in revenues, including over \$828 million in sales. They paid at least \$442 million in wages and salaries to 29,200 employees, of whom 80% were mission-focused employees. Social enterprises across Canada also trained 116,000 people, provided services to over 5.48 million individuals, and involved 116,000 volunteers. This paper will profile the engagement of community partners who were actively engaged in the survey process and were instrumental in its development, implementation, analysis and dissemination; the survey instrument itself, highlighting key sections and questions; the results of the survey, based on a preliminary analysis of respondents; and the survey legacy, including public reports, an institutional database, and policy initiatives.

ID: 31

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Enabling Social Innovation through Rethinking Design

The topic of 'design thinking' has been widely discussed in both academic and practice arenas, with a focus on the potential of design-led approaches for business (cf. Gruber et al., 2015). However, discussions have been set within a context in which the term 'design' remains contested. The now-defunct Helsinki Design Lab (undated) summarized two notions of design; first, as a functional activity seeking the right answer to a known design problem, second, as a strategic activity directed at challenging the basis of complex, ambiguous, 'wicked' problems – at reframing the nature of the problem, seeking innovative options to address the 'right' problem rather than finding the functional response to the 'wrong' one.

Design has been debated in terms of whether it is an activity conducted by 'designers' – those professionally trained in a design discipline – or is an activity for, 'when everybody designs' (Manzini, 2015). Having trained first as an architect, I later became convinced that the latter is the path to follow. However, while supporting Manzini's – and others' – manifesto for collaborative design, I have concerns that much of what is termed as collaboration remains bounded by traditional disciplinary attitudes, by hierarchical relations these bring with them, and devoid of consideration of issues of power.

In earlier work (Cairns, 2002), I discussed a case study of intended collaborative design in which designers undertook strategic design, delivered functional design parameters and one solution that was acknowledged as being open to user adaptation. Management subsequently empowered the workforce to undertake operational design changes within their own areas. Engagement with users several years later indicated that one specific group saw no relationship between the designers' layout and their own optimal solution, even though these were identical. Through iterative changes to the functional design, the notion of this being set within a higher-level strategic framework was lost, with some seeing the designers' input as 'irrelevant'.

In promoting collaborative design, Manzini (2015) refers to the use of 'design-orienting scenarios', stating that there should be more than one scenario, with all being 'possible and acceptable' (p. 129). Based on extensive experience with scenario methods (Wright & Cairns, 2011), I posit that effective scenarios as catalysts for action must explore the 'limits of possibility and plausibility' for the future – both 'best' case to be aspired to, and 'worst' case to be understood and avoided if possible or, if unavoidable, to prompt action to build resilience.

Seeking to advance the practice of design for effective social innovation, here I develop an approach through 'collaborative realisation' (Cairns & Matthews, 2015). This requires commitment to procedures that are to a degree improvised, but are informed by theory and practice. This is based primarily on a humanistic mindset rather than a professional knowledge set. The conceptual framework draws on contemporary interpretation of Aristotelian philosophy (cf. Flyvbjerg, 2001), with specific concern for issues of power – who are 'winners' and 'losers' within different scenarios. I outline the method of inquiry with illustrative examples of its application.

ID: 32

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The Rise of Educational Entrepreneurship in Egypt: A Case Study

In this paper, I will draw upon recent qualitative research investigating the notion of educational entrepreneurship “Edupreneurship” to explore the practices involved in terms of how it supports the educational system within the Egyptian context.

In 2015, the United Nations (UN) launched its new sustainable development goals, and one of its top priorities for this agenda is to ensure a good quality of education for all citizens across the world. Organisations in developing countries such as Egypt are working to achieve this goal through implementing various educational programmes connected with the Internet in the form of Massive Open Online Courses and other learning tools to deliver a high quality of education to both primary and high school students. Drawing upon data generated from semi-structured interviews with ‘Edupreneurs’, teachers, policy-makers, and CSR managers operating in Cairo, the key findings from this study are that these organisations do not have a clear institutional framework for their business model. As such, I propose that one solution is to introduce for the first time a “Social Enterprises” model within the Egyptian context

The paper concludes by sketching a new public policy agenda, as well as suggesting tactical interventions aimed to empower these organisations to facilitate their business model to achieve their goals to empower the educational system in Egypt.

ID: 33

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Social Impact Investment: can an alternative to the Anglo-Saxon paradigm exist?

This paper studies the characteristics of the Social Impact Investment (SII) market in the absence of its typical enablers. After the first convention about SII in 2007, SII practices have been diffused especially in the Anglo-Saxon countries, which are often referred as the pioneers of the field and their experiences mentioned as best practices (Glanzel and Scheuerle, 2015; Grieco, 2015; Benford et al., 2014; Hochstadter and Scheck, 2014). The Anglo-Saxon paradigm has become a reference also thanks to the presence of some enabling conditions (Grieco, 2015): first, the commitment of highly capitalized foundations whose capital helped to structure the first deals and lower the investment risks (Report of G8 Social Impact Investment Taskforce, 2014; Report of the US National Advisory Board of G8, 2014; Moore et al., 2012); second, the birth of specialized intermediaries, such as Big Society Capital, that connect the actors in the market and manage the impact portfolio (Grieco, 2015; Report of the UK National Advisory Board of G8, 2014; Report of the G8 Social Impact Investment Taskforce, 2014); finally, SII public policies to infrastructure the market (Glanzel and Scheuerle, 2015; Wood et al., 2013). However, while fundamental in the Anglo-Saxon countries, these enablers are absent in other contexts, challenging the SII diffusion. The objective of this paper is to study if and how another SII paradigm is possible when the typical market enablers are out. The study analyses the Italian case, through the lens of network theory. Indeed, the Italian context lacks the SII market enablers and the standing reports rarely analyse how the Italian SII ecosystem organizes itself under these conditions (Report of the Italian Advisory Board of G8, 2014). Data collection took one year, during which the author gathered data about the Italian ecosystem, through primary research (observation to the meetings of the Italian Advisory Board of the G8 Taskforce and interviews) and secondary research (desk research about the ongoing SII initiatives in Italy).

Results show that organizations do not renounce to SII, but can play several roles to catalyse the market, interacting along two different collaborative configurations. The study of the SII ecosystem helps managers to better understand the roles their companies can play in the absence of the enablers and the mechanisms to engage with other players in the market (Leon and Berndsen, 2014).

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Where are we going? A thematic analysis about social impact finance

This paper draws an interpretative framework of the evolution of the Social Impact Finance (SIF) by means an analysis of the documents written by the global advocacy group of G8 Social Impact Investments (SII) Taskforce. Indeed, even if SIF has been on the stage since almost ten years, its development trajectories are still blurred. A significant body of knowledge has been produced over this time, mainly by practitioners (Daggers & Nicholls, 2016), but it shows different shortcomings. Contrary to the neutral approach of academia, grey literature can be biased by the view of the professional author, contributions are not always methodologically rigorous and, above all, often they are contradictory one another. Due to their fragmentation and the vague contour of the SIF definition, these views sounded irreconcilable and it seemed difficult to identify the evolution paths of SIF. However, during last two years, the work of the G8 SII Taskforce has connected all the most prominent experts and players in the field of SIF and has stimulated an organic thought around the topic. This multi-perspective debate was encouraged by different international meetings and it flew into several regional reports. An analysis of the documental materials produced by the G8 SII Taskforce and its National Advisory Boards helps to clarify the actual trends and possible future developments of the market. Therefore, the objective of this paper is to identify the main trends characterizing the SIF market. To this aim, we performed a document analysis using the thematic approach. The examined documents are: (1) reports produced by G8 SII Taskforce and by National Advisory Boards; (2) minutes of meetings of Global Steering Group (GSG); (3) integrative notes including updates on each national market; (4) applications submitted by extra G8 countries that joined the GSG.

The categories of the analysis are drawn from a literature review of the reports that OECD and the Global Impact Investing Network published about SIF. Specifically, we want to verify nine trends emerged from the literature review, dealing with market size, social impact measurement, role of public sector, type of financial instruments, development of intermediary platforms and investors entering the market.

Results show that some trends are confirmed while new ones emerged from the analysis. While some of them are globally valid, there are also some country specific trends which can be opposed one another according to the context.

This paper makes both an empirical and theoretical contribution. Practically, it realizes an intensive examination of all the documents produced by the work of hundreds of experts during the last two years, in order to organize the knowledge and reveal the SIF trends. In this way, it provides a reference for prospective entrants, players already in the market and policymakers underlining primary areas of intervention. It also makes an original theoretical contribution by performing a classification (local/global and short/long) of trends based on a reliable methodology.

ID: 35

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Whose side are we on? Furthering the critical, reflexive turn in social enterprise scholarship

Amid increased interest in social enterprise, social entrepreneurship and social innovation across the globe, we are now seeing new and emerging forms of organisation, and increasingly public policy that may (or may not) facilitate further development of both social enterprise concepts and practice. There is evidence of increased interest in, and acceptance of, the role of social innovation within broader innovation agendas, and calls for establishing supportive social enterprise (and/or social innovation) 'ecosystems'.

Our aim is to encourage greater reflexivity of the way(s) in which social enterprise is conceptualised, encouraging scholars, practitioners and policymakers to exercise reflexivity in their research, practice and policy. Reflexivity encompasses critical, hermeneutic and postmodern orientations (Alvesson and Sköldbberg 2000), so that we might be more aware of influences such as power and politics. With public policy across the globe with very few exceptions firmly entrenched in the ideology of neoliberalism (albeit in different 'flavours' or 'varieties' – see Hall and Soskice 2001), the risk of uncritically accepting market-based ideologies is very real. To do so, we argue, may not only constrain the emancipatory potential of social enterprise and social innovation, but may have the unintended consequence of making matters worse, particularly for our most vulnerable citizens.

To facilitate such critical consideration, we present conceptual tools based upon the work of Karl Polanyi (1944, 1957) to extend the contributions made by SE scholars such as Humphries and Grant (2005), Seanor and Meaton (2007), Curtis (2008), Parkinson and Howorth (2008), Dey and Steyaert (2010, 2014), Dey and Teasdale (2013, 2015) and Teasdale (2012).

We begin our conceptual paper by introducing three dominant schools of thought recognised by scholars as shaping SE scholarship (Defourny and Nyssens 2010); the 'earned income' and 'social innovation' schools (Dees, 2012; Dees & Anderson, 2003) which both project a strong Anglo-American influence, and the EMES conceptualisation based upon European communitarian traditions (Borzaga and Defourny 2001; Nyssens 2006). We then present three of Polanyi's (1944, 1957) key concepts – the 'substantive economy', the 'double movement' thesis and the notion of 'embeddedness' and consider how critical consideration of these SE frameworks informed by each Polanyian concept might help us better understand the influences at play in SE.

Our applications highlight the normative potential for certain SE conceptualisations to promote and further entrench the neoliberal mindset, while others may help to challenge the dominant assumptions of our 'market society'. Overall, however, applications such as those demonstrated here provide another tool in a 'critical tool box', further enabling scholars and practitioners to be reflexive; alert to, and conscious of, political and/or normative forces which shape our understanding of SE and associated concepts.

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ID: 36

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CommonHealth: A conversation about the health and wellbeing impacts of social enterprise

Do you have an interest in socially innovative projects that promote health and wellbeing? Are you a researcher or practitioner of social enterprise?

We are inviting delegates of ISIRC 2016 to take part in a conversation about the health and wellbeing impacts of social enterprise. This session will offer you a chance to learn about and contribute to CommonHealth, a large Scottish research programme hosted by the Yunus Centre for Social Business and Health, GCU. We are interested to hear your own experiences and welcome a wide range of delegates from both academic and practitioner backgrounds

CommonHealth is a pioneering programme of research developing ways of measuring the impact of social enterprises on the health and wellbeing of individuals and communities. Measuring impact has long been a challenge in the social enterprise sector, and organisations have employed a variety of methods to attempt to do this. Through a series of Knowledge Exchange Forums we have been listening to social enterprises about how they seek to understand the impact of their work. CommonHealth also intends to explore the qualities and processes that connect the work of the sector to improvements in health and wellbeing.

The research is funded by the Medical Research Council and the Economic and Social Research Council. The programme is made up of 8 individual projects delivered in partnership with a range of social enterprises and a multi-disciplinary team of academics from Glasgow, Highlands & Islands, Robert Gordon and Stirling Universities.

Not only will we be introducing our work, but also giving delegates a chance to meet representatives from several Scottish social enterprises who are taking part in CommonHealth:

Nicola Farell, Assistant Director of Homes for Good; <http://www.homesforgood.org.uk/>

Eleanor Campbell, WEvolution, Programme Coordinator; <http://www.wevolution.org.uk/>

Irene Gibson, Operations Manager, Orbiston Neighbourhood Centre; <http://www.oncbellhill.org/>

ID: 37

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Overcoming Power Inequities: The Role of Collective Effervescence in Network Formation

A key task for any Social Enterprise is to form and sustain productive networks. Frequently new organizations and people new to negotiating with established organizations are at a disadvantage in power relations. Drawing on a Foucauldian concept of power as being enabling and relational, we discuss how business interactions can be managed to promote more constructive outcomes using the concept of collective effervescence from Collins (2004). We illustrate our points with examples from a longitudinal qualitative research project we are carrying out on a SME which bears many of the hallmarks of a social enterprise and shares 'the liabilities of newness' (Stinchcombe, 1965).

The SME we are studying is a University Spin-out that is trying to commercialize a cancer detection technology. In order to do this, it has to raise funding from investors, develop relationships with large healthcare organizations in multiple countries, meet the requirements of regulators and manage supply relations, all with organizations much larger than itself. Håkansson & Waluszewski (2002) argued that relationships are important because they 'open doors' and that 'meeting points emerge'. Carefully orchestrated interactions have built relationships that share many of the characteristics of Collins' (2004) have helped the organization sustain itself while the market embraces the new technology.

Briefly, Collins (2004) defined collective effervescence as comprising of ritualized interactions supported by situational co-presence, interactional focus, social solidarity, symbolism and emotional energy. All these features need to be established over time. Collective Effervescence was said to foster the relationship and build the kinds of attributes Van de Ven et al. (1999) and Ring and Van de Ven (1994) suggest characterize successful inter-organizational relationships such as trust. However, any collective effervescence generated was episodic; it dissipated and needed regenerated through further rituals. We would argue rituals and collective effervescence is something social enterprises could usefully focus upon if they want to build networks and establish good inter-organizational relationships themselves. The paper will illustrate how this might overturn the traditional power relations in an ethical way.

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ID: 39

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Betwixt and Between: examining liminal experiences of social enterprises

A good deal has been made in the social entrepreneurship literature of the hybrid nature of social enterprises and the management implications of operating within competing institutional logics (Battilana & Dorado, 2010; Battilana & Lee, 2014; Brandsen & Karré, 2011; Doherty, Haugh, & Lyon, 2014; Haigh & Hoffman, 2012; Millar, 2012). Yet, much of this literature presumes hybridity as an organisational starting point. Relatively little attention has been paid to how social enterprises navigate the related state of liminality; that is, of transition or being 'betwixt and between' (Turner, 1969). This is a notable omission, given that many social enterprises evolve from other organisational forms (for example, nontrading nonprofits) and/or centralise transition in their business models by existing to support people moving from unemployment to labour market participation. While much of the literature on social enterprise and hybridity emphasises the tensions of managing competing institutional logics (Greenwood, Raynard, Kodeih, Micelotta, & Lounsbury, 2011), Turner suggests that liminality is connected with moments of symbolic renewal, when a group or society gives expression to its collective identity (Delanty, 2003, p. 45).

This paper examines social enterprise founders' and managers' experiences of liminality and how they use and navigate it. Based on thematic analysis of data collected via 13 focus groups conducted in six states of Australia with 75 participants, the paper outlines the nature and types of liminal experience identified by participants. It finds that liminal experiences are presented both as navigations of tension and as exemplars of collective identity formation within and beyond organisations. The implications of these findings for theorising multi-logic organisational environments, and for social enterprise practice are then considered.

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Social enterprise value creation and spatial context in the rural regions in Zambia

Social enterprise has been evident over the past three decades (Douglas & Grant, 2014), and acknowledged as responding to social issues through business strategies (Di Domenico, Haugh, & Tracey, 2010). Extant literature also denotes social enterprise as creating social value (Austin, Stevenson, & Wei-Skillern 2006; Di Domenico, Haugh, & Tracey, 2010). However, the concept is still contested (Doherty, Haugh, Lyon, 2014). Various reasons have been cited for the contention of the concept. For example, some authors are of the view that market failure, state failure and voluntary failure account for its emergence (Spear, 2001). Most recently, context is frequently quoted as the reason for the variation of the conceptualisation of social enterprise (Kerlin, 2013; Douglas & Grant, 2014). While this may be true most of the studies that explain the social enterprise concept and its social value creation are from the developed countries (Defourny, 2012; Short, Moss, & Lumpkin, 2009). Although more and more scholars are recognising that social enterprise is a global phenomenon there are persistent calls for more social enterprise research in developing countries. Therefore, this study is the exploration of the nexus between social enterprise value creation and spatial context in the rural regions in Zambia. The main objective of the study was to investigate the relationship between rural communities and social entrepreneurial value-creating activities. This study sought for some responses in social entrepreneurial agency. In this regard, the study drew on structuration theory. The central emphasise of structuration theory is the relationship between individuals and society and proposes that structure and agency are a mutually constitutive duality (Giddens, 1984). At the same time structuration theory portrays the constraining and enabling role of structure which gives an opportunity to agency. This theory is ideal for this study as by virtue of their location rural areas in Africa are typically constrained. However, the constraint may provide certain opportunities for actors in the rural areas hence enabling (Steinerowski & Steinerowska-Streb, 2012). The methodology used in this study was qualitative. Data were collected using observation, interviewing and archival documents (Saunders, Lewis, & Thornhill, 2012), through: field notes; a series of 36 semi-structured, face-to-face interviews; and publicly-available, annual reports, websites (where available), and newspaper clippings (dating back to start-up). The findings show that rural social enterprises in Zambia, while constrained, create multiple levels of value such as: individual, family, community, and regional; and forms ranging from social, environmental to economic. The social enterprises are motivated by: the desire to contribute positively to the place where they live; and concern for their survival and that of the community. These motivations are enabled by the extent of rurality. The study has policy, theoretical and empirical implications. The study may offer policy makers the ability to identify different manifestations of rural social enterprise. Theoretically this study provides analyses of the interplay between rural structures and social enterprising agency as it takes into consideration multiple realities in the research of social entrepreneurial process. From the empirical perspective, Zambia provides the less studied context of developing countries.

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Exploring Social Innovation through empirical evidences of the Italian Social Innovation ecosystem: A taxonomy proposal

The objective of this paper is to delineate this relatively new domain of study by proposing a taxonomy of Social Innovation initiatives, based on an empirical analysis of 462 Italian projects of Social Innovation, that may serve as a roadmap for further research. Motivated by this need for greater understanding of Social Innovation, this article presents a new taxonomy that combines a set of initiatives and typologies of SI within the same overall framework.

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Framing Food Insecurity: Mass Media, Food Insecurity and Philanthropic Giving

Food insecurity has become a major global issue, though governments and NGOs have not yet addressed this challenge effectively. As the problem aggravates, mass media and philanthropic actors become powerful actors in promoting public attention to the problem. Positive media coverage can motivate the public to engage; encourage donations and volunteering; and steer effective public discourse. It is difficult to imagine a successful solution for food insecurity without sufficient media attention. However, very few studies investigated media coverage of food insecurity.

This paper presents a new theoretical and methodological approach to media framing of food-insecurity and the accompanied philanthropic discourse. It analyzes media coverage, roles and functions in framing food-insecurity during holiday-seasons and times of crises, in six major types of Israeli media outlets (including elite, popular, financial, religious and new-media) between 2005-2012. This qualitative research integrates theories and models from the fields of both communication and philanthropy, including the social responsibility model; the functional approach; framing, media types and philanthropic concepts including donors, donations and recipients.

Findings reveal how elite and popular outlets covered food-insecurity using mostly episodic frames, vaguely describing the problem, and relying on random quantitative data supplied by food-distributing Non-Profit-Organizations. While the financial media avoided covering the problem, the popular outlets actively and directly encouraged readers to donate and volunteer, in part through mutual campaigns with food nonprofits. The media served both as an instrument in the hands of food NPOs and as an independent actor acting to rally the nation.

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Dissecting the “Invisible Hand”: Reconceptualising Firm Theory. A Practical Innovation Framework for Social Entrepreneurs

Adam Smith prophesized the divine intervention of the “Invisible Hand,” implying the free will of individuals in unison with a free market would create synergy, greater than the sum of the parts, distributing benefits across society for all to enjoy. In simplistic terms the “Invisible Hand” would temper negative unintended consequences, believing society as a whole would be far better off, if innovation were to flourish at the hands of free markets and individual free will. While “Yes of course,” we can all list many examples of new ideas, new processes, new technologies and new gadgets that have greatly benefitted society, since Adam Smiths words of wisdom. Society as a whole is no doubt eternally grateful innovations have flourished, forming part of the social fabric of society, rather than remain lost in a scrapbook of forward thinking, creative and imaginative minds. This paper however argues the case the “Invisible Hand” is not as perfect as Adam Smith believed in theory it should be. If it were so perfect, social problems and negative unintended consequences of innovation ought not to exist and or only exist superficially. For innovation to truly benefit society, it is not so much the “Invisible Hand,” but rather the morality of the “Invisible heart.”

The question that needs to be asked is how can all stakeholders in society enjoy the fruits of innovations and not simply the lucky few who grow ever fatter when holding the keys to the Garden of Eden, by their direct ownership or management of the seeds, fruit tree and orchard?

In practice social entrepreneurs and societies stakeholders are being guided by a new sense of moral obligation. They fill the void between Adam Smiths, “Invisible hand” theory and the stark reality that divine intervention, nor government intermediaries, nor strict laws and regulations are enough to ensure everyone in society benefits from innovations. A theoretical approach is taken, dissecting the “Invisible Hand,” reviewing firm theory and practice, then relating to recent innovation practice and firm startup tools, specifically Business Model Canvas (BMC). Innovation tools, methods and practices like BMC assume the persona of the firm and capturing the value of the innovation will inherently be private profit maximizing as a given. This fundamental assumption of the aims and objectives of firms at the very embryonic startup creation phase of innovation when using a framework like BMC will be challenged. Reconceptualising firm theory it is argued is a prerequisite for morality to assume centre stage, guiding the innovation process for the benefit of all. That is the benefits and value accruing from innovation can only be enjoyed by the many rather than the few, if stakeholders acting as individuals and collectively as society awakened a moral compass of the “Invisible heart.”

The significance of this paper will :

- A. Challenge long held assumptions that it is only the most profitable innovations that ought to be developed and society benefits from. It is posited this logic may not always hold true.
- B. For all in society to truly benefit from innovation a wider body of stakeholders needs to be actively involved and engaged in the innovation and firm creation process.
- C. Improve the understanding between innovation practice and firm theory.

In conclusion; a practical innovation framework called, “Social Innovation Mosaic,” is introduced as an alternative and improved model for social innovation. The offered model is an improvement to the identified weaknesses of the BMC when applying BMC as a framework for social innovation by social entrepreneurs.

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Temporary Urban Solutions: a design educational format for social innovation

Temporary Urban Solutions is a design educational format used to teach in a semester based course at the School of Design in the Politecnico di Milano. The approach includes design thinking and community centered design to let the postgraduate students to have a deep immersive in-the-field experience with a fast prototyping of the design output.

Since 2011 this format have been used to design solutions in several context of the Milan public spaces by students and researchers with people (informal group, associations, small communities): from university campuses to unused square, from edible green areas to outdoor space in public buildings.

This paper is about the approach, the process, the output and the impact of such a format, both for the involved students and for the community. It will stress the attention on how the output have triggered a change in the specific context and how the students have enriched their design skills. It will tell about the last project on “La Piana” area, a 8000 sqm in the south area of Milan where 11 teams of postgraduate students co-designed and prototyped 11 solutions to let this place be more hospitable and close to the neighbourhood needs. The process included a direct contact with the key stakeholders of the area (including some local associations dealing with young kids education and disabled people caring, the library, the parish church ecc) and the feedback exchange with the instructors to deliver some design actions to be tested in two “Experimentation Labs” done on site. The “La Piana” project is included in the “Human Cities – Challenging the city scale” a funded European research project based on how to scale up the local social innovation solutions to a larger context and to a wide audience. The research project includes 11 partners located in European cities, who are dealing with the same issues declined to their own contexts.

The didactic and research activities refer to DESIS network- Design for social innovation and sustainability international association that encourage the development of design researches and activities to help, improve and implementing the social innovation by using design tools and methods.

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Evolution of Private Philanthropy in China towards a New Model of Social Innovation

China's philanthropic sector has witnessed remarkable developments in 2008, when China witnessed a significant development of private philanthropic organizations as the Wenchuan earthquake in Sichuan spurred a national push towards giving and led to an increase in donations from RMB 13.3 billion to RMB 76.4 billion. The massive outpouring of public donations brought about a heightened social awareness and national empathy and philanthropy has since been highlighted as an important approach to addressing national disasters and social issues. Fuelled by booming economic growth, there has also been a rapid increase of wealthy entrepreneurs and coupled with the emergence of tax laws encouraging individual and corporate giving, private foundations have grown exponentially and there are currently 4,823 private foundations registered in mainland China.

The explosive growth of private foundations underscores the enormous potential of Chinese philanthropy. Despite China's massive population and growing wealth, modern philanthropy is still in an early stage of development in China and venture philanthropists are finding hard to build, promote and sustain charitable organisations. Vague regulatory boundaries laden by tedious registration process, high capital thresholds, minimum spending requirements, no-competition rules, rigid regulations for tax exemptions and deductibility as well as unclear guidelines on disclosure requirements are hindering developments to the philanthropic sector. Moreover the public is skeptical especially with the widely publicised scandals in relation to mismanagement of funds among large public foundations such as Chinese Red Cross Society that led to loss of trust in the philanthropic sector. In light of the complexities and uncertainties in the operating environment of the philanthropic sector, the success of the sector not only depends on the government establishing supportive and clear regulatory regimes and tax policies, private foundations need to focus on setting clear strategies, attracting and developing talents, promote professionalism and collaborate with government, private and NGO partners in order to exert influences on social change.

As social innovation is increasingly emerging as an important role in the development of China to find new solutions to tackle intensifying society problems such as widening wealth gaps, social divides, environmental pollution, unequal access to health care, education and endowment insurance. Therefore this research hopes to address the research question of "how can private foundations in China move towards a model of social innovation and entrepreneurship in order to exert a bigger and deeper impact on social change?" This research question will be pursued by focusing on the following areas:

- 1) Cultivating good governance and transparency to ensure proper disclosure;
- 2) Integrating entrepreneurship into different market segments of the philanthropic sector;
- 3) Developing organisational capability of the sector; and
- 4) Fostering strategic partnerships with government and NGO partners;

By unpacking the above four areas, this qualitative research inquired through interviews aims to develop a new business model that private foundations can replicate to effectively expand their scale and develop their role by leveraging on government and social resources.

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Organising for Engagement: Urban Alternative Food Businesses' Strategies for Catalysing Citizenship

An increasing number of businesses operate from an “alternative” vision on food and food systems (Forsell and Lankoski 2015). These for example stand for food sovereignty, re-valuation of artisanal food production, the strengthening of relationships with local organic producers or the reduction of impact of our current food production system (Moroney 2011). The entrepreneurs aim to use food to generate an income while communicating their perspective on food relations.

In our individualised societies some citizen-consumers specifically buy those products that reflect their view on a more “fair” and “green” world. DeLind (2002) argues that genuine change in the food system can only take place when we start from a shared connection to our environment. This suggests the need for a sense of community and a mutually strengthening relationship between alternative food behaviours and the experience of citizenship. The hypothesis of the research is that Alternative Food Businesses, as platforms of interaction and space for negotiating relationships, have the potential to reconcile food behaviours and solidarity to catalyse citizenship.

This paper presents qualitative research results from 4 urban alternative food businesses in the Netherlands. Data were gathered through interviews with the entrepreneurs and surveys amongst community members of these businesses. The objective of the paper is to map the strategies deployed by these businesses to engage people for their social mission while financially surviving. It also aims to gain insight into the effects of these strategies on creating communities of citizens who identify with the businesses beyond their role as consumer.

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Ignorance-Concealing Use of Low-Moral Means by Outsider Managers, a Covert Corrupting Practice that Nurtures Scandalous Executives

Executives' morality and ethics became major research topics after Enron, Worldcom and other such scandals. Research missed the possibility that executives' amorality was nurtured by career advancement by 'jumping' between firms and defending authority, jobs and careers by concealment of managerial ignorance (CoMI for short) which resulted in job-incompetence and mismanagement that barred performance-based career advancement and encouraged low-moral careerism (hereafter L-MC). L-MC was found common, but the etiological link between CoMI and L-MC and the question of whether career advancement by 'jumping' between firms and using CoMI-L-MC nurtured amoral executives was not studied.

'Jumpers' use CoMI-L-MC more than insiders : as outsiders they suffer large gaps of local tacit know-how and practical wisdom essential for job functioning, have no trusted insiders from whom to learn these and must prove trustworthiness to be taught this knowledge. Trust-creating ignorance-exposing vulnerable involvement in practitioners' deliberations is required for such learning, but large knowledge gaps make such exposure hazardous, especially for those coming from different industries or action domains whose ignorance curb prospects of successful learning, hence their inclination to CoMI-L-MC by either detachment from practitioners' deliberations or autocratic coercion-seduction.

Both practices cause employees' distrust and biased/screened communication, which fail managers, who then camouflage/conceal their failures by bluffs, abuses, scapegoating and other low-moral means that defend their authority, jobs and careers. Defenses hamper learning and functioning since many managerial problems are incorrectly formulated and/or ill-defined, lack essential information and have no single correct answer; only cooperative trustful efforts with knowledgeable locals generate correct formulations and solutions, but these require managerial trust-creating ignorance-exposing vulnerable involvement. Such exposure is especially risky for outsiders' authority and power who would prefer avoidance, opting for CoMI-L-MC, conservatism, secrecy, abuses and subterfuges while suppressing innovators. Thus, contrary to the common belief in outsiders' 'fresh blood' innovativeness it is often faked, camouflaging low-moral conservatism that nurtures amoral executives.

The sages of old advised: 'don't judge others until you have stood in their shoes'. I 'entered' executives' 'shoes' by semi-native anthropology that enabled discerning CoMI-L-MC: as a kibbutz member I studied kibbutz members who, due to the assumedly anti-oligarchic rotation norm, 'jumped' among inter-kibbutz co-operative (I-KCs) managerial jobs; I had similar managerial education and experience from my kibbutz's automatic processing plant, hence interviews often became discussions of common managerial problems. A 5-year study of one plant and its parent I-KC, by interviewing 168 current and former staff plus 24 executives, free reading of documents, learning its technology from experts, observations and 3.5 month participant observation as a shift worker, plus study of four other I-KCs and their gin plants by touring them and 63 interviews, enabled 'entering executives' shoes' and judging their CoMI-L-MC.

I found that 80-90% of CEOs and 70% of plant managers, versus only 30% of mid-levelers, opted for CoMI-L-MC. This gradation of morality accorded power, authority and status gradations that made CoMI and camouflaging L-MC easier the higher one's position, supporting the hypothesis that common career advancement by 'jumping' nurtures amoral executives.

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Strategic Management Tensions in Hybrid Organizations: The Case of Social Enterprises

The pursuit of commercial, social and environmental goals makes social enterprise hybrids an ideal setting to investigate organizational hybridity. Research concerning how social enterprise hybrids are managed however is still in its infancy. This paper explores the strategic management tensions encountered when seeking to balance commercial, social and environmental objectives and presents a conceptual framework to advance our understanding of the management of social enterprise strategic management tensions.

We define strategic management as the 'fundamental decisions that shape the course of a firm' and is of particular interest to leaders of social enterprise hybrids when seeking to scale up impact or scale out delivery. A fundamental element of social enterprise strategic management is the ability to respond to the conflicting demands to achieve commercial, social and environmental objectives.

Social enterprises are perceived to be a discrete category of hybrid organizations since they are not aligned with the organizational conventions of traditional economic sectors. Although distinguishing between public, private and non-profit sector organizations is a useful categorization technique, it is based on the assumption that organizations manifest generic structural features and characteristics that are in some way 'pure' and representative of a distinct and recognisable group of organizations. On this view categories are presented as idealised structures from which organizations derive legitimacy from alignment with categorical logics and discourse. Organizational forms that do not fit neatly into the institutionalized categories outlined above are labelled hybrids and are found in a range of constellations including private-public, private-non-profit and public-non-profit.

The paper reviews the institutional origins of conflicting demands and their impact on the strategic management of social enterprise hybrids. By bridging institutional sectors social enterprise hybrids draw on multiple institutional values and practices. We examine the tensions arising from competing commercial, social and environmental goals and explore four strategic management tensions related to conflicting demands. We present four short case studies to shed light on the outcomes of resisting and responding positively to conflicting demands. This is followed by a new conceptual framework for analysing social enterprise responses to strategic management tensions both within the organisation and with external relationships. The paper concludes by suggesting areas for future research.

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Food Redistribution as Social and Environmental Innovation in the Nordic Region

Whereas food redistribution is traditionally seen as a way to feed the hungry, the possible environmental benefits have been rather unexplored. This is especially so in the Nordic countries where organized food redistribution is a relatively recent phenomenon. Based on the assumption that redistributed food substitutes new food production, redistribution can be seen as an effective tool for reducing the environmental impact of the global food systems. In 2013, the Nordic food banks redistributed 900 tons of surplus food – according to estimates by FAO, this actively prevented the emission of 2,285 tons CO₂ eqv.

Based on a three-phase project investigating food redistribution in the Nordic region, we provide an overview of the food redistribution activities occurring in the Nordic countries; highlight issues of local and national organization, food safety and financing of food bank activities; and identify emerging organizational models that allow for collaboration between food banks and local food redistribution initiatives. We further discuss the interactions between environmental and social aspects of food redistribution – concerned with food waste prevention and providing nutritious food and socialization arenas for disadvantaged individuals, respectively – and suggest ways in which social and environmental authorities can play the role as mediators in developing and operating networks between various interest groups. We conclude with recommending active involvement of and collaboration between all relevant stakeholders in the development of regional and national food redistribution strategies to ensure that redistribution reaches its potential as a social and environmental innovation in the Nordic countries and beyond.

ID: 53

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Locating social values within mum-to-mum redistribution clothing networks

This research examines the social marketplace from the perspective that consumers are proactively evaluating the value of children's clothing to inform their disposal options. These creative post-consumption distribution methods emerge from two perspectives: firstly, children wear clothing for a limited time due to their continued growth and often clothing is still in a wearable condition but no longer fits the child; and secondly, continued consumption needs add to the financial strain of families, particularly for larger families.

This research originated from a larger investigation that explored how fashion is procured within the family setting and is informed by the narratives of 28 professionally working mothers. The participants' revealed the importance of both formal and informal networks where clothing was passed, used and shared within their localities; this included family and friends, the children's school, charities, Freecycle and organised sales. However, donations of clothing expanded to wider global charity appeals to provide specific clothing and accessories. These networks were symbolic of shared social values and building supportive communities that provided emotional and practical pathways for family provisioning.

The research contributes to theoretical assumptions of social innovation where consumers assume control over marketplace options. Evolving from the shared economy and collective consumption, research streams which are underrepresented in academic discourse, the research provides practical examples of redistribution markets and collaborative lifestyles, transcending notions of frugality or economic hardship to include concerns for sustainability (Hamari et al., 2015; Heinrichs, 2013). This is important, not only for identifying motivations and drivers for participating in used clothing networks, but highlighting the sustainability agenda through making the most of scarce resources and reducing textiles waste in landfill sites, as well as including concerns for exploitation as alleged within fashion production. The research provides examples of how fashion behaviours have been shaped through concerns for the social and environmental consequences of fashion production and that second-hand clothing provides an element of control to manage the sustainable impact. It also situates family provisioning as a visual representation of the family's values and identity construction (Collet, 2005), something that also transfers to participating in sustainable practice. As such, the research provides guidance on how these informal networks offer potential for social enterprise and sustainable business methods that appeal to the ethically concerned consumer and help better manage family budgets, through fostering shared clothing networks spanning family and friend circles. Although it is important to note that used clothing networks were primarily orientated around children's clothing, the anticipated altruistic perceptions of used clothing networks have the potential to transfer into other sectors through creative social innovative partnerships (Sali and Ellingstad, 2016).

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UK/England Social Enterprise: Models and Trajectories

Social enterprise are frequently described as a socially innovative hybrid organisational form, combining different institutional logics. But the wider institutional context also strongly influences social innovations trajectories. This paper examines how institutional influences have shaped the development of social enterprise in the UK/England, both in terms of new entrepreneurial initiatives and reconfiguration of pre-existing third sector organisations and their institutional bodies.

In an international perspective, UK social enterprise have arisen from an Anglo/Saxon context, where the discourse appears to be more business oriented than the EMES model; the basic UK definition differs from social economy derived conceptualisations particularly with regard to governance or engagement of stakeholders; And in practice since many third sector social enterprise use Nfp or Co-op forms, engagement of stakeholders is operationalized in most cases. This also applies to the emblematic form, the CIC which has an additional, and rather weak requirement for a Stakeholder Report.

The UK government promotes a very business oriented approach to social enterprise, through its use of small business databases for its published statistics. And this fits with broader more business oriented conceptualisation of the field which includes John Lewis models, employee ownership, for-profit models. The government view contrasts with many academic and third sector bodies which emphasise the third sector form of social enterprise.

Population of social enterprise: Recent surveys in the UK have adopted two contrasting approaches: either adopting a sampling frame of the third sector, or a business sampling frame. This has led to 2 rather distinct population estimates of social enterprise, based on two broad types of social enterprise – third sector social enterprise, and private-sector social enterprise. There have been at least five widely different survey-based estimates of population of social enterprise since 2005 in the UK - as summarised by Lyon, Teasdale, and Baldock (2010). The UK definitional criteria have been applied differently, but it is possible to reconcile and harmonise the criteria for the different survey estimates; although this lack of rigour might indicate the influence of political motivations.

UK experience is notable in having been strongly shaped by government policy. And a historical discourse approach is adopted to trace the development of social enterprise in England since the late 1990s. In the process we identify that social enterprise is a contested concept used to refer to different organisational types at different periods in time by different commentators. A particular attraction to policy makers is that the fluidity of the concept permits them to be claiming to address a wide variety of problems and issues through social enterprise. This paper shows, social enterprise in England is not a single entity. It is a label that has been by different actors competing for resources (political and financial) to worker co-operatives and employee-owned firms; not-for-profit local regeneration initiatives; private sector organisations with an apparent social conscience; charities with earned income streams; voluntary sector (and even private sector) companies delivering public services; and public sector spin offs. These different organisational forms are linked to different practitioner discourses, and explained by different academic theories.

The institutional trajectories of the main SE models has to be related not just to national policy discourse, but to the other institutions shaping the profile of social enterprises: legal frameworks used by social enterprises, public policies and programmes, major financial supports, or other tools such as norms or accreditation, federations of which social enterprises are members, private charters to which they subscribe.

But the interaction between these different institutional influences has not always been as might be expected,

with conflicting tendencies sometimes leading to unintended consequences. In critically examining these institutional trajectories the paper will reflect on the role (and limits) of policy discourse (UK)? i.e. discourse may help legitimise different types of SE; but does it help shape entrepreneurial practice? How can we explain failures: in public service delivery eg of WISE? And the failure of coops to develop significant presence. (apart from cooperative schools). And with regard to reconfiguration, to what extent can we see resistance (Oliver 1991) to institutional reshaping of the third sector? And why is Scotland different?

This paper begins by describing the UK concept of social enterprise and how it is operationalised; this is followed by an overview of the challenges of estimating the population of social enterprise in the UK, despite or because of different government sponsored surveys; this first part concludes with a review of the evolution of policy discourse for social enterprise. The second part of the paper goes on to describe the different models that have evolved from different origins in the UK (with the main emphasis being on experience in England); in order to contextualise an understanding of these models it describes two fields - work integration, and community development; these illustrate the fluidity of UK models, where typically different models may be found within each field. And the final part describes the relevant institutional frameworks, and develops a critical perspective of the trajectories of SE models.

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ID: 57

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Phenomenological methodology: Crafting the story of Scotland's Creative Social Enterprises

Objectives

This paper explores the paradigmatic importance of engaging in a creative praxis within a phenomenological methodology. Specifically, we borrow from the research on creative devices such as dramaturgy and storytelling to craft a grounded theory.

Prior Work

This paper draws on the bodies of research probing into qualitative approaches in developing entrepreneurship theories. We build upon literature around the uses alternative paradigms and embedded methodologies through such creative devices as dramaturgical analysis and narrative inquiry (Anderson, 2005; Hatch & Yanow, 2008; Beyes & Steyaert, 2006; Rosile et al., 2013). Furthermore, we explore the methodological pertinence of developing a creative praxis to explore the hybrid space of creative social enterprise. To date, little attention has been paid to the critically reflexive importance of engaging in a creative praxis for entrepreneurship theory building.

Approach

This paper's exploration is through a phenomenological curiosity, inherited from an interpretivist embedding of ourselves within the research context. Because Creative Social Enterprise is still a nascent entrepreneurial phenomenon, this research is grounded in the lived experiences and social interactions of creative social entrepreneurs. In answer to the call for more qualitative and embedded methodologies (Anderson & Starnawska, 2008; Berglund, 2006), we embrace an embedded, creative praxis for understanding entrepreneurial phenomenon. Creative social enterprise being a nascent phenomenon, the theory I develop is grounded in the lived experiences of the participating entrepreneurs.

Results

This study highlights the critical and reflexive importance of creative methods in an embedded qualitative methodology. It illustrates the role of an embedded, creative praxis in understanding and building a theory around creative social enterprise. While full data-analysis is still ongoing, the initial findings demonstrate the dramaturgical and narrative qualities of embedded qualitative research. Furthermore, it demonstrates how using creative methods can create dynamic spaces for richer discussions on the complexities of building a creative social enterprise.

Implications

Our findings suggest that entrepreneurship theory benefits from research conducted through alternative qualitative methodologies. It teaches us the importance of creative-thinking within an interpretivist, embedded research process. Additionally, we propose that creative methods and a creative praxis help researchers to better engage with creative social entrepreneurs. Our findings peel back the layers of entrepreneurship, building a grounded theory of the complexities of creative social enterprise.

Value

This paper draws on an embedded qualitative methodology that contributes to the academic debate on entrepreneurship theory-building. It also adds to the limited research conducted on creative methods in organizational research. Our study will be of practical value to industry practitioners and support agencies

working with both creative and social entrepreneurs. In particular, they will be able to utilise the feedback and advice from the interactions of the participants in the study.

ID: 58

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Designing tools and spaces for urban agriculture education in nurseries, primary and middle schools

This paper is about the urban agriculture stream of an interdisciplinary research project called “CampUs” at the Politecnico di Milano (Italy). CampUS is a two-years long, funded interdisciplinary research project developed by the Design Department together with the Architecture and Engineering Management Departments. The project’s main goal is to use the university campus as an incubator for social practices to be developed through design discipline and to be transferred into the neighbourhood as independent actions. The urban agriculture stream takes advantage from some expertise developed within the university campus green areas through Coltivando - the convivial garden run by the citizens of the neighbourhood and developed with our research team. According to the acquired knowledge and the connections with the local context, we started several educational programmes in the local nursery, primary and middle schools to develop a vegetable garden in their spaces and to increase the awareness about sustainability. These were done in collaboration with the local instructors and through some design toolkits based on design thinking process. This paper will examine the results of this process, the design strategy behind it and the impact on the local communities in terms of innovation at social scale.

ID: 59

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Toward an international typology of social enterprise models: the case of work integration social enterprise field

In the last two decades, the quest for a widely accepted definition of social entrepreneurship and/or social enterprise has been a central issue in a great number of publications. In spite of many attempts, it only seems feasible today to identify a few criteria or features that were most debated in such conceptual discussions: the specific profile and role of individual social entrepreneurs as described by Dees (1998); the place of innovation, from the works of Young (1983) through those of Mulgan (2007) on social innovation; the search for market income in non-profit organizations as developed by Skloot (1983) in the 1980s already; the allocation of profits to the fulfilment of the social mission as specified by the British government (DTI 2002); and the issue of governance for a sustainable balance between economic and social objectives as highlighted by the EMES International Research Network (Defourny and Borzaga 2001). Various tentative definitions, combining some or all of these features, have been put forward, but they often increased the feeling of confusion among researchers, observers or new comers in the “SE field”.

Our point of view is that the arena of conceptualization efforts should now be fed with more works starting from empirical works. From such standpoint, bottom-up approaches could first be built upon a hypothesis that could be termed “the impossibility of a unified definition”. This being accepted, it then becomes feasible, in a more humble perspective, to deal with this huge diversity by trying to achieve groupings or categories of social enterprises on various grounds.

First, we survey existing SE typologies that have been put forward on the basis of observation of quite diverse field initiatives. Although these typologies may themselves vary a lot, they all provide useful lenses to grasp such diversity. We then move on to a theoretical framework combining principles of interest (mutual, general and capital interest) and resource mixes to identify institutional trajectories generating SE models. Based on these notions, we propose a mapping tool under the form of a triangle. Using this tool, we then identify four major SE models generated by specific institutional trajectories that are represented in the triangle. We then apply this tool to the field of social enterprise. Finally, we suggest that such a social mission may be protected and enhanced differently depending on the respective governance mechanisms of the various SE models.

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Profit generation or community resource? Attitudes to the operation of a post office by a charity

Purpose: For the past decade sub-post offices in the UK have been subject to intensive pressures to marketise their business. Actual or threatened closures have led charities to become involved in projects to preserve community post offices. This research investigated the attitudes of the trustees and staff involved in six charity-backed post offices (POs) to answer the research question ‘Do those involved with charity-backed POs prioritise profit generation or community resourcing?’

Prior work: There are few peer-reviewed studies of the potential of sub-post offices as sites for social enterprise, and none (that we could locate) on the role of charities. In this study, we contest Jennings thesis that charity trading is only innovative when motivated by commercial considerations by arguing that charity-backed POs can be framed as innovations motivated by commitments to a charitable objects.

Design / Methodology: This research adopted a neo-empiricist stance on the collection and interpretation of data. We treated ‘attitudes’ as real phenomena that are subjectively experienced and concretely expressed through activities in an objectively real world. Data was gathered from four or more people in each of six POs by sampling their services and conducting face to face interviews. The emphasis was on achieving *verstehen* – a rich understanding of a specific approach to social enterprise grounded in interpretations of human activity under conditions of naturalistic inquiry.

Findings: We found that charity-backed POs were focussed on preserving POs as a community resource, and articulated this through framing profitability in three distinct ways: as a PO generating a surplus that can be gifted or reallocated to a (parent) charity’s other activities; as an activity that offsets a charity’s fixed costs; as a driver of footfall that enables other activities to achieve sustainability.

Originality / Value: This is the first academic study to confront the complexities of differentiating ‘profitability’ from ‘profit generation’ in charity-backed POs. This articulation enables operators of POs to regard them as community resources while presenting them as ‘profitable’ to their host charity.

ID: 61

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Rendering the social solidarity economy: exploring the case for a paradigm shift in the visibility of co-operative and mutual enterprises in business education, research and policy-making

This paper builds on arguments in *Understanding Social Enterprise: Theory and Practice* (2nd Edition) that the social solidarity economy is a radical re-imagining of the potential of cooperative and mutual enterprises (CMEs). In business education, arguments about economic development have been dominated by the perceived duality between public (state) and private (market-based) systems of ownership and control. The rise of social enterprise is presented as a 'third system' that provides a distinct alternative.

In this conceptual paper, the nuances in the differences between organisations based on mutual principles and charitable action are made more explicit to develop an argument that there is both a 'third' and 'fourth' type of property. Each property type is organised and regulated in different ways according to the motives that underpin human action. By understanding how these motivations are linked to different forms of enterprising activity, the case for a paradigm shift in business education is made that renders cooperative and mutual enterprises visible.

Instead of looking at the landscape of business education by counter-posing neo-liberalism (private markets) against altruistic expressions of communitarianism (charities and the state), the axis can be changed to one that presents a continuum from social liberalism to pragmatic communitarianism. This changed perspective renders unions, associations, cooperatives, mutual societies and community-owned enterprises visible in a broad economy of member-controlled/democratically governed enterprises. 'Old' co-operatives sit at the centre of an alternative spectrum while 'new' co-operatives act to broaden the reach of co-operative values and principles in a social solidarity economy.

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Asset-based co-operative management: OPERA as a form of critical appreciation

The field of co-operative development is replete with invocations to practice participatory management to counter the effects of neo-liberal doctrine (Ridley-Duff, 2012; Defourny and Nyssens, 2014; Hulgard, 2014). In the wider field of social enterprise, Moreau and Mertens (2013) have established that participatory management is an important part of the curriculum for social enterprise management education.

This study examines how OPERA contributes to critical appreciative processes (CAPs) during appreciative inquiry (AI) (Cooperrider and Srivastva, 1987; Grant, 2006; Ridley-Duff and Duncan, 2015). Fieldwork involved participating in four OPERA sessions run by Social Enterprise Europe Ltd for co-operative and social enterprise educators, consultants and managers between July 2014 and April 2016. During the first two sessions, we learnt through participation and observed results. For the final two sessions, we acted as participant-observers, writing reflective diaries and influencing the question discussed. Whilst writing up our findings, we encouraged researcher reflexivity by practising the use of OPERA in business education courses.

We found that OPERA: improves the perceived quality of meetings; elicits a broader range of topics from practitioners; assists non-hierarchical management practice in small groups, and; promotes direct democracy at work (Slaen et al., 2014). While we obtained reliable evidence that OPERA contributes to the discovery, dream and design parts of an AI cycle, we did not establish that it promotes critical appreciation (Grant, 2013; Ridley-Duff and Duncan, 2015). As OPERA maintains an appreciative orientation through positive choice selection (rather than positive questioning), the paper identifies an alternative asset-based inquiry process that can be used in AI research.

ID: 63

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Pursuing Social & Ethical Capital in the Alternative Food Marketplace

Introduction

In a retail marketplace which features increasing public scrutiny of corporate citizenship behaviours (McEachern, 2015), calls are made for businesses to demonstrate a greater commitment towards delivering social outcomes (Doherty et al., 2014; Yunus et al., 2010). In view of the scant attention given to alternative models of food retailing (Maguire et al., 2015) and the particular lack of emphasis on ethical capital (Gupta et al., 2001), this study aims to explore the nature of social value creation and the extent to which ethical capital is pursued and secured within such formats.

Social & Ethical Capital within Alternative Food Retailing

Traditionally, food retailers have tended to focus on the economic capital of the organisation but recent research argues that the value created and captured should be and can be both economic and social (Yunus et al 2010; Porter and Kramer 2011). Following Westall and Chalkley's (2007) suggestion of identifying novel ways of looking at the world, non-conventional concepts such as social and ethical capital offer such a means to help realise the future potential of social retail enterprises further (Ridley-Duff and Bull, 2016). Social capital has assumed prominence throughout the business literature in recent years and is commonly described as an investment in social relationships which generates returns in the marketplace such as social membership and participation (Williams et al., 2010). In comparison to the notions of social, cultural, and economic capital which provide a framework for understanding the structural processes that influence social enterprises, the concept of ethical capital enhances our understanding of the adopted moral system and/or codes of values adopted by the enterprise owners. Consequently, Wagner-Tsukamoto (2007) and Bull et al.'s (2010) levels of ethical capital can help elicit further knowledge about the magnitude of ethics within organisational decision-making as well as help evaluate which permutation of ethics is needed to boost social value creation further (Ridley-Duff and Bull, 2016).

Methodology

Given the exploratory nature of this study, this interpretive study involves ten semi-structured, in-depth phenomenological interviews (Thompson et al., 1989) with owners, store managers and staff from a variety of alternative retail formats across the UK. In addition, photographic evidence was collected during fieldwork, providing an additional visual element to the verbal narratives (Pink, 2013). After making verbatim transcriptions of the interviews, thematic analysis was carried out with the transcripts as well as between the interview data and the visual.

Findings & Conclusions

Concepts such as social and ethical capital represent a non-conventional way of examining the business world and challenge the notion that there are 'natural' business models. This study reveals that all alternative retail formats appear to be operating at higher levels of ethical capital where explicit consideration is given to not just social, economic and natural capital but also a form of 'community capital'. In drawing on Wagner-Tsukamoto (2007) and Bull et al.'s (2010) levels of ethical capital, this study offers a timely insight into a variety of social retail enterprises and the nature of social and ethical capital within the UK food retail landscape.

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Social Innovation Impact – Unlit Road

Social innovations can be defined as new ideas (products, services, and models) that simultaneously meet social needs (more effectively than alternatives) and create new social relationships or collaborations. The notion of social innovation is particularly appealing in light of the difficulties facing traditional welfare systems and, broadly, a development model based essentially on two actors (the market and the state) that are finding it increasingly difficult to meet the growing and diversified needs of society.

The potential contribution of third sector social innovation can be seen on different levels. At the micro level, they are an important element in helping individuals in need, enhancing their capabilities and promoting wellbeing. Changing the form of governance as well as the development of local communities can be distinctive meso level impacts. Third sector social innovations at the macro level can prove their impact in evoking systemic change by transforming the ways in which society thinks. Building new social relations and triggering bottom up change are components of that impact.

Although social innovations have an impact in different aspects of the third sector further step in measuring the impact of social innovations is needed. Effective metrics about the scale, scope and impact of social innovation at the regional and national level are needed to help policy makers in developing the framework for their development. They could provide legitimacy and recognition of social innovations in the public and among other stakeholders. But, there are no consensus about ways to efficiently measure social innovation impact, especially regarding methodologies and tools. Also, one size fits all approach is not adequate. Short-term funding often means short-term reporting and many individuals in third sector lack enthusiasm for performance measurement, which is perceived as a time (and skills) consuming burden imposed by governments (or other donors).

This paper will examine the scale and the scope of the impact which third sector social innovations produce in the society, but also the limitations of the efforts to measure that impact. We will examine the concept of social innovation, its characteristics and review the status of knowledge and previous research about the impact of third sector social innovations. Development of concept in transitional countries, taking in regard their specific path dependency will be specially highlighted. To review, we will present findings on the impacts of the micro, meso, and the macro level. They will be discussed in regarding how social innovations make an impact and what are possible obstacles and methodological challenges in measuring that impact. Issues of appropriateness of currently developed indicators for capturing third sector social innovations impact and are there any reliable data on that topic will be addressed. Consequently, in the conclusion, we will highlight the “way forward” in measuring (and developing) social innovations for potential impact on the socio-economic development of Europe.

This paper will partly rely on working paper Baturina, Bežovan (2015) Social Innovation Impact-review No. 9. in framework of FP7 (grant agreement 613034), Third Sector Impact project.

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WISE: The Dominant Irish Social Enterprise Model

Statement of empirical concern

This objective of this paper is to provide an insight into how social economy and social enterprise are understood in Ireland, and to explain why WISEs have evolved as the dominant Irish social enterprise model to date. It is argued that while there is diversity in the academic approaches to understanding and defining these concepts there is less ambiguity evident in national public policy discourse. In this paper the authors examine the institutional context in which WISEs evolve and are shaped.

Locating the concern within a wider literature and empirical approach

In this paper the authors argue that any attempt to explain the Irish understanding of social economy and social enterprise must take into account the two parallel narratives - academic and policy discourse - that have contributed to a contested national understanding of the sector. Through an analysis of academic and public discourse they demonstrate that the existence of two distinct theoretical traditions in academic discourse, and the pervasiveness of a European policy perspective in national policy discourse, has meant that the term social enterprise has a different meaning for different actors and this has compromised a true understanding and realistic assessment of the sector as a whole at a national level. The influence of the US literature (Salamon and Anheier, 1997; Dees, 1998) and European/EMES academic traditions (Pestoff, 1998; Borzaga and Defourny, 2001; Nyssens, 2006; Defourny and Nyssens, 2010; Defourny and Nyssens, 2012) and EU and national policy perspectives, since the early 1990s, on Irish academic and policy discourse is examined in this paper.

Main arguments of the paper and statement of conclusions

The authors argue that Irish government's strategy to develop the social economy in general, and social enterprise more specifically, is best described as a labour market integration approach. As a result, WISEs have evolved as the dominant social enterprise type. They note that while the contribution of these schemes to the overall development of the sector has been documented their suitability as a platform for the stimulation and support of a sustainable social enterprise sector should be questioned. They conclude by calling for further empirical research to improve understanding of, and develop a clear strategy to support and sustain, the sector in to the future.

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The Ballyhoura Model of Local Rural Development Explained

Ballyhoura Country, named after a local mountain range, is an inland, predominantly rural area in the mid-west of Ireland. It has a population of 86,292 widely dispersed over 54 local communities.

Ballyhoura Development Limited (BDL) has been actively engaged in the socio-economic development of this area for the past twenty five years. Structured as a non-profit company, with charitable status, BDL is a partnership of the community and voluntary sector, social partners, Local Government and statutory agencies. This is achieved through a programme of activities that are aimed at sustaining the local rural economy, through diversification of economic activity, and improving the quality of life of rural citizens.

The purpose of this paper is describe the local development strategies implemented in Ballyhoura and what these have achieved over the twenty five years of its operation. There is a particular focus on the key principles and methodologies which frame the company's approach to development, the results achieved and the lessons learned.

The findings and analysis presented in this paper are derived through extensive qualitative research involving in-depth interviews and focus groups with key stakeholders; staff, citizens, volunteers and seconded statutory personnel undertaken over a three month period.

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Social Innovation, Commodification and Evaluation: A Critical Assessment of Social Impact Bonds

Despite the concerns and criticisms expressed, there appears to be increasing enthusiasm for Social Impact Bonds (SIBs). SIBs lever private finance - brokered by a third sector intermediary - to fund public services. Investors recoup their investment, along with a dividend paid by government from putative future savings, if the service they finance achieves specified targets. If the service fails to achieve these targets and out-perform outcomes conventional providers, investors forego their investment. This idea is presented by advocates as a 'win-win' for investors, service providers and taxpayers. SIBs now operate in at least a dozen countries (Chou, 2016), and the UK government announced an additional £25 million to develop them in its 2015 Autumn Statement.

This paper builds upon and extends previous critiques of SIBs (McHugh et al, 2013; Sinclair et al, 2014; Roy et al, forthcoming) by discussing two related issues: the evaluation challenges that SIBs pose, and the commodification of service users they entail. The paper argues that SIBs do not deal with service users as conscious agents and citizens but rather as problems and potential revenue sources. In this respect they contribute to the ontological transformation of welfare service users into 'fictitious commodities' (Polanyi, 1944; Fraser, 2013).

In terms of evaluation, SIBs adopt the 'black box' policy intervention approach favoured by Payment-by-Results (PbR) measures. However, this is unsuitable for complex interventions addressing wicked social problems. One troublesome complexity marginalised in the pursuit of simplicity and de-contestation which SIBs impose is the subjective experience and voice of service users. This paper argues that genuine social innovations should not disempower but enhance the capacity of service users. Consequently the paper proposes that an alternative participatory approach to policy development and delivery is required to augment or replace ideas such as SIBs. Successful policies and evaluations should be grounded on the lived reality of service users and respect the ontological integrity of citizens.

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Co-production in mental health. The socio-economic impact of FOR Programme

The FOR Programme has been played by several partners in the city of Brescia (IT), during the years 2014-2015. Leader partner was the Brescia Public Hospital (Azienda Ospedaliera Spedali Civili di Brescia) and the project goal was the adoption of the Recovery Method in the mental health services managed by a specific Operative Unit in the city.

In mental health, Recovery does not refer to the process of complete recovery from a mental health problem, but it is about staying in control of their own life despite experiencing a mental health problem. In this light, Recovery provides a new rationale for mental health services, because Recovery-orientated ideas and practice have the potential to radically transform mental health services and to alter traditional power relationships. The psychiatrist staff of leader partner - Operative Unit 23 - believed that changing to more recovery-focused practice in mental health was possible.

In the FOR Programme, the Recovery Process was implemented by a series of courses, based on the experience of Recovery College (Perkins et al. 2012). The base of all the FOR Programme was the idea of co-production: all the project, the courses, and the whole Recovery revolutionary idea were opened to service users, families, hospital staff, citizens interested in mental health issues. Teachers and facilitators of the courses could be hospital staff, but also service users. Through FOR Programme, Operative Unit 23 organized courses for service users interested in becoming "expert-service users"/teachers and the Operative Unit 23 has become a key point for all the local Operative Units, by favouring the dissemination of good practices and by supporting organizational changing processes.

The FOR Programme involved 10 partners, both public and private organizations: Public Hospital of other territories, Social Enterprises, Local Sanitary Firms. In the FOR Programme the idea of co-production was applied from the first step to the last final conference, involving partners, managers of Public Hospital, psychiatrists, staff of mental health services, service users, local cultural associations (library, troupes, civic centres, etc.), Universities, citizens, in the different phases of Programme. From the design, to the courses' delivery, to the evaluation process and to the dissemination of the results, the whole process has been really co-constructed and participated.

In this paper we analyse the results of the first two years of co-produced FOR Programme considering the following three areas (Slay et al. 2013):

- Intrinsic value for individuals: the value people get through improved outcomes because of the approach which is used.
- Increased capacity and impact of public services: the additional capacity created by bringing people's lived experience, expertise, time, skills, and resources into services.
- Monetary value to individuals and the state: some of the outcomes that people experience can be quantified in monetary terms.

Trough this, the goal of the paper is to produce an evaluation of socio-economic impact of an important example of co-production in social services.

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Food enterprises and community involvement: strengths and weaknesses of innovative business models. Evidences and comparisons between Italy and the United Kingdom

The study is part of a three years broader research examining the impact and the relevance of food sector in Italy (Bistagnino et al., 2012) and the United Kingdom as major lever to create social innovation and respond to increasing community needs mainly related to occupation and job security.

Interestingly, despite food has always thought to be the bottom of the Maslow Pyramid (1943; 1954) as response to basic needs, lately we are assisting to an evolution of both meanings and implications of such sector for itself and the community.

Starting from the assumption that food security (Godfray et al., 2010; Berry et al., 2015) and job provision represent two main needs in the current market scenario, both their satisfactions are to create new forms of social businesses and innovations (Nicholls and Murdock, 2012), which greatly vary from country to country and present weaknesses and strengths differently perceived by multifaceted audiences.

The present paper intends to examine how food enterprises can represent a response to more complex expectations, which can be found in the engagement of people, in the provision of jobs for disadvantaged groups and in innovative conceptualizations of food, which are related to waste management and re-use. In order to investigate how innovative social business models are set up and perceived, the authors plan a mixed methodological approach. Firstly, a selected sample of food Social Enterprises (among micro, small and medium well-established and start-ups) in Italy and United Kingdom will be investigated as far as their business models are concerned, in order to highlight peculiarities and main differences and, eventually, suggest benchmarks of implementation. Secondly, the authors will provide interviews through questionnaires addressed to stakeholders in both countries to test whether business models are coherently perceived as far as community involvement, food quality and job security are concerned.

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Points of contestation across Social Innovation in public and social policy: a research review

Social Innovation (SI) is a prominent concept in both public and academic debate, though its definition and relevance are still subject to various interpretations (Pol and Ville 2009; Nicholls and Murdock 2013; Sinclair and Baglioni 2014). It is recognised by many that the phrase has entered the policy discourse, particularly in relation to the current revision of traditional welfare state models and to the need to find solutions to new and growing social needs (Bepa 2010; Eriksson 2014; Anheier 2015). However, different ideas drive what shapes SI policies in different contexts and the debate about the relevance of the concept in the field of social and public policy is intensifying in recent years.

This paper presents a review of academic literature on SI published between 2005 and 2015. The review explores how SI is conceptualized within the field of social and public policy to highlight the main debates and unresolved issues. Four main recurring areas were identified in the academic debate about the policy relevance of SI.

The first concerns the relationship between SI and welfare reforms. Although this relationship remains implicit in most studies, some authors question the value of SI as a solution for welfare problems asking whether it can be considered a compromise with existing budget constraints more than a new policy paradigm.

A second area concerns the relationship between SI policies and innovation policies. Most of the studies compare particularly social and technological innovation, focusing on the societal and economic impacts of different innovation models and on the possibility for innovation to promote both social inclusion and economic growth.

A third emerging issue is the debate about the governance of SI. The problem of governance is often related to the multi-level implementation of SI. On the one hand, many social innovations are implemented locally, however, on the other, some authors advocate driving SI through top-down policy interventions.

The final issue identified in this review concerns the actors involved in SI processes and enhancement of SI policies. Many authors agree that SI is characterised by collective co-ordination among different actors, but the role of public and private actors in shaping and implementing SI policies is debated.

The paper analyses these four areas and the main questions raised by each, aiming to identify points of agreement or disagreement in the existing debate and spaces for further researches in the field.

ID: 73

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Herding Cats and Wrestling Eels: A Transdisciplinary Approach to Researching and Teaching Social Innovation

Social Innovation (including areas such as social entrepreneurship and design for innovation) is a growing field within tertiary education. In recent years it has gained traction as an extra curricula activity for socially minded and enterprising students as well as a topic for more formal postgraduate programming. Universities differ in the ways they have chosen to locate and enact social innovation research and teaching. Many, for example, embed social innovation or social entrepreneurship within specific disciplines such as business, design or sociology.

This paper discusses the development of a Social Innovation Masters programme within a cross disciplinary unit fostering research and practice in creative technologies. University structures tend to uphold established disciplinary specialisation and knowledge rather than encourage collaboration and innovation. Formulating a distinctive programme outside these academic norms has raised many questions pertaining to cultural, political, social, professional and economic issues and the participatory processes that must be engaged when translating divergent, contested and rapidly evolving sets of practices into an academic programme. How do you create a practical, inclusive and flexible programme within a tertiary setting? How do you stay relevant and innovative? What is the reality of setting up a culturally inclusive programme in partnership with indigenous people?

Colab, as the collaboratory for the Design and Creative Technologies Faculty at the Auckland University of Technology (AUT), has brought together researchers, students and stakeholders from different disciplinary backgrounds to foster new collaborative strategies and navigate and innovate in rapidly changing social, economic, technological and career environments. Colab has pioneered new collaborative methodologies, teaching approaches and transdisciplinary research initiatives in a number of emergent fields, recognising that the old dualisms of the social and the technological; the theoretical and the practical; the creative and the scientific, must be challenged for new possibilities and methodologies to emerge. This approach has provided a knowledge base, expertise and relevant location for an innovative transdisciplinary programmes like the Master of Social Innovation programme.

The programme sets out to meaningfully bring together concepts, tools and frameworks from a number of areas including (but not limited to): Creative Technologies, Design Thinking, Place Studies, Māori Development and Indigenous Studies, Community Development, Public Policy, Critical Education, Service System Design, Implementation Science, Theories of Change, Participatory and Emancipatory Research, and Entrepreneurship. The cross disciplinary platform, the need to meaningfully address indigenous ways of knowing and being, and the imperative to partner with community, all presented challenges which will be examined and discussed in this presentation.

ID: 76

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Food insecurity: a wicked problem that requires a systemic innovation approach

This paper will argue that it is widely recognised that food insecurity is a wicked problem (Hamann et al., 2011, p. 582; Anthony, 2012; MacMillan & Dowler, 2012, p. 191; Temeer et al., 2015). Wicked problems defy resolution because they have many interdependencies, are multi-causal, are difficult to define with different stakeholders having a different understanding of what the problem is, and attempts to address them often leads to unforeseen consequences due to their multi-causality and interdependency (APSC, 2007).

The paper will then draw attention to the fact that the Social Innovation Europe Initiative promotes 'systemic innovation' as the most appropriate approach for addressing wicked problems which it defines as 'a set of interconnected innovations, where each is dependent on the other, with innovation both in the parts of the system and in the ways that they interact' and suggests that addressing wicked problems requires an 'understanding of complexity and complex adaptive systems' (Davies, et al., 2012). This approach is supported by Candel (2015) who argues that food insecurity 'requires advanced steering strategies that involve governments as well as companies, NGOs and citizens' and that approaches for addressing food insecurity should be informed by 'complexity theory'.

The paper will conclude by describing how an online tool designed for addressing wicked problems, and informed by complexity theory, could be used to increase the impact of a food insecurity steering strategy. A paper describing the model that underpins this online tool received the Best Overall Paper Award at the 2012 ISIRC.

ID: 79

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The solidarity economy and sustainable societies

Our economic, political and other social experiences have relationships with other people at their core. As individuals, our actions have consequences for others and their actions bear upon us. Further in cooperation we create things we could not create alone. From a house, to a space mission, from a government to a personal computer, it is collective action which makes possible the world we live in.

Marx noted in his chapter on co-operation in *Capital*; “The effect of combined labour could either not be produced at all by isolated and individual labour, or it could only be produced by a great expenditure of time, or on a very dwarfed scale”. I think it is also obvious that be it the combined actions of citizens or of a sports team or any other group, we create vastly more by co-operating and working together.

However, these collective activities are set in contexts of ideological, economic and social power relations that create commonalities and these commonalities are the basis of solidarity and empathy. Historically, the main beneficiaries of the cooperation of subjects, citizens, workers and so on, are the ruling classes and indeed, they claim our solidarity. Whether as members of a country, an organisation, a religion or whatever, they argue the ultimate claim of solidarity that ‘we are all in it together’.

However, the Solidarity Economy (Social Economy Enterprises) often emerges from people’s experience of and aspiration for a human solidarity, for greater equality and improved well-being, rather than their conscription to a ruling class’s call for solidarity. It is directly engaged with egalitarian economics of equitable cooperation (Hahnel et al) often inspired by the social and public entrepreneurs as a social enterprise or ultimately perhaps as a formal workers cooperative.

In this essay, I will begin by describing the some of the key collectives in which we could be in solidarity with others, noting some interrelations between them and their relevance to economy and society; for example the state, the nation, the citizen and public ownership; the community, the organisation the community and the economic actor.

Secondly, I will look at some of the conflicts that arise between these collectives. Whether in civic society, or work, political society or at home, like individual activity, collective activities have consequences for other collectives and cooperation between collectives. We can see this for example at the United Nations, the E.U. or CoopsUK, which are well known amongst members for the difficulties they face reaching common agreement.

Third, I will consider the how well the Solidarity Economy engages with those existing relations and collective activities, how much it is an alternative and how well it might reflect an ability to create collectives which embody cooperation in distinction to conflict. Examples from the Credit Union movement, Fair Trade, workers cooperatives and CIC’s will help inform this.

Finally I will draw conclusions and outline a thesis that the solidarity economy, helps create the conditions for a humanitarian and egalitarian political economy.

ID: 80

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Decent Work; The Employers' Perspective

Decent Work is a campaigning concept established by the ILO (2008) which is being adapted in a range of different economic and employment contexts (Smith Institute 2014). This can both complement and challenge the dominant narrative of 'talent management' (Cappelli 2008, Iles et al 2010), a concern with attracting and retaining the best and brightest in the few, premium organization leadership roles, with a balancing concern about decent work for the many.

The core research question was, from various perspectives including an employers' perspective, "What makes 'decent work', other than issues related to pay, and how do we get there?"

- What does decent work mean ?
- To what extent is decent work provided ?
- Is decent work a priority concern ?
- Who is responsible ?
- What are the challenges of promoting decent work?

Our data comes from a variety of sources. These include eighty-two secondary school pupils from eight schools in 16 focus groups, 30 focus groups of low paid workers which engaged 277 people in discussions about work and what it would take to make it decent who included young people, disabled people, black and ethnic minority communities, and lone parents; participatory street stalls where 433 people engaged with the project; an opinion poll of 802 Scottish workers earning less than £20,000; interviews with employers a representative range of sectors of employment in Scotland

From these we are able to develop a ranking of the factors that are most and least important when it comes to decent work. In the future we aim to explore these further to highlight particular sectors of the economy which seem to be more advanced in creating decent work. And also suggest policy proposals on how to create an environment which stimulates the promotion of 'decent work'.

The employers perspective highlights a number of needs; a clear, definition of what decent work means; align with and engage employers interests in higher performance and improving management and change the organization in some strategically significant way; mechanisms for employers and leaders to commit and buy-in to the decent work agenda; training for line managers as the key focus; role models of change to introduce more 'decent work' this in practice.

We need further research next to gather more evidence and highlight particular sectors of the economy which seem to be more advanced in creating decent work. Further research will scale up the methodology used (interviewing employers and HR managers, and develop multiple case studies) to include more organizations, and more sectors. We also advocate doing comparative studies across Europe of decent work.

Selected References

ID: 81

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Coevolutionary approach against essentialism

The rise of social enterprising caused a dilemma: the need for clear definitions is incompatible with avoiding a special status in economic policies. No government is willing to give privileges or create an exceptional position with taxes or free value exchange. The inherent tendency in public policies of essentialising social enterprises runs at odds with the nature of the social Enterprise itself, being discursive, highly diversified and equally based on social reciprocity and economic gains. They can only be understood from the perspective of contextuality and not by generic economic or social theories describing objects and phenomena in society. The context of any social enterprise is often referred to as its ecosystem. This concept opens the door to evolutionary biological theory. The KP7 EFESEIIS project aims to use the full potential of evolutionary theory, to increase our understanding of an enabling environment in different political, social and economic cultures across Europe.

Reasons for evolutionary theory are:

- Social enterprises cannot be understood solely as an economic activity that can be reduced to a business model and its monetary characteristics: it is even problematic to detach them from their social context just as the highly specified species in a rain forest will not survive outside their natural habitat
- Producing social output and impact in due time goes hand in hand with an increasing web of diversifying social relationships, resembling succession in an ecosystem and other related biological concepts of evolution
- Any small social enterprise can be the beginning of a societal change that alters the institutional framework of society, just as the coevolution of individual genes and their effects on the ecosystem as a whole

In EFESEIIS we see social enterprises as organisms, viable and producing good ideas. Good ideas provide a competitive advantage in the economic struggle for life. Their environment is based on social relationships, infringing the institutional environment. They connect on a personal basis to people within institutions, hacking systems from within. Coevolution involves competition between all kinds of loyalties and agreements that are institutionalised, and the power of good ideas. Good entrepreneurs (those who are “fit”) shape their own environment (ecosystem change) in such a way that opportunities emerge and can be grasped. Institutions on the other hand may be changing their modus operandi because they wish to engage in this new branch of economy.

Coevolution is more complex than the intertwined processes of change that crisscross the boundaries of social enterprise and ecosystem. Also within the ecosystem and within a community of social entrepreneurs there may be co-evolution, based on social learning and creating strategic or haphazard interdependencies. More complexity is a precondition for more options to do business and create value.

This view of co-evolution is much more elaborate than the common scientific practice of seeing social enterprises merely as clearly defined objects in society that need to be fostered and regulated. It combines ideas of anti-essentialism (Fuchs, 2001), actor-network (Latour, 1987) and social system theory (Even Zohar, 1990) with evolutionary theory.

ID: 82

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Growing and Scaling the Social Enterprise - the conflicts, paradoxes and narratives

The purpose of this paper is to provide a deeper understanding of the processes of growth and scaling in social enterprises through investigating the strategies adopted the resultant outcomes. Specifically, the research will draw attention to the interconnected and often complex relationships between the environmental determinants firm dynamics (internal) and social forces (external), impacting on growth.

In line with the social sector, the emerging literature within the field of social entrepreneurship is fragmented and lacks content in the context of growth and/or scaling. Current conceptualizations of social enterprise scaling fail to adequately consider critical incident tipping points and behavioural additionality evaluation as a means of exploring the differences in social enterprise behaviour and growth willingness. In addition, the overarching research on entrepreneurship lacks investigation on the notion of social enterprise scaling and how it aligns with traditional concepts of firm growth especially beyond purely organisational growth. Such examination will add value to the social entrepreneurship and mainstream entrepreneurship research.

Inductive, qualitative lead research using a sequential mixed method approach. Phase 1 involved an online survey soliciting entrepreneur and enterprise profile data and Phase 2 incorporated the completion of in depth face to face interviews with participating social entrepreneurs from Phase 1. In addition, a parallel investigation involved face to face interviews with representatives from supporting agencies. The duality of responses allowed comparisons to determine the alignment or otherwise of both groups on their respective notions of social enterprise scaling and growth and obtaining a holistic perspective of social enterprise growth and/or scaling. Data was transcribed and processed in NVivo using thematic and content analysis algorithms to better unfurl the reasons for the complexities, contradictions and paradoxes in developing strategies for growth.

Tentative results indicate the outstanding importance of the role of the social entrepreneur as driver and the operational model as motor of the growth and/or scaling process. In addition, growth strategies seem heavily influenced by the degree of development of the social enterprise and by social norms. Moreover, results indicate clear differences between internal firm dynamics of the sampled enterprises and the resulting effect upon the firm's ability and willingness to generate strong growth and/or scaling capacities. In particular, ill-suited policies and rules were found muzzling firm dynamics and most likely diminishing growth possibilities. Finally, supportive agents seemed willing to provide more tailored support for social enterprises but indicated their inability to do so because of fuzzy or missing government directives.

From a theoretical positioning, this research advances the knowledge on the notion of growth as it applies to scaling in the social enterprise, its complexities and paradoxes to identify if, or how the mainstream growth determinants theories are relevant for the investigation of growth and scaling in the social enterprise. From a policy perspective the results of the study presents suggestions for the design of competency and capability based supports which more specifically address the challenges and requirements of both the social entrepreneur and their enterprise in scaling.

ID: 84

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Innovation within a Food Bank Network

As food insecurity rates increase and transcend low-income socio-economic boundaries, food banks and pantries are being called upon to play a more prominent role in addressing issues of hunger (Curtis & McClellan, 1995). These organizations find themselves faced with nearly unprecedented circumstances emerging from constrained economic conditions resulting in increased poverty rates and associated outcomes such as poor health, educational attainment, and social stability (Berner, Ozer, & Paynter, 2008). Rapidly expanding client demand and strains on capacity leading to running out of food are but a few of the critical challenges facing food banks (Paynter & Berner, 2014). Thus, with the increased reliance upon these institutions comes a greater need to understand the need and opportunity for innovation and social innovation to enhance mission delivery and subsequently play a role in mitigating hunger and its root causes (Battisti & Naylor, 2009; Burkhardt et al., 2012). Innovation is defined as “the multi-stage process whereby organizations transform ideas into new/improved products, services or processes, in order to advance, compete and differentiate themselves successfully in their marketplace” (Baregheh et al, 2009, 1334). Building on this, “social innovation is simultaneously the production of new ideas and new structures (Scott, 2007) and a process of recontextualization within socially (re)constructed norms of the public good, justice, and equity” (Nicholls & Murdock, 2012, 2).

For this study, we conducted semi-structured phone interviews with agencies receiving food and other types of support from a large food bank in the US. From a random sample of 70 agencies, 61 agencies were interviewed resulting in a response rate of 87%. Agencies were asked about areas of strengths; opportunities for improving effectiveness; and perceived challenges and threats. Another set of questions asked specifically about the operation of the partner agency. Finally, the respondents were given the opportunity to provide additional feedback about their relationship with the food bank not addressed with the given questions.

From these data, responses relating to innovation were coded. Three types of innovation were identified: innovations related to ‘feeding the line’, ‘feeding the line “well”’ and ‘shortening the line.’ We then classified the type of innovation according to the type of change that was being produced. The result was a framework that includes innovation for symptomatic change (‘feeding the line’), for symptomatic-systemic change (‘feed the line “well”’), and for systemic change (‘shortening the line’). For the agencies in this particular food network, most innovation occurred in the areas of addressing symptomatic and symptomatic-systemic change, and least innovation occurred in the area of addressing systemic change. Further research based on these findings will also be proposed to fill in existing research gaps related to food insecurity. We also discuss how practitioners can utilize the framework as a way to strategically apply innovation techniques to meet certain mission goals.

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Social processes of innovation to facilitate micro and small Italian agribusinesses in becoming sustainable international entrepreneurs

Italian food and beverage specialization model works as reference not only in Italy, also on foreign markets. The main competitive advantages of such model are to be found in the consistent relation of food quality to history, traditions, territory and community wellbeing.

The appeal of food and wine heritage will grow inevitably in many parts of the world, in next years; above all, considering a particular category of food and wine that is possible to name as “luxury” or “premium price”. Generally, the size of players operating in such categories is very small, that they are commonly regarded to as “farmers”, showing low numbers regarding employees, investments and growth capacity. Despite this, micro and small premium price agribusinesses represent strategic players for the Italian economy (with about 1.6 million agriculture farms, whereof 99,99% are small family farms, according to Centro Studi Confagricoltura) and for the value creation on the reference social environment.

Despite the good results in the local market and in terms of export increasing, since 2008 the Made in Italy agribusiness has lost global market shares against the emerging markets (ISTAT, 2014). For Made in Italy agribusinesses competing in global markets represents a big challenge, which is linked to the risk of losing some of the peculiarities connected to the business heritage, sustainable production methods, commitment and integration with the territory. In particular, it is clear the necessity to find alternative processes of aggregation for internationalization that will not lead to over exploitation of the land in order to meet greater demand (Gibello et al., 2012).

The aim of the research is to investigate the main business configuration and networks of relations necessary to obtain internationalization without losing the advantages of localization. In particular, it seeks to analyse current and potential tools of social innovation, intended as social processes of innovation (aggregation, community engagement, cooperation among micro and small players) made up of shared open methods and techniques of production and communication and apply them to the players who strive for a shift: from being local farmers to adopting a logic of international sustainable entrepreneurship, without losing their unique peculiarities.

The authors will provide empirical evidence from a sample of micro and small agribusinesses (composed by local farmers mainly) by investigating their actual and potential tools for social innovation.

The suggested innovative business model will be tailored on the specificities of the industries/value chains chosen, with the goal of facilitating the transfer of knowledge, assets and methodology of business strategies implementation for competitiveness, sustainability, quality, entrepreneurship, and internationalization.

ID: 88

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Do football club owners create value?

Schumpeter suggests that the role of the entrepreneur is to create greater value. This paper focuses on football, and football club owners in questioning and contesting not just if club owners create value – but more specifically, value for whom?

This question brings to the fore what Polanyi calls a 'double movement' - commodification and a profit maxim versus community asset and a utility maxim. We question the current pursuit of football clubs where owners have sidelined the indigenous fan base to satisfy their thirst for global market growth, at the expense of heritage and social value of the 'club'.

There have been various critical papers written on the subject of the changing nature of professional football, however, little has been written on this topic from an entrepreneurial or social value perspective.

It has long been recognised that 'professional football' has become more than a game, it is a business and 'big business' at that. Within England this transformation of 'the sport' to 'a business' can be traced back to various reference points in the professionalisation of the game. A crucial moment, from the perspective we take in this article, was the shift in legal form of football clubs to PLC status, which can be dated to 1983 when Tottenham Hotspur Football Club became the first English football club to be floated on the Stock Exchange (Michie 1999). The establishment of clubs as PLCs allowed clubs to circumvent 'rule 34'. Rule 34 of the Football Association's Articles of Association prohibited directors of Football Clubs from profit distribution. Furthermore, the rule also stated that in the event of a club folding the assets would have to go to other sporting institutions. It could be said that football clubs in England pre-1983 were what we might refer to as a type of social enterprise. As Morrow (2013:297) suggests, drawing on Hamlet al 2000; "football has always been and continues to be a social business; economic in basis, but social in nature". However, Kennedy (2012) adds that 'The not-for-profit, 'one game' principle held sway for a century prior to its dismantling and the opening up of football to market forces as another 'branch of the entertainment industry' removing sentiment from an object of social purpose to one of commodification. Indeed King (1997) points out that a football club was in many ways a public utility, like a library, suggesting ownership was a type of 'bourgeois philanthropy' (1997:228).

Therefore, whilst focussing on football club owners as our case industry, our research questions commodification of public utility in the pursuit of globalisation and the commercialisation of supporters as assets and of social and cultural value. Our theoretical framework utilises Groen et al's (2008) four capitals approach to analyse 'sustainable value creation' (strategic, economic, cultural and social), using this conceptualisation to map owners in the two top tiers of English football.

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The Ethics Canvas: a Tool for Practicing Ethics in Research and Innovation

Due to the increasing advancements in research and innovation (R&I) and the pervasiveness of emerging technologies in our everyday lives, it becomes increasingly important to anticipate and identify ethical issues that might arise from R&I processes. Different approaches have been developed to practice ethics in R&I, such as Brey's anticipatory ethics, Wright's ethical impact assessment and Friedman's value sensitive design approach. However, these approaches generally operate at a fairly abstract level, indicating for instance that ethical principles should be applied to technology design or that ethicists and engineers should collaborate in the design process without making explicit how ethics can be practically applied in a R&I setting.

In order to overcome the gap between theories in applied ethics and the actual practices of business and technology design in R&I, we turn to an established method in business development that is used for setting up a structured, creative and collaborative process that is used to create to a novel business model:

Osterwalder's and Pigneur's business model canvas. Instead of using this tool for discussing and creating a business case, however, we intend to transform it into a tool for practicing ethics in an R&I context. We re-designed the business model canvas into an "ethics canvas" that allows groups of people working in technology development to discuss the ethical issues of the R&I process they are working on. The canvas can be completed according to a number of designated steps in which group members have to discuss different aspects of their business and technology design: identifying stakeholders and possible ethical impacts by considering changes in behaviours and relationships of stakeholders, changes in group interests and changes in the public sphere. Moreover, group members are asked to consider the impacts of the resources used for implementing the technology and possible social conflict that might arise from its introduction. The ethical impacts the groups identify are then used to formulate solutions (in terms of design changes, changes to the business model or policy proposals) and formulate the core ethical values that the respective R&I processes adheres to.

We have tested the ethics canvas in a classroom setting with bachelor and master students who are following a network applications course, in which they were expected to develop a business case and an actual demo of a network application. The students were divided up into 9 groups of 3-4 participants and were given 1,5 hours to discuss and complete the ethics canvas. The results of these first sessions were promising. Without having any background in ethics, the groups on average managed to come up with 9 ethical issues that could come about if their network application would be fully developed and used. Moreover, in total they came up with 13 proposals for technology design changes, 10 changes in their business design and 1 policy recommendation. Although further development and testing will be required, we argue that the ethics canvas is a promising tool for practicing ethics in R&I processes.

ID: 91

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Why do Food Bank Clients in the United States Identify as Food Secure?

Food insecurity has become a leading health and nutrition issue in the United States for two central reasons. First, the magnitude of the problem is staggering. In 2014, over 48 million Americans (14.0%) were food insecure, meaning that they were "...uncertain of having, or unable to acquire, enough food because they had insufficient money or other resources." (Coleman-Jensen, et al., 2015). About one-third of these individuals were living with a more serious level of food insecurity, "very low food security." Second, a vast literature has demonstrated the numerous negative health consequences associated with food insecurity. (See Gundersen and Ziliak, 2015 for a review.) As might be expected, these negative health consequences are also associated with higher health care costs (Tarasuk et al., 2015).

As a partial response to the problem of food insecurity, the U.S. government spends over \$100 billion per year on food assistance programs. Due to this assistance, food insecurity is much lower than it would be in the absence of these programs. However, much work needs to be done and, in particular, how social innovations can be used to reduce food insecurity even further.

To use these social innovations, though, an understanding of the challenges facing low-income households is critical. Fortunately, across multiple literatures, a well-constructed picture of the determinants of food insecurity has emerged. (For a review of households with children see Gundersen and Ziliak (2014) and for a broader review see Gundersen et al. (2012).) What is less understood, though, is why so many poor households are food secure. In 2014, 60.5% of poor households, meaning they live below the Federal Poverty Line, are food secure (Coleman-Jensen et al., 2015; Table 2). This has been ascribed to a number of factors including the use of food assistance programs like SNAP (see Kreider et al., 2012) and the National School Lunch Program (Gundersen et al., 2012) and to household-specific characteristics like better financial management skills (Gundersen and Garasky, 2012). While some explanations have been given, in the main, we don't understand why so many poor households are food secure. Of particular interest is why so many very poor households (those with incomes far below the poverty line) are food secure.

In this paper we focus on a group of food secure households that are in particularly grave danger of being food insecure, namely, those who are using food pantries and soup kitchens. A food pantry is a program that distributes non-prepared food and groceries to be used off-site, usually in one's home, and often for the whole family. A soup kitchen provides prepared meals or snacks at the on-site. (In fact, the original definition of food insecurity in the U.S. was such that anyone using either of these sources of food would be defined as food insecure.) For this analysis we use data collected for Hunger in America 2014, a comprehensive survey of more than 60,000 clients who utilize charitable food assistance programs as well as interviews with 32,000 charitable agencies that distribute food. The study includes information on client demographics, participation in federal food programs, tradeoffs between food and other necessities, and more.

In this paper we concentrate on the following four questions. First, what are the characteristics of food secure households in comparison to food insecure households? While there has been a great deal of work on this topic when looking at all households and, in many instances, low-income households, this is the first time this description has been done for a sample composed of food bank clients.

Second, controlling for other factors, what are the determinants of food security among food bank clients? Again, while this question has been posed in other contexts, it has never been examined for food bank clients. Moreover, this data set has a much wider array of questions than other data sets which allows for a richer portrayal of the determinants.

Third, how do the answers to the previous question differ when we look at the depth and severity of food insecurity? In virtually all work done looking at the determinants of food insecurity, a binary measure of food insecurity has been used (i.e., food insecure versus food secure) but measures of food insecurity have been developed, based on the Foster-Greer-Thorbecke class of income poverty measures that allow for the portrayal of the depth and severity of food insecurity. (See Gundersen (2008) for more on these measures and an application.) While the primary interest of this paper is in what makes some households food secure despite serious challenges, we are also interested in what may diminish the depth and severity of food insecurity.

Fourth, how do the characteristics of food pantries and soup kitchens influence the food security status of households? One advantage to the HIA data is that we are able to merge information about clients with information about where they received services. (This information about services is taken from the agency survey portion of the HIA.) We are especially interested if there are certain characteristics of the food programs being used by food secure clients that differ from the broader set of food programs. Among other characteristics, it might be the case that persons using food pantries with longer hours, more food items, lower likelihood of running out of food, etc., are less likely to be food insecure.

Answering these questions in the context of food banks is especially relevant to the goals of this conference insofar as food banks are where many of the more innovative approaches to reducing food insecurity are being pursued. By understanding the successes of some low-income households, Feeding America and its network of food banks and food banks in other countries will be better informed as they pursue these innovations.

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Rural Social Innovation addressing challenges associated with Demographic Change: The Nordic and Scottish Experience

Developing sustainable and cost effective responses to the consequences of demographic change, whilst at the same time controlling public sector expenditure, represents a tough institutional challenge in the Nordic countries, as it does for the rest of Europe. In order to satisfy changing configurations of service requirements, whilst ensuring better value for money, it will be necessary to develop innovative local delivery arrangements, involving a range of actors from both public and private sectors and from civil society. Many of the most effective solutions could be described as “social innovations” (SI).

The eXchange (2010) definition of SI, like the frequently cited BEPA formulation (BEPA 2011) implies a process of “cumulative causation” in local development, whereby relatively high levels of collaboration, (sometimes known as “social capital”, “community capacity”, or “civil society”) are both a pre-condition and a product of SI. In this very important respect SI is different from the (one off) social effects of technological or administrative innovation, in that it not only meets the specific challenge it addresses, but strengthens the capacity of the community to respond to subsequent ones. SI is important because it can be a key driver of local “place based” “endogenous” or “bottom up” development.

This paper reviews findings from a project funded by the Nordic Council of Ministers, in the context of a working group focused upon the implications of demographic change. The aim of this project is to identify and disseminate good practice examples of place-based social innovation in rural and sparsely populated areas of the Nordic countries, where the effects of demographic ageing and age/gender-selective out-migration on social sustainability are particularly intense, and where lower population densities might be expected to weaken social capital. As such this project will counterbalance the tendency for studies of social innovation to concentrate upon urban examples, and help us to learn how to address the increasing difficulty of servicing the needs of a thinly distributed and ageing rural population.

The broad structure of the paper is as follows: The first section reviews literature which considers social innovation in a rural and sparsely populated context. This is followed by a discussion of the way in which the Nordic Welfare State legacy, together with local governance contexts, have moulded the character of social innovation in the rural Nordic context. Contrasts will be drawn with the geographically similar, but contrasting governance/culture context of Scotland. The third part of the paper presents a small number of specific examples from the Nordic countries and Scotland. The paper concludes by considering what has been learned about the nature of social innovation in rural areas, and the implications for policy.

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Theories of social change and business models among resource-constrained social entrepreneurs in Johannesburg, South Africa

A theory of change is an organisation's rationale for how its actions will ultimately lead to the achievement of its goals and mission. An instrument of this theory is a business model that will sustain the social entrepreneur's efforts. During implementation, they can refer back to their theory of change to identify which assumptions were inadequate and to look for potential intervention points. However, social change is the result of a complex mix of ingredients: environmental conditions, social conditions and individual actors intersect to spark a theory or idea of change.

In a developing country like South Africa, apart from those that have succeeded in business, many social entrepreneurs originate from humble backgrounds, with little resources (including their own organizational skills) to implement their ideas for change. We intend to explore these resource constrained individual actors and their theories of change and respective business models amidst the environmental and social conditions wherein their enterprises operate.

To this extent we will conduct an exploratory study of 5 to 10 social entrepreneurs currently in the database of the University of Johannesburg's Centre for Social Entrepreneurship and Social Economy. We will conduct a qualitative analysis of rich discussions with these entrepreneurs in the coming months and have a full paper prepared before August 26th. By relating our findings to established and emerging concepts in the social entrepreneurship literature, as well as the literature on skilled and well-resourced social entrepreneurs (for example, corporate social entrepreneurs and wealthy individual social entrepreneurs) we hope to make a contribution to the existing body of knowledge.

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Mechanisms and Boundaries of Collective Action Between Profit and Non-profit Organizations

In this paper we investigate the mechanisms allowing the collaboration between firms and non-profit organizations inside the framework of collective social entrepreneurship. Our aim is to move this perspective onward by arguing how collective social entrepreneurial activity can be enacted also through the relationships between the two extremes of profit and non-profit organizations, instead of only through social enterprises. Through the analysis of a case study, we identify several mechanisms that are used by firms and non-profit organization to collaborate in the creation of both economic and social value in a defined collective of actors.

ID: 96

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A dialogic approach to campus-wide social innovation

Around the globe, the prevalence of social innovation education, research, and co-curricular activities is increasing. However, within many post-secondary institutions there is little to bridge the social innovation initiatives of one area to those of another. The resultant fragmentation can make it difficult for students, staff and faculty from across disciplines and functional areas to find entry points to engage in social innovation within their post-secondary institution. This was the experience of Mount Royal University in Calgary, Canada. Therefore, this undergraduate university embarked on a large-scale collective impact initiative to support the creation of a “campus-wide culture of changemaking [social innovation], where learners from across the institution are inspired and empowered to create meaningful change in partnership with local and global communities”. Employing an Integral Strategy methodology that has been used to address a wide range of issues from food security to energy transition, the university community came together to work towards a shared vision and a commitment to aligned action. While the artifact that emerged – the roadmap – was found to provide a useful visual representation of this strategy, it was the community-wide process of dialogue and engagement that yielded some of the greatest benefits. Analysis of how the dialogic process served to offset tensions between representatives of groups with diverse interests is provided.

ID: 97

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'Product or pity purchase?' How social enterprises can successfully walk the tightrope of financial sustainability and social purpose

A key element in the DNA of social enterprises is their pursuit of a dual mission of both financial sustainability and social purpose (Mair and Marti 2006, Peredo and McLean 2006, Peattie and Morley 2008, Teasdale 2010, Banerjee and Duflo 2011, Dacin, Dacin et al. 2011, Ridley-Duff and Bull 2011, Doherty, Haugh et al. 2014). As several studies show (Austin, Stevenson et al. 2006, Harjula 2006, Zahra 2009, Moizer and Tracey 2010, Teasdale 2010, Wilson and Post 2013, Doherty, Haugh et al. 2014) it is this duality that often creates tension and challenges for social enterprises. For example, as one of the interviewees in this study describes based on his experience in running a leading social enterprise in the UK with a mission to create jobs for people 'These are jobs that I had spent years trying to create for people that needed jobs. And when things didn't go so well, actually making staff redundant, how does that sit with the whole notion of being a social enterprise?'

Very little research to date has investigated what lessons can be learned from social enterprise journeys to date how to prioritise financial and social objectives? The aim of this study is to examine how social enterprises balance their dual mission in order to succeed on both financial and social aims. Using a constructivist grounded theory approach (Charmaz 2014), over 80 interviews were conducted with leading sector experts and social enterprises in different parts of the world. To strengthen communication of the findings and to help gain access to social enterprises and experts with rich experience the research has been supported by the production of a documentary style film.

The *raison d'être* for many social enterprises is their social purpose. It is therefore not surprising that social enterprises often operate, especially during early stages with a strong focus on their social aims. From the research findings it emerges that it is this priority for their social purpose that can create issues for social enterprises in achieving financial sustainability resulting in counter-productivity towards fulfilling their social mission. The main pattern emerging from this study is that in order for social enterprises to succeed in their dual mission 'the business has to come first', appropriately balanced with the social mission and values of the social enterprise.

This study analyses key concepts involved with balancing the dual mission. Within this realm the 'product versus pity purchase' emerged as an important concept. Challenges involved with pursuing a dual mission are examined such as the often higher cost base experienced by a social enterprise compared to its commercial competitors. Based on the analysis the article proposes solutions for the social enterprise business model to overcome such challenges on their journey towards creating a better world.

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'It is only women' to 'it is women': How poor women gained legitimacy as economic and social actors through a grass root social innovation

One of the reasons for the existence and continuance of some of the social problems is refusal to recognise marginalised groups as legitimate social, political and economic actors (Narayan et al., 2000). This limits their ability to access and engage with established social, political and economic institutions, and gain resources that will enable them to alter the status quo. In response, a number of socially innovative initiatives attempt to solve issues of poverty, inequality and marginalisation by devising means for developing legitimacy for their beneficiaries as economic and social actors. Past research has explored how such socially innovative initiatives gained legitimacy among the other institutional actors (e.g. Mair & Marti, 2009, Tracey, Phillips & Jarvis, 2011), but not how their beneficiaries gained legitimacy for themselves with actors representing the institutions. In this paper, we explore how partaking in the activities of a socially innovative initiative has led to beneficiaries gaining widespread recognition as legitimate and impactful economic and social actors.

The paper is based on case study of Kudumbashree (KS), a poverty eradication initiative started by the state government of Kerala, India in 1998. Although targeted at poverty of families, KS chose women as the beneficiary representative for each family. Poor, un/undereducated, and especially rural women are one of the most marginalised group of actors with negligible awareness, capacity and means to meaningfully engage with dominant institutions. KS organises the women into a network of Community Based Organisations (CBO). KS runs its programmes in three domains, namely - economic empowerment, social empowerment and women's empowerment. KS had a membership of more than 4.11 million women in March 2015 (Kudumbashree National Resource Organisation, 2015).

In this paper, we trace the beneficiary involvement in the specific programmes undertaken as part of KS initiative and how their participation has led to an evolution in their own as well as others' perspectives of their legitimacy as economic and social actors. The findings reveal that before KS, gender was the most detrimental attribute that stripped them of their legitimacy in their own as well as others' eyes ('it is only women'); through KS, it transformed to the very foundation for their legitimacy in their interactions with other institutional actors ('it is women'). The phases in this transformation include 'dismissal' (benign/intentional disregard of their agency), 'doubt' ('mild curiosity/serious doubts about their capabilities'), recognition ('noticing their success, and as a result, abilities such as financial management, grass root reach etc.), reliance (dependence on them for achieving own/common economic/social goals – e.g. husbands approaching wives who are KS members for faster loans, banks approaching KS women with more favourable loan offers, government departments requesting for the help of KS women in implementing their own their own grassroots level programmes).

Further, we undertake a critical discussion of to what extent this transformation does/does not truly represent beneficiary women's legitimacy as social, economic and political actors.

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Internal Governance?

A substantial proportion of social enterprises are member based organisations, which are controlled (and in many cases owned) by the members. This includes co-operatives, and member based voluntary organisations (including charities).

Typically this means some form of democratic governance, with certain control rights, which can be specified. In the case of voluntary organisations/charities the situation may be more complex with different forms of multi-stakeholder involvement (Spear, Cornforth and Aiken (2007). But usually member based structures involve a representative form of democracy where members elect a board annually, and this controls managers.

In most cases this involves a centralised form of democracy which operates through the board of the organisation, which has the role of giving strategic direction to the organisation. In larger social enterprise this may result in some distance between the concerns of ordinary workers (which may be more operational, and job-related), and the strategic concerns of the board.

This raises interesting questions about whether there are alternative, more decentralised, configurations of governance, which might be more involving of ordinary workers/staff.

This may be partially addressed by exploring alternatives, since the representative model is not the only model. Weber (1968, and Thomas, 1984) provide a framework for exploring more direct forms of democracy – also discussed in depth by Rothschild-Whitt (1979) in relation to the radical collectives of the 1970s. These are generally most applicable to the special case of worker members who are internal to the organisation - as opposed to consumer/user members, as in consumer co-operatives, or voluntary organisations where the beneficiaries have member rights.

Although worker/member structures are a special case, their consideration allows us to explore research questions on how centralisation/ decentralisation provides a basis for differentiating between different forms of governance. The paper looks at empirical evidence from a case study of a worker co-operative with very decentralised forms of control over the different internal economic units. However in the context of worker/member governed structures, it is important to differentiate the concept of internal governance linked to internal economic units, from worker empowerment. Thus the paper also considers the empowerment literature, and the extent to which this might inform democratic practices and governance structures, including from the member perspective ie what do members want to control?

The paper goes on to consider other forms of member based social enterprise, where members are not the workers, but are users/consumers. It examines through secondary sources and some primary empirical data whether there are forms of internal governance which are decentralised to economic units; for example in a consumer co-operative with multiple branches, are there governance configurations which allow members to control their local branches?

This paper is concerned with exploring different models of democracy within member-based social enterprise – some of which may be more engaging and participative for the members. It is concerned to explore whether the concept of internal governance is useful in exploring whether decentralised forms of governance can be linked to different economic units within a social enterprise.

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Organizational upgrading in the Peruvian Alpaca fibre value chain

In this empirically-based paper we analyse how standardization in the Peruvian alpaca fibre chain (AFC) fosters organizational upgrading among small-scale producers in the form of Local Collection Centres (LCCs). In contrast to firm-centred and production-oriented upgrading modes, namely product, process, functional and inter-sectoral discussed in Global Value Chain (GVC) research, we refer to organizational upgrading as the acquisition of basic organizational capabilities leading to increased bargaining power by bottom-end chain actors. The socio-economic impact of organizational upgrading is assessed through operational analysis of LCCs and peasant cooperatives responsible for their management in terms of chain engagement and opportunities and limitations for rent generation and capture. As we explore organizational upgrading under the lens of standardization, structural shifts in the AFC are mapped and explained using the GVC framework to explicit findings.

Emphasis is placed on commodity chains in the developing world as international trade tends to widen unequal generation and distribution of rents. Across sectors and countries many commodity chains such as the AFC are characterized by a fragmented supply-concentrated demand structure articulated by middlemen. Fragmented producers are represented by thousands of vulnerable individuals and families living below the poverty line. Their situation is perpetuated by uneven terms of chain engagement and compliance to transactional conditions imposed by actors positioned upwards. Informality in the absence of rule of law and extractive economic institutions underpinning high transaction costs exacerbate these conditions. In this regard, context-specific power relations configure different modes of chain governance which in turn determine upgrading opportunities for chain actors. For instance, product and process upgrading are conditioned by standards appropriation costs (e.g. inputs, technology and infrastructure) which geographically and functionally fragmented producers cannot afford.

Building on these arguments we expose the benefits brought by organizational upgrading in the AFC and argue that these cannot be achieved through production-oriented and firm-centred upgrading forms. Our findings show that LCCs – an institutional and organizational expression of grassroots innovation - help small-scale producers increase their bargaining power through supply concentration allowing them to capture higher rents. These benefits can hardly be obtained through conventional upgrading modes aimed at improving production capabilities but which are unable to tackle buyer-power. Yet, dependency of LCCs on public credit - especially after the 2008-2009 Global Financial Crisis - and corrupt management of funds by peasant cooperatives are also discussed to assess threats and potential limitations of organizational upgrading in the longer term.

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Leadership as Social Innovation: Results of a Pan-Canadian Study on Leadership Learning for Social Change

The global community, Canada included, is facing a variety of complex challenges. From rising inequality to climate change to increasingly tenuous food systems, there is an immense need for social innovation to address these and many other issues. There is also a need for skilled leadership, and opportunities to develop the aptitudes of the kind of leadership required to achieve transformational change through social innovation. Leadership for social innovation is inherently distinct from traditional forms of leadership. From the local community-scale to the international milieu, community leaders – activists, NGO leaders, philanthropists, elected officials, corporate community investors, and social entrepreneurs - working to affect such change are challenged to hone interdisciplinary, deeply collaborative, entrepreneurial, systems-focused, and globally-minded approaches that differ from traditional ‘leadership as management’ approaches.

To address these multiple – and complex - skill-building challenges, a wide variety of leadership programs have emerged in Canada and beyond. Each employs different learning approaches, core assumptions, and theories of change. These are programs that focus on the fostering of individual leadership skill sets within a context of civic engagement, community development, public policy, social responsibility and/or sustainability, and social innovation. Many tend to be heuristic in their design, and surprisingly few engage in formalized efforts to understand impact.

We will present the results of a year-long inquiry into the landscape of leadership learning in Canada, with a focus on the social innovation milieu. A review of scholarly, grey and applied literature informed this analysis, spanning organizational and voluntary sector leadership to transformational and individual leadership; from business to sociology to social movements; drawing on full-range, implicit, commons-based and servant leadership theoretical frameworks; and with a focus on North America. We then developed an inventory of close to 100 Canadian leadership programs focused on individual leadership in the pursuit of social outcomes, which formed the basis of our data collection through program staff and key informant interviews, as well as a survey of leadership program alumni. We then developed a series of seven ‘leadership for social change’ archetypes based on our results- including a Social Innovation Leadership archetype, as well as a separate and distinct Social Entrepreneurship archetype.

This paper will provide an overview of the research project, including a look at the results of our study and an in-depth analysis of the Social Innovation Leadership archetype we developed, focused on systems thinking and understanding complexity as cornerstones for pursuing transformational change.

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Social Enterprises and Club Theory: An Institutional View

In this research, I integrate the social entrepreneurship literature with clubs and club goods. Social enterprises are institutional hybrids in that both business and charity are fundamental (Battilana & Lee, 2014). They endeavor to both create social value for communities and to capture some value for the organization through earned-income activities. Some social enterprises are explicitly organized as clubs in diverse industries including education, agriculture, and healthcare, whereas other social enterprises provide club goods without explicitly adopting a club identity. According to the prevailing essentialist perspective, clubs, such as a trauma clinic or a library, provide goods between the conceptual extremes of public and private goods. Club goods are excludable, like private goods, and are partially non-rival in that they are subject to congestion at some level of use (Buchanan, 1965; Sandler & Tschirhart, 1997). Clubs also have a number of other important features including voluntary membership, the possible application of any of several mechanisms to achieve exclusivity, and allocation decisions on both the level at which a good is provided and the size of the membership group. However, despite the prevalence of the club organizational form among social enterprises and social enterprises' frequent provision of club goods, social entrepreneurship scholars have made little use of club theory.

I adopt an institutional view of clubs, wherein the manifestation of clubs and the provision of club goods is partially socially constructed within the constraints of club goods' material qualities. As such, a social enterprise's identity as a club reflects a negotiation of plural institutional influences and a collective understanding about enduring organizational features (Kraatz & Block, 2008; Albert & Whetten, 1985). While social enterprises that offer materially club goods face similar decisions regardless of club identity, identity may differentially influence how social enterprises address the features of club goods. In this research, I elaborate on the features of clubs in the institutionally complex social enterprise context. I develop propositions on how social enterprises address the critical decision points of club good providers and how these decisions are influenced by a club identity. In doing so, I bridge the social enterprise literature and club theory, and provide insight into how the material qualities goods and organizational identity interact to inform social enterprises' practices.

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Co-Design for Connectionist Learning Experience as Social Innovation

CoDesign tools can be varyingly influenced by the origins of design disciplines of the facilitators and the availability of a method. In responding to Brandt et al. (2012), the research informs this study aims to develop a framework for the development of codesign tools. We propose the framework of collective imagery as codesign framework to overcome individuality in creative processes and to be useful for crossdisciplinary, crosscultural and inclusive design projects. Collective Imagery is creative imagery shared by codesigners for conceptual structuring in which the structural connectedness of ideas and data give rise to creative emergence of design concept (Author, 2013). It is a theoretical framework based on Geneplore model by Finke et al's (1992) which identifies preinventive structure of creative imagery as divergent insight that drives creativity. Our earlier study discover that collective imagery observed during codesigning gives way to activities such as deconstruction, inspiration, association, clustering, threading and emergence (Author, 2013). Design complexity of this activity resembles of a connectionist structure where collective imagery is consists of a network of elements connected by associations which gives rise to clusters and threads. An embodied tool called complexity weave was introduced during earlier study to collectively weave design concept (Author, 2013). This study extends the weaving tool for connectionism by experimenting with the practice of connectivist learning.

Connectivist learning is informed by connectivism which sees knowledge as distributed network with nodes to be connected into a constructed learning experience by learners in collaboration (Downes, 2010; Siemens, 2005). It is often associated with digital learning in networked learning which forms learning space. Siemens' (2005) connectivism identifies that learning and knowledge

rest in diversity of opinions as a process of connecting nodes and may resides in nonhuman appliances. The theory is however, not confine to digital space. Connectivist learning can be embodied and tangible activity. It can be creative, fuzzy and often situational, posing difficulty in the design of the collaborative learning activity. This workshop has an applied aim to create learning

capacity among participants by developing core skill for the ability to see connections between fields, ideas and concepts. Seeing the possibility of the structural connectedness with collective imagery framework, we experiment with codesign tools to devise connectivist learning experience. We extend codesign tools from previously imagery board to three-dimensional imagery box as tangible props tp architect narratives for story coconstruction. We also extend the use of weaving with tags as a collective space to envision and enact design complexity, which makes possible through threadings of tags. As a practice of connectivist learning, the weave and the use of social media have brought together a community of learning through peers collaboration. Participants are able to collectively envision and enact their creative space and structure narratives in a collaborative space while embodiedly structure knowledge and ideas to achieve connectivist learning. With this, we conclude that codesign activities which utilise collective imagery framework, can be useful as framework and tools to practice social innovation.

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Social impact measurement and public management: how social innovation challenges the policy evaluation paradigm

Purpose

This article aims at building a gap analysis between existing policy evaluation methods and social impact measurement methods coming from private actors (primarily social enterprises, but also other stakeholders involved in the third sector such as impact investors and non-profits). This paper is developed in the context of a PhD thesis and will serve as a basis for a forthcoming comparative international field research (in France and in Denmark) investigating how social impact measurement praxis actually takes shape in a given public management context (Neo-Weberian State for France and New Public Governance for Denmark).

Context

Social entrepreneurship and the third sector at large have gained a considerable momentum over the past two decades. Stemming from private initiatives, this phenomenon found a positive echo in the public sphere through the political reforms enthused by new public management and their attempt to inject market-inspired mechanisms into public administration. Social enterprises are therefore progressively being recommended as a key lever for governments to focus on in order to alleviate part of the economic and social challenges they encounter (European Commission and OECD 2013; Hulgård 2011).

This enthusiasm for social enterprises and the development of impact investing has also led to an increasing focus on impact measurement. This trend has first emerged among private actors, eager to prove and manage their impact. Public stakeholders have also picked up this infatuation for impact measurement, which happens to be a well-fitted feature for the performance-driven new public management frameworks such as New Public Governance (Osborne 2010) and Neo-Weberian State (Dunn and Miller 2007). In this context, we observe an increasing number of attempts to make social impact measurement part of policy frameworks aiming to favour the third sector for the provision of social services (e.g. the G8's Social Impact Investment Taskforce or the European Commission's Social Impact Measurement Sub-group).

Approach and novelty of the paper

This article starts by taking a historical approach on policy evaluation, with a focus on social impact assessment (Burdge 2003; Freudenburg 1986). Building on this historical slant, we parallel the developments in policy evaluation with the creation of impact measurement tools dedicated to private stakeholders such as non-profits entities, highlighting how the latter appears firmly rooted in the former. We then proceed with a state of the art of policy evaluation, presenting the main methods used to date for programmes or policies aimed at creating a social impact (Rossi, Lipsey, and Freeman 2003) and inventorying the methods focused on social enterprises currently advocated by public actors in France, in Denmark and at the international level (European Union, G8/G7, OECD). In a final part, and after highlighting how policy evaluation and social impact measurement go hand in hand at the conceptual level (Pollitt and Bouckaert 2011), we proceed to carry out a gap analysis between "traditional" policy evaluation methods and social impact measurement methods in two different public management frameworks.

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ID: 109

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Unobtrusive design activism: codesign with communities for service innovation to regenerate villages in China

This research concerns a service innovation model to achieve sustainable village regeneration in China. This paper takes the lens of design research in the development of an unobtrusive regeneration method utilising co-design tools and activities. It involves service innovation with the local communities such as villagers and NGOs to design social enterprise to generate income for regeneration. We compare co-design strategies implemented with local NGOs and villagers for architectural conservations at two villages in China with a different stage of regeneration.

First village, Yuanzigoucun at Inner Mongolia, is at the early stage of regeneration undertaken by Beijing-based NGO Xiushi foundation. The village has a community of practice who are keepers of cave habitat architectural practice dated back to 2000BC. The goal is to redesign villagers' habitat for eco-tourism to encourage returnees. Second village, CangDong at GuangDong province, in comparison is more advance in regeneration by NGO CangDong Initiative who were shortlisted for Asia Unesco conservation award. The project concerns heritage conservation of architectural buildings "Diaolou", built during the 19th century by migrated overseas Chinese. The goal is to redesign for emotionally touched tourist experiences as heritage educational services. Unlike most large-scale regeneration projects in China driven by top-down profit-making process, both NGOs are cautious with their regeneration strategies to prioritise sustainable regeneration by involving local communities. For this reason, we were invited by both NGOs to engage village communities in co-designing services to 'preserve' architectural heritage. In particular, we define a designer role as the facilitator of the communities' co-design process as a form of unobtrusive design activism to kick-start transformation. We visited each village for five days, collaborated with NGOs and villagers, implemented participatory interventions informed by the crafts of ethnography, co-creation, and storytelling.

An analysis of co-design activities at these two villages reveals one common issue in village regeneration. That as city-dwellers, how do we avoid imposing our utopian ideal of village 'preservation' on villagers who are seeking 'modernisation'? We posit that such issue can be addressed by designing 'with' instead of 'for' village communities on practical goals to generate social enterprises such as habitat redesign or tourist experiences. We discussed how co-design tools such as the collective imagery weave installation at common space and behavioural intervention, are useful for transformation to take place. Lastly, we conclude by addressing the importance of unobtrusive design activism to prioritise local values in achieving social innovation.

ID: I10

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Service Innovation as Empowerment: Co-Design Mobility for Transport Services with ‘Hard to Reach’ Communities

Public transport systems are among the most ubiquitous and complex large-scale systems. For those unable to drive they form an essential gateway for participation in social, civic, education and employment opportunities. In order to have the freedom to live independently, socialize, or hold a job, one must be able to understand and navigate cognitively complex systems. The Americans with Disabilities 1990 Act (ADA) was passed to encourage integration and eliminate discrimination against individuals with disabilities in critical areas including employment, housing, transportation, recreation, health services, and access to public services.

Mobility is an essential need for health, well-being, quality of life, and the ability to engage in equal opportunities (e.g. education, employment and entertainment). Research suggests that the mobility needs of certain groups are not being discovered or fed into the design of new transport services. Co-design represents an opportunity to effectively engage with vulnerable road users, and as a by product empower individuals and community groups. The lack of consultation with service users and the reliance on more traditional methods of requirements capture and user surveys is not limited to the transport domain but has been shown in consultation about the public realm, the design of assistive technology; and for users with specific critical and additional needs.

Co-Designing with communities for the design of complex systems, such as transport is challenging. Bradwell and Marr (2008) compared codesign across health, transport, social welfare and educational sectors in UK, EU (excluding UK), USA, Asia Pacific and Latin America, finding fewer examples of this approach in the transport sector. This is of significance considering the acknowledged effects of improved accessibility on quality of life. The reasons for the lack of appetite for co-design projects in the transport sectors need to be examined. In working with transport stakeholders, the METPEX project found the fragmentation of service delivery (plurality of competing operators, privatisation etc.), lack of joined up services and lines of authority and business cases problematic in effecting change. Operators and authorities found it difficult to engage with hard to reach users, or those who were not using their services. This means that research, unless it receives high levels of investment and sign off may not lead to significant change.

We propose a paper in reporting a co-design research for service innovation project collaborated between the School of Informatics at the University of Edinburgh and Coventry University’s Centre for Mobility and Transport in understanding the concept of service innovation as a way to foster user engagement when co-designing ‘mobility’ with the ‘hard to reach’ communities such as the elderlies and children. We outline a collective imagery approach to be used as part of Coventry’s adoption of the World Health Organization framework for age friendly cities.

Two types of systematic thinking are relevant in this project: transport design and co-design for service innovation. Both requires a visualization system that is useful for communities to engage with, and therefore to hopefully be able to innovate for their needs. The research will not only works at the clinical level of research, but also potentially explores the ontological aspect of these two systems. It is envisaged that the project will bring a core understanding of co-design and its application to engage communities to participate in the service design of transport system.

ID: 111

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From Schools to Academies, the problems and implications to creating organic hybrids

The recent government announcement that all schools are to become academies exposes a number of unresolved and conflicting issues. This decision will affect over 16000 schools in England. Schools will face a myriad of choices in the future. They can elect to become a Soft Federation with another school or schools and maintain the same governance structure but replace the Head with an Executive Head; Create a Hard Federation with another school or schools which would need the governance structure to be changed to create a single governing body for the federated schools; Join a local Multi Academy Trust or Join an existing national Multi Academy Trust. These choices for schools affect financial and human resources, governance, leadership and strategy creation. Schools are also impacted by a dynamic political environment which is leading the push to the creation of these arms length organisations. These new arms length organisations can be classified as organic hybrids. However, little is known about how effective these types of organisation are in delivering the complex social goals that schools have to achieve. This paper will explore some of the strategic questions that schools will face as they are pushed to become academies. The Mutli Academy trusts have social goals but they display characteristics of corporate structures and language. This mirrors what Billis (2010) discusses when he talks about the blurring of the boundaries between public and private and the ability of hybrid organisations to display characteristics of both. The new academies will operate in resource-scarce environments and will span institutional boundaries (Santos, 2012). They will also have to manage multiple logics (Doherty, 2014). Little is known about how effective academies are in delivering on their multiple social goals and this paper then will also seek to contribute to that gap. This paper will have particular relevance to managers seeking to understand the implications of these changes for schools.

ID: 112

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Addressing wicked problems in cities and regions: a systemic innovation and complexity theory approach

This paper contends that many of the world's most pressing problems are complex wicked problems. Complex wicked problems defy resolution because they have many interdependencies, are multi-causal, are difficult to define with different stakeholders having a different understanding of what the problem is, and attempts to address them often leads to unforeseen consequences due to their multi-causality and interdependency (Australian Public Service Commission, 2007). Examples of wicked problems include: place-based disadvantage (Australian Social Inclusion Board 2011, p. 45), ageing populations (Ho, 2008), poverty (Krawchuk, 2008, p. 69), climate change and obesity (Australian Public Service Commission, 2007).

Due to their unique context and many interconnected root causes, this paper argues that wicked problems need to be addressed through a systemic innovation approach (Davies, et al., 2012) in their spatial context (De Roo and Rauws, 2012, p. 208) by bringing together the diverse community organisations that are addressing the different root causes of the problem and supporting these organisations to take coherent action (Australian Public Service Commission, 2007). Systemic innovation is defined as 'a set of interconnected innovations, where each is dependent on the other, with innovation both in the parts of the system and in the ways that they interact' (Davies, et al., 2012).

Complex adaptive systems theory provides insights into how to strengthen communities to make them more adaptive in addressing complex social policy problems and has been recognised as an approach for addressing wicked problems (Klijn, 2008, p. 314; Australian Public Service Commission, 2007, p. 14; Bentley and Wilsdon, 2003, p. 26; Davies, et al., 2012). It has been shown through empirical research that large complex systems, such as cities (Ho, 2012, p. 2) and regions (Innes and Rongerude, 2013, p. 76), require enabling conditions to be created in order to maintain the coordination required for emergent self-organisation and adaptive capability (McKelvey and Lichtenstein, 2007). Similarly, it has been argued in the spatial planning literature that enabling conditions need to be created 'that stimulate autonomous, self-unfolding urban developments' (Rauws et al., 2014, p. 135).

The paper will conclude by describing how an online tool informed by complex theory can assist cities and regions to create the enabling conditions required for emergent self-organisation, adaptive capability and systemic innovation. A paper describing the model that underpins this online tool received the Best Overall Paper Award at the 2012 ISIRC.

ID: 115

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Towards a Social Innovation Ecosystem - Actors' Roles in Social Innovation Processes

Research on social innovation has gained momentum over the past years, spurred notably by the many complex and interrelated socio-economic challenges Europe is facing. However, while business/technological innovations are well understood and supported by established policy and support infrastructures, social innovations lack such underpinning (Terstriep & Totterdill, 2014). So far, the idea of social innovation as innovation concept remains undeveloped leaving considerable space for theoretical and practical contributions (Cajaba-Santana, 2014). In response to Cajaba-Santana's call for developing complex descriptions of social innovation processes, this contribution elaborates a descriptive model on actors' roles and interactions in social innovation processes.

Well-known examples such as triple and quadruple helix approaches (Etzkowitz & Leydesdorff, 2000; Carayannis & Campbell, 2009) underline the shift from an industrial to a knowledge society in which relations to knowledge carriers are a crucial component of innovative actions (Martín-de Castro, 2015; Martin, 2013). From a spatial perspective relationships among actors are worked out in detail in order to specify their role and position within regional systems (Huggins & Prokop, 2016; Tripl & Tödtling, 2005). Diversity of actors has also been studied from a knowledge combination perspective, since cooperation among actors from different sectoral backgrounds is a promising avenue to stimulate innovations (Strambach & Klement, 2012; Fagerberg, Landstrom & Martin, 2012). When it comes to social innovation, the picture is rather different. The role of involved actors remains to be studied in detail, and there is a lot to learn from 'classical' innovation studies, not only in terms of conceptualizations, but also in terms of methodologies (Mulgan, 2012). The review of social innovation literature reveals, that although the importance of cross-sector collaboration is well recognised, empirical evidence on distinct types of actor constellations remains scarce. This particularly applies to actors' roles, needs, and modes of collaboration.

To build rich descriptions and gain in-depth insights, our analysis is based on a mixed-method design whereby the qualitative results provide the basis for the formulation of research questions for the quantitative analysis (Morgan, 2014; Creswell 2014). Qualitatively, we will analyse 60 social innovation cases which have been collected by means of social biographies and business case studies that were conducted as part of the ongoing 7th Framework project "SIMPACT" (Terstriep et al., 2015). Innovation Biographies allow grasping the evolvement of an innovation from first idea until its implementation including involved actors and networks, drivers and barriers, knowledge dynamics, etc. (Butzin & Widmaier 2016). Quantitatively, we will analyse data of 1'005 social innovation initiatives collected during a global mapping exercise of the 7th Framework project "SI-Drive". The data is based upon a survey of publicly available material (websites, press articles, etc.) of social innovation initiatives. The two data sets have in common the micro perspective on social innovation, i.e. the level where concrete initiatives arise, stakeholders interact, and where drivers and barriers of social innovations become most apparent. Data collection placed main emphasis on involved actors, their roles and interactions throughout the innovation process.

ID: 116

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Growth in social and commercial enterprises – a comparative mixed method study

High hopes are placed on social enterprise growth, but deeper understanding on the drivers, modes and outcomes of their growth is needed. The social enterprise literature often seems to assume that they are fundamentally different from commercial enterprises, but the empirical evidence is scarce and often based on case studies. Comparative studies with representative samples are lacking.

This mixed method study addresses the topic of social enterprise growth, first, by looking at differences in growth orientation and realized growth paths of Finnish social enterprises and their commercial counterparts: more than 400 self-identified social enterprises are compared with over 4000 commercial enterprises. In addition, the quantitative analysis utilizes a balanced panel of more than 200 social enterprises covering years 2003-2014. Second, the potential differences are elaborated using a qualitative study focusing on drivers and aims of growth within seven Finnish social enterprises.

Growth aspiration of entrepreneur is known to be a significant determinant of realized growth. According to our quantitative study, social enterprises identify themselves more often as strongly growth oriented and less as not having any intentions to grow than other enterprises. However, their realized growth trajectory from 2003 to 2014 was in terms of absolute turn over and staff more modest than the one of commercial enterprises. Potential explanations for this discrepancy were sought from the qualitative data.

Our qualitative approach focused on social venture growth motivation and aims of growth, for previous studies suggest there are major differences in what drives the growth within social and commercial enterprises. The data was collected with thematic interviews from seven growth oriented Finnish social enterprises selected to represent the heterogeneity of the field. Unlike the literature states the growth was more often seen as a necessity for survival and for keeping up with the competitors than a way to increase social impact. Further, growth objectives were mainly related with financial indicators, and the success evaluated based on number of new locations reached or new units established, for instance.

The results raise an interesting question whether the starting points of social and commercial enterprise growth are not that different after all. However, there were some indications that the social mission comes into play when social enterprises form their growth strategies and models. Most of the interviewees recognized that their growth pace was, or is likely to be, slower due to their social mission. This observation could explain why their growth path was found to be more gradual in the quantitative comparison.

The study contributes understanding how the tested theories and concepts from firm growth literature can serve, and be adapted to investigate social enterprise growth. The value of this study is enhanced by its mixed method approach: a statistically robust data that provides us with novel information on social enterprises and their attributes is combined with case-studies for more nuanced understanding on social enterprise growth.

ID: 117

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Hunger Games: A tale of two cities - The Egyptian Food bank and the Daily Bread food bank in Toronto

A hunger game may be a name for a movie, however it is a reality experienced by a lot of generations around the world. With the scarcity of resources envisioned for all people, hunger became a huge race where half the population in some Third World countries are under the poverty line like Egypt, and also a huge problem in some other developed countries as Canada with an increasing flow of immigrants who need to be fed. Therefore, solving the hunger issue became on the top of the agenda of so many countries by increasing the awareness of their relative communities through the activities of Corporate social responsibilities exercised by different entities towards increasing the socially added value of different NGO's and companies. Food banks are a real reflection of these efforts as "doing good by delivering great value" is their motive to leverage hunger and poverty from different societies. The food banks under study in this paper are absorbing the needs of the society by leveraging the ceiling of CSR activities towards some inclusive social innovation patterns where they jump from being simply a charitable NGO to an entity ensuring the continuity of feeding the poor strata in the society and giving them the opportunity of survival tools to fight the reasons of this hunger. The Egyptian food bank as well as the Daily bread food bank in Toronto arise from the inception of promoting social welfare, change and assistance to organizations interested in implementing its model, building roots in the user community whether nationally or internationally, partnership with other community organizations parallel to their goals, strong leadership structure and a long term commitment to sustain the results delivered.

The importance of this of this paper on the academic level arises from the shift in the paradigm of management where concepts like Social innovation are the name of the game and food banks are the tool for any country in a race of survival. It intends to tackle on the practical level the relationship between hunger as a state experienced by the poor different societies and the reasons behind it and it can present also solutions to solve this gap.

ID: 118

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The economic underpinnings of social innovation at organizational level

In the framework of the SIMPACT Project, this article will offer us a model to create a cartography of Social Innovation at organizational level based on three economic dimensions: innovation, efficiency and sustainability. The aim of this model is to improve the capacity of the decision-makers to differentiate social projects from social innovation projects. This will allow them to enhance institutional/ organizational intervention with the objective of supporting social innovation and social performance. The model develops an agile method (cartography) based on three smart indicators: Social Innovation, Efficiency and Sustainability. These indicators will allow organizations to make the difference between social projects and socio-innovative projects through the estimation of the intensity of their development (high/low).

2. Model and Indicators:

The three smart indicators are:

2.1. INNOVATION: INNOVATION RATE (Rinno)

$(Rinno) = \frac{\text{TOTAL SOCIAL INNOVATION PROJECTS (TSIP)}}{\text{TOTAL SOCIAL PROJECTS (TSP)}} * 100$

SOCIAL INNOVATION PROJECTS (SIP): Projects that during their execution period have created a new product, method or service that has allowed the transformation for the inclusion conditions of vulnerable groups.

SOCIAL PROJECTS: Projects that without having created a new product, method or service, may have improved the inclusion conditions of vulnerable groups.

2.2. EFFICIENCY: RATE OF EFFICIENCY (Reff)

$(Reff) = \frac{\text{TOTAL COST OF SIP}}{\text{RATE OF IMPACT}}$

TOTAL COST= (Cost/year)* Total years of development of the SI project

RATE OF IMPACT= $(Rimp = \frac{POP}{ROP} * 100)$

Potential Objective Population (POP)

Real Objective Population (ROP)

2.3. Sustainability: (NewBus*GP) + (Scaling*GP)

New Business: Number of new organizations derived from the creation of the project

Scaling: Number of organizations that use the social innovation (replication)

Geographical Proximity: Coefficient of Geographical Proximity

3. Contributions:

This article contributes to the analysis of social innovation through three dimensions: (a) it discusses the notion of economic underpinnings of social innovation at organizational level based on three principles: innovation, efficiency and sustainability; (b) it offers an agile system of indicators to identify empirically these three dimensions; (c) the model has some implications for the social innovation policies in order to improve the efficiency and sustainability of both social projects and social innovations projects.

ID: 119

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Developing community based tourism from scratch: perceptions of organisational challenges

Tourism as a complex global phenomenon with a significant multi-level impact demonstrates strong potential for being a life-changing force for all the stakeholders involved. According to the definition of UNESCO, tourism can be sustainable if it respects both local people and the traveller, cultural heritage and the environment. However, modern tourism practice reveals too many examples worldwide oriented towards pure profit maximisation for investors without fair engagement of the local community in the distribution of benefits. While providing appealing “value for money” for the tourists and achieving an increase in quantitative results (income for tourist companies, number of visitors and overnights etc.), this type of tourism usually also generates a number of negative effects on the local community (low-paying seasonal jobs, profit export, increasing prices, increased pressure on infrastructure, degradation of landscape, unsustainable exploitation of natural resources etc.). Nevertheless, from the community point of view, tourism can produce many positive effects in the field of local economy, quality of life, culture and even environmental preservation if it is developed and managed according to the principles of community-based tourism (CBT). Developing CBT as a means of sustainable tourism oriented towards maximising benefits for community members by keeping them involved in tourism planning, ongoing decision making and strategic management of tourism infrastructure is a big challenge. Having in mind that CBT initiatives usually imply a bottom-up approach, community residents, especially those already engaged in tourism activities, should be a key factor in the process of establishing new cooperation initiatives and delivering solutions to the economic and social problems of the community through tourism. In order to create innovative and feasible initiatives, they first need to rethink their approach to tourism activities, as well as issues of cooperation, social relations and existing mechanisms of dealing with community problems. This process is directly connected to the concept of social innovation.

This paper presents the results of a qualitative research conducted on a sample of 40 local providers of tourist services (community residents engaged in tourism activities, e.g. private accommodation owners, family hotel owners, restaurant owners etc.) from three different communities in Croatia. Structured interviews have been conducted in order to research their perceptions and attitudes toward creating a new organisation which is oriented towards using tourism activities for dealing with specific social and economic problems of the community. Special attention during the interviews has been given to the respondents' interest in participating in the new organisation as well as their opinions on the existing co-operation on the local level, problems of local tourism, trust issues and other obstacles they find important for establishing a new community structure. Information obtained during the interview was coded and analysed using grounded theory techniques. Having in mind the important limitations of the research (sample size, bias in qualitative research, generalisation of contextual variables), the research results provide insights that might be relevant for establishing CBT in any community, with emphasis on social innovation as a process of improving the quality of life of the local communities.

ID: 120

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Exploring a Framework for Agent-Driven Social Innovation

Social innovation has been viewed un-uniformly by researchers, practitioners, funders and policymakers, with varying disciplines/fields in mind and their focus being placed mostly on either its micro or macro-level generation. This essay, getting back to its source, takes the perspective of its change agent - be it a social entrepreneur, his member or collaborator, and explores a framework to develop insights into, initiate and monitor the complex, emergent and evolving processes of social innovation with multi-level linkages. A multi-faceted combined study of empirical case studies, academic literatures, questionnaire survey findings, and the implications from the readings of economic thought leaders' wisdom and ancestors' practical knowledge on work-life, led us to develop a circular framework that is composed of mutually reinforcing activities to serve the underlying functions along with our practical reasoning process, of why(motive), for what(purpose), what-to-do and how, respectively, thus overarching theories/models across disciplinary boundaries. This holistic framework organizing descriptive, prescriptive and reflexive inquiry is influenced by Aristotle's "Four Causes" and Adam Smith's frame of moral sentiments coupled with political economy.

A key intrinsic motive among others selfish and altruistic, is Aristotle's "arete" ("virtue/excellence") to achieve "eudaimonia" ("well-being"), the common good, as put into practice with "practical wisdom" that embraces "the moral will to do the right thing and the moral skill to figure out what the right thing is in any particular situation," and which is acquired through practice, disciplines and contributions, as with craftsmen. Practicing virtues enables 'social' and 'economic (enterprise)' values to be created between which mainstream economists see a dichotomy, to interact and create harmony and energy to drive innovation, while providing for the third 'personal' value of the joy of work and well-being, and thus making the values tri-circle in balance which defines what-to-do, or its value proposition and business domain.

Beyond solving the targeted social problem, there lies the visioning for a better society as a bigger purpose. For its model explored is a commons-based society such as the commons traditionally observed in Japan and elsewhere, Ostrom's "Common Pool Resources" and Koinonia of ancient Athenians who practiced virtues.

Activities for how-to-do begin locally by engaging and co-creating substantive, use values with users and/or other stakeholders, coupled with organizational/institutional innovation, leading to customer satisfaction and members' empowerment. Incorporating market, reciprocity and re-distribution economies into a business model, helps capture the use values created and sustain its operation. As an innovation nurtures a small common locally and other like-minded social initiatives emerge, inter-connect and collaborate across sectors, they collectively cultivate fertile ground for its region to transform itself into large commons where plural economies are embedded. A local initiative also leverages its solutions, capabilities, resources, relationships, communities-of-practice, etc., to expand its activities and social impact beyond its local to regional, national/international levels and to a systemic change.

With practicing virtues, co-creating use value and leveraging as its key drivers, this presents a holistic framework for agent-driven social innovation, of which logical integrity and empirical validity have been verified through case studies.

ID: 121

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Testing the extended social grid model with empirical data from three long-term case studies

In the growing field of social innovation research, most common approaches look at specific innovative activities of single persons, organisations or movements. We instead propose to take the long view and analysed social housing, financing access to education and fresh water supply as major social innovations over a time period of 150 years. We analysed the cases from their broader implementation during industrialisation in the 19th century until today across Europe from a macro perspective, yet we conducted some individual case studies of more specific developments in certain towns, countries or periods in addition to the general macro perspective. Accordingly, we followed the logic of an “embedded single case study”, which means that they generally focus on a single phenomenon, yet give attention to different subunits (Yin, 2003:39ff).

Data collection covered both qualitative and quantitative data and used mostly historical literature and databases. With this data, we test the “extended social grid framework” (Nicholls & Ziegler, 2015) as proposed in the project “CrESSI – Creating Economic Space for Social Innovation”. This framework integrates Beckert’s social grid framework on change processes (Beckert, 2010) with Mann’s analysis of different societal dimensions as power sources (Mann 2012 & 2013), and the capabilities approach (Sen & Nussbaum, 1993) as a more solid conceptual foundation for the “social” of the innovation. This framework allows discussing the economic (and wider) underpinnings of social innovation as (1) factor initiating innovation in the context of marginalisation as well as (2) means and consequences of the change processes.

Our paper will discuss the explanatory value and consistency of the framework to describe and explain the examined social innovations. Further, we will refer to models of innovation ecosystems and lifecycles such as SCOT (Social Construction of Technology, e.g. Bijker 1995) or socio-technical transitions with a multi-level perspective analysis (Geels, 2011, Geels and Schot 2007) where they provide promising paths for social innovation analysis, and also compare our findings to current approaches on social innovation lifecycles (e.g. McGowan and Westley 2013; Murray et al. 2010).

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ID: 122

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Co-production of Social Value Added within Public Sector Prisons in the North East of England

Unemployment and social exclusion are recognised as barriers facing those serving custodial sentences (Corston, 2007). Overcoming these barriers through social innovation and social enterprise activity within the social justice system is one response (Fox and Grimm, 2015). The implementation of how social enterprise activity is undertaken within a custodial setting requires feedback of anticipated outcomes with the 'social mission or purpose' being the relationship to desistance from criminal activity. Social value added measurement and reporting by social enterprises has been used strategically to improve performance, access to resources, and build organisational legitimacy (Nicholls 2009). However, challenges arise including resource issues, the complexity of operationalising 'impact' and in the collection and analysis of data over time (Barraket and Yousefpour, 2013). Arguably the impacts of social value added do not lend themselves easily to measurement, especially within a custodial setting, therefore are subordinated to financial indicators in a political climate where payment by results (PbR) methods are viewed as more rigorous than qualitative measures (Barraket and Yousefpour, 2013).

The research was undertaken as a social audit at a prison in the NE of England with an established social enterprise, success is measured not in activity alone, but in terms of its ability to deliver for the stakeholder groups concerned the target outcomes of the enterprise. Success is about both the rehabilitation journey of individual offenders and the impact of the enterprise in terms of relationships within the prison and the wider community and as institutional culture change within the prison service. Social accounting and audit offers a framework to describe and report on the impact the prison as an organisation has on people, on the planet and on the way resources are used. It can also be used as a tool to improve performance and effectiveness in the future.

It remains crucial that social enterprise activities are committed to robust evaluation of social value added to demonstrate their contribution in supporting rehabilitation and the reduction of reoffending. Relatively simple measurements can contribute to the effectiveness of reporting and measurement, for example evaluating the impact on the offender, partner engagement, impact on working environments and contribution to target achievement through cost effectiveness (SERIF, 2012). A variety of tools and techniques to measure social value added, developed around the 'theory of change' model, to produce a suitable Impact Map (SERIF, 2012) of the social enterprise activity. In measuring these impacts when engaging in social enterprise activity evidence is gathered to demonstrate achievement towards key outcome targets (Concilium 2009), and provides quantitative and qualitative information to either evidence the success of social enterprise within prison environments, or offer suggestions to ensure success. To ensure the consideration of social innovation within government policy and social and cultural norms then individual and social capacity is needed (Fox and Grimm, 2015), along with an accepted method of measuring social value added through robust social auditing. Unfortunately many case studies of social enterprise within a custodial setting are descriptive rather than evaluative, failing to offer an analysis of the effectiveness or otherwise of the social enterprise interventions. With many prison establishments' operating Horticultural activities, offering skills programmes, there is a growing body of evidence about the health and wellbeing benefits. Of these innovations, one of the nine areas highlighted within the Social Exclusion Unit report 'Reducing re-offending by ex-prisoners' as a link between offending, re-offending (Bradley, 2009). Many prisoners experiencing a lifetime of social exclusion social enterprise activity can improve mental health, develop skills for employment and increase ability to interact socially, increasing confidence (Home Office, Clinks and Social Firms UK, 2014). There is still a lack of published best practice guidance about social enterprise design, form and governance within a custodial

context, the research provides evidence of the benefits and developments in social enterprise activity within a custodial context.

ID: 123

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Wellbeing services and social enterprise: exploring the tensions between multiple logics

Aim and context:

This paper explores (a) the mechanisms by which wellbeing-focused social enterprises (WSEs) produce their outcomes and (b) the tensions that can arise between their social missions and the strategies they pursue in order to achieve financial sustainability. The holistic understanding of health suggested by the concept of wellbeing has emerged as an alternative to established medical and health service models and in response to some limitations of the dominant medical model of illnesses (Berliner and Salmon, 1980; Conrad, 2005). Some academics have argued that the promotion of a holistic model of health and wellbeing is synergistic with the aims of many social enterprises and their ability to offer new pathways to wellbeing (Donaldson et al., 2014; Munoz et al., 2015; Roy et al., 2013). The paper utilises a neo-institutional theoretical lens on social enterprises as hybrid (or mixed purpose) organisations that are confronted by multiple institutional logics (e.g. Doherty et al., 2014; Pinch and Sunley, 2015; Tracey et al., 2011). Institutions are conceived as the systems of rules, regulations and other, less formal, cultural norms that shape interactions and behaviours within an organisational field. Innovation has been identified as a change mechanism by which social enterprises can reconcile the tensions arising from different institutional logics (e.g. Jay, 2013).

Methodology:

The paper draws on evidence from a study involving qualitative interviews with the leaders of 12 purposively selected WSEs in England. The semi-structured interviews and also documentary sources were used to provide data on: profile characteristics of organisations; their social missions; the nature of their services including innovation and sources of finance and support; their efforts to diversify and/or grow their impacts; and the barriers and tensions they experienced. Multiple case analysis was used to identify themes and patterns, and to develop the theoretical contribution of the study.

Main findings:

Diverse services and activities across (and sometimes within) the cases were provided in support of physical, psychological and social-economic dimensions of wellbeing, reflecting the commitment of this subset of organisations to a holistic and socially embedded conception of wellbeing. WSE strategy and service design was found to be shaped by a complex combination of social, business/commercial and public policy logics. Examples of innovative services are used to shed light on the relative roles of different logics, and how the tensions are addressed by WSEs in particular contexts. In conclusion, it can be said that the most successful WSEs are able to combine flexibility and responsiveness to the needs of user communities while navigating the tensions between multiple institutional logics. The selection of an appropriate social enterprise activity requires that WSEs develop a clear strategy that addresses the tensions between their social objectives, the commercial imperative to generate income and thus be financially sustainable, and also public policy logics.

ID: 125

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Antecedents, Drivers and Outcomes of Social Investment: Assessing and Comparing Financial Innovation and Social Impact Investing in France

This article investigates the antecedents, drivers and outcomes of social investment in France over the past decade. A particular emphasis is placed on the complex and multifaceted nature of social investment, sources and uses of funds, economic and institutional underpinnings of social investment and its impact on production transaction cycles. It is argued that the simultaneous search for social impact and financial return is likely to lead to new forms of cooperation and collective action among social actors (i.e. entrepreneurs, firms, public and private organizations, policy makers). Building on the theories of welfare and social economy and drawing upon insights from development theory, the article examines different drivers and determinants of social investment along with market and nonmarket factors that affect institutions of social investment. While differentiating the impact investment market from the socially responsible investment (SRI) and corporate social responsibility (CSR), our study will shed light on the pivotal role of institutions and impact-driven organizations in defining and carrying out social impact investing within a market-instituted context. By providing cases and examples targeting beneficiaries with social needs in France, our research seeks to highlight the role and impact of the social investment ecosystem in deepening and broadening investment norms and rules through the interplay of social and economic actors (i.e. public funds, institutional investors, high net worth individuals, foundations and corporations).

ID: 126

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Co-design and co-creation of better services to tackle scarcity in dementia care

There is an extensive and growing literature on effective and cost-effective interventions in dementia care. For England, there has also been a clear national strategy for dementia care since 2009, and a new strategy is expected in the near future. Yet despite this evidence and national strategy, care for those suffering from dementia varies. Unfortunately, in a period of austerity where quality of dementia care is poor this cannot be improved by extra funding.

In this paper we share our experience in using co-design and co-creation to develop practical strategies to improve care for those living with dementia and their carers that increase value without increasing costs. We engage with a local community in the North of England to tap into the creativity of those living with dementia and those who support them.

There are three key impediments to better care that the co-design and co-creation approach aims to remedy:

1. Evidence shows optimal care could be by supporting people with dementia to live independently at home, to have different levels and kinds of domiciliary support or to move to a care home. We know that this care needs to be tailored to the impact of dementia, lifestyle preferences of the person, and the informal support available. But we lack shared understanding across the system, of (a) how biopsychosocial aspects of dementia should inform the design of optimal care packages; (b) the nature of 'tipping points' at which people with dementia and their families and friends would benefit from step changes in support, including moving to a care home.

2. We lack knowledge of how to organise the sequence of changes to move to optimal care from current inadequate arrangements.

3. There are institutional and political barriers to a 'rational' use of resources which the co-design approach needs to acknowledge and, if necessary, challenge. We do not know what are the most serious obstacles to implementing optimal arrangements nor the comparative ease or difficulty of overcoming these obstacles.

We discuss the challenges we faced in setting up the project with local stakeholders and with the research community (in particular the challenge of obtaining ethical approval due to the co-creative nature of the approach), and how we overcame them. We reflect on the interdisciplinary nature of co-production initiative and discuss how those interested in designing these initiatives can draw from insights of disciplines including political science, philosophy, social psychology, decision analysis, economics and public management.

In phase one, we mapped the available services from the perspective of providers and commissioners of care on one hand, and from the experience of those using the services on the other. We present the results of the mapping exercise, the analysis of interviews with people living with dementia and their carers, and the outcome of the first two co-design workshops.

We look forward to sharing the lessons we learned to date and to invite feedback on the next phases of our project.

ID: 127

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Beyond Big Society ? A case analysis of the state's community action of the City of Geneva

The neo-liberal perspective on the welfare state is well known. Its main purpose is to substitute the bureaucratic rigidity of the state for a so called New Public Management and for mechanisms of competition (Hood 1991). It emphasizes individual responsibilities and sets up active labour market policies and activation strategies (Castel 2008).

However, the state and the market are not the whole picture. The "crisis" of the welfare state is nowadays increasingly translated into a delegation of tasks not only to the free market but also to the civil society. This transfer is at least paradoxical because this last one is also considered to be in progressive decline (Putnam 1994, 2000, 2002).

In the face of this double crisis, we observe the rise of perfectionists policies, which aim to stimulate the civil virtues and the public-spirited commitment in most of the liberal democracies. The central idea is to substitute the welfare state's actions by local initiatives. Framed in terms of "active citizenship", this requires policies of top-down activation and moralizing messages on the necessity for a commitment to the local community (Clarke 2005, 2014). This phenomenon is best observed in the UK, where the Cameron government's slogan "No Big Government, Big Society" became a key element of the conservative program. The theoretical base of this new view is conservative and deeply illiberal (Norman & Ganesh 2006, Blond 2010).

This paper adopts a liberal normative perspective and criticizes this posture, which I qualify as republican perfectionism. On the one hand, I will argue that these policies are neither coherent nor effective nor justifiable. On the other hand, I try to suggest a liberal solution against policies of top-down activation and against moralizing messages. In order to be genuinely liberal, this solution has to be exempt from any moral apriori on what constitutes a good life and from any governmental interference in the freedom of association (Fleishacke 1998). For empirical illustration, I focus on the Community Action's Unity (CAU) of the City of Geneva. I consider CAU to be a perfect example of a liberal policy aiming at stimulating the population's commitment. The CAU has been active since the early 2000s in Geneva. Its official mission is to bring "an organizational and technical support for a group of people or for a community, which undertakes a community action or which faces a problem to which a collective answer can be brought" (SSVG 2003). Through an analysis of actions taken between 2013 and 2015 (SSVG 2015, Ossipow & Bozzini 2013), I argue that this service is a reasonable translation of what could be a governmental instrument in favour of a lively liberal civil society.

The article concludes that this kind of state action can be a liberal answer to the growing social needs in the context of decreasing resources. Nonetheless, the non-directive logic at the heart of this approach has important limits. It involves that the civil society can not be a mere instrument of public service.

ID: 128

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Community Land-Ownership: Social innovation or political calculation?

The ownership and use of land has made an indelible mark on the past thousand years of Scotland's history, with the forced 'Clearances' of rural communities (favouring the rearing of sheep in their place), representing a relatively recent dark period in Scotland's long history of dark periods. The institution of land-ownership has been (and to an extent continues to be) a precondition for voting rights, economic opportunities and effective control over the rights of others, especially in rural communities.

In 1993, in an effort to counter this, a crofting community in the North-West Highlands of Scotland bought the title to the land they lived on, unwittingly firing the starting pistol on a form of community-driven social innovation which seeks to democratise the power which accompanies land-ownership and develop innovative solutions to address the ongoing issues faced by rural communities in Scotland today. Today, scores of communities have begun or completed the process of assuming ownership over the land they live on.

It was a full decade after this 'buy-out' that the Scottish Government passed legislation to address the inequality of land-ownership in the country (with the repeal of the 'feudal' system of land-ownership forming part of the Land Reform (Scotland) Bill 2003), and since then has placed huge amounts of political capital in the policy of not just allowing, but encouraging and facilitating, the buy-out of private or publically-owned land by the communities who live on it. Community land-ownership has been at the forefront of the policy direction of the SNP-led Scottish Government and is a prominent part of the party's 2016 Manifesto, extolling the virtues of grass-roots development, returning political power to community level and making up for a democratic deficit in the ownership of natural assets.

But with so much top-down support, is the form of community land-ownership which has been legislated for, the same as that which was originally hoped for by communities? In what ways can it still be considered a social innovation or has it been hijacked and subsumed by legislative directives? And who is really in control of a community's land and what they do with it now?

Through a review of literature and policy documents, this conference paper will consider the dynamics between communities and central government in driving the expansion of community-owned land over the past 25 years and whether today's land 'buy-outs' can be considered a social innovation or a form of politically-motivated social engineering. In doing so, it will discuss theories of social innovation alongside land-ownership debates and the current policy landscape in Scotland. The results of this research contribute to our understanding of power dynamics surrounding community land-ownership, as well as the role of Governments in facilitating 'empowerment' for communities.

ID: 129

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How growth strategies and models support achieving social and financial goals?

Business growth is an ever intriguing topic in the entrepreneurship research, much due to the influences it has on societies and economies. Majority of new jobs and innovations are created in growing small and medium-sized enterprises. Lately, also companies' ability to create, disseminate and institutionalize social innovations has gain more attention. The perspective is dominant in the sustainable and social entrepreneurship research in particular, but it arouses interest also outside of these disciplines. The key question is, how to successfully pursue for multiple, potentially contradictory, goals at the same time.

The aim of this study is to increase our understanding on how companies are able to manage and balance different types of goals while growing. Social enterprises make an interesting case, for they should by definition be motivated to find and use growth modes supporting both financial and social objectives. Moreover, the literature provides us with a good foundation on which to build, for social enterprise researchers have from early on put more emphasis on growth strategies and models than their colleagues working with firm growth, in general.

The study is based on longitudinal qualitative data gathered along three years from seven, growth oriented Finnish social enterprises. It consists mainly of thematic interviews, but includes some text material. As a result, a variety of growth strategies and models were employed within and across firms. Although the primary motivation for growth was not necessarily increasing social impact, companies' social mission exerted influence over selected growth strategies and models. Nearly all interviewees stated that they have to settle for slower growth pace because of their social purpose.

Strategies were evaluated based on whether they were deemed to create incremental, evolutionary, expansionary or diversified social impact for the beneficiaries. A strategy matrix was modified to illustrate the effects of decisions made on the disseminated solution, beneficiaries served and customers sought. Also a tentative typology of models was drawn, it includes models based on organic, acquisition, contractual and formalised open source growth and growth via open dissemination.

Interestingly, growth modes appeared to entail contradictory elements. For example, attractiveness of new markets was first evaluated based on its' ability to create and capture value within the firm, yet the growth model employed for entrance was built on sharing ownership and power with local actors. One conclusion drawn from findings was that concepts and theories from firm growth research do not capture all the relevant aspects of growth aiming to contribute to positive social change, but turning to social innovation diffusion literature was deemed useful.

The value of this study extends beyond social enterprise field, for the ability to manage tensions arising from multiple goals is important for a wider group of companies. The study paves a way towards an analytical approach to growth modes designed to balance and foster social and financial goals. Thus it opens up an opportunity for accumulation of knowledge and consolidation of the theoretical foundation on hybrid growth models built on contractual partnerships and the relevance of models of open dissemination.

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Boosting inclusive societies through digital social innovation - Analysis of 1,005 cases of social innovation world wide

Fostering an inclusive society which is accessible, acceptable and available to all of its members in its very foundations is considered to be one practical strategy to promote social integration and societal participation on a basis of the equality of rights and the equality of opportunities regardless of individual dispositions. But social welfare systems and public services are suffering in many countries as a result of the financial crisis and global challenges and are searching for new approaches to tackle needs of most vulnerable people. As response to these challenges the European Commission for example has launched a “European” approach to modernizing welfare systems; the “Social Investment Package” (SIP) in 2013. In its core the SIP urges Member States to prioritise social investment and the modernisation of their welfare systems in order to reach the inclusion and welfare goals of the EU 2020 strategy. The SIP declares social innovation (SI) as an essential instrument for addressing vulnerable people’s needs and so sets SI on the agenda of thinking about modernization of welfare service provision.

In a comprehensive understanding social innovations are understood as intentional new configurations of social practices, exceeding traditional innovation concepts relying on technology support programmes. Digital social innovation (DSI) can be characterized as a specific sub-set of social innovation which arises out of the observation that “many social innovations are driven by the use of ICT and cooperation supported by social media”.

The EU funded research project “Social Innovation – Driving Force of Social Change” (SI-DRIVE, 2014-2017), is aiming at three major research-directions: “theorizing social innovation”, “mapping social innovation” and “characterizing social innovation”. An empirical base of 1,005 cases of SI worldwide has been assembled and will be analyzed for this paper. In first analyses the strong role of ICT and social media for the emergence of social innovation especially in the context of promoting citizen participation and fostering an inclusive society became evident. The empowerment character of social innovation initiatives is in particular tangible in those social innovations directed towards people with activity limitations (e.g. people with bodily impairments or elders).

Our preliminary results include:

- DSI is young: 93,7% of the initiatives were launched after the year 2001
- DSI follows a multi-stakeholder approach: multiple actors from several sectors cooperate while counting on synergies and knowledge transfer
- DSI initiatives tend to be inclusive and participative in their strategic orientation: 61,5% of all cases stated beneficiary participation in the innovation process from the beginning. Within initiatives focusing ICT this number is higher: 75,5% indicated user-involvement
- Private companies and public bodies are the most frequent partners of DSI initiatives.
- DSI tries to change society or societal sub-systems on a makro or meso level
- DSI is on the rise: more initiatives and services are to be expected in the coming years, social activists progressively make use of ICT
- The exploitation of DSI depends on the world regions

ID: 131

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The garden factory: an urban agriculture design lab in the Shanghai city

This paper is about “The Garden Factory”, a university lab based at the College of Design and Innovation in Tongji University (Shanghai) dealing with design innovation for the urban agriculture in a community context. Growing vegetables in the private/semi-private environment (houses, lanes) in Chinese megacity is something connected to the local culture and more related to single initiatives or small group ones. Community gardens are slowly popping up in the Chinese urban context mainly connected to expat initiatives or academic/research actions and with a strong educational purpose for sustainable living.

“The Garden Factory” has been developed as a result of an interdisciplinary design studio where instructors and students investigated how design could help different communities connected somehow with a university campus (staff, students, café owners, neighbourhood, etc.) to implement, upgrade, improve or just triggering actions related to urban agriculture. The design process included a deep immersive in-the-field research, co-design sessions in order to develop, test and prototype solutions (product, environmental, service, strategy, communication etc.) with and for the communities. Five topics were embraced by five different teams of students to be developed as main issues related to the lab:

“Lay down” – garden beds (outdoor/indoor/portable/stable/different sizes etc.), “No soil” (aquaponic/idroponic/aeroponic), “Stand up” - vertical garden (indoor/oudoor/portable ...), “Leftovers” - compost (system collection, maintainance, use, containers...), “Feed In” – beehive (urban beekeeping, educational tools, ecc). Students were asked to prototype with the communities mention above, in a one day event in the neighbourhood, so to spread the results, create awareness about the lab in the uni and to test fast design experiments.

ID: 132

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Food banks in The UK - Questions about Food Security

Global recessions traditionally evoke contractions in a country's economy and social services. This paper examines, in the absence of a policy on food poverty, the nature of the relationship between charitable Food Banks and the UK Government. The research seeks to understand the nature of the proliferation of food banks with respect to both the Interdependence and Entrepreneurship Theories.

In the absence of a viable Government policy, should UK Food banks adopt a rights-based approach and lobby the UK Government to address food poverty or seek to become an established section of the welfare system and demand sustainable financial support?

A mixed method approach of document content analysis, case study, interviews and surveys compared and contrasted the views of entrepreneurial charitable food providers and both national and local governments. The study employed a triangulated mixed method research model to establish validity and reliability in the findings.

The findings produced a Thematic Map that highlighted the contextual parameters between charitable food bank providers and state agencies and demonstrated a lack of both clarity and strategy on the key issues that address the challenge of food poverty in the UK. The results demonstrate tension between local and central governments due to a fragmented national political agenda. Collectively, the findings and contextual parameters highlight many of the post-modernist socio-political changes within the Third Sector.

The recommendations detail initiatives that address these challenges and will further the debate and actions of both entrepreneurial food assistance providers and the UK government with regard to the securement of social citizenship right to food.

ID: 133

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Exploring Place Branding in Social Enterprise Places**Introduction**

Economic, cultural and social changes are resulting in fierce competition among places (Kavaratzis, 2005). Moreover, places are striving to balance business provision by attracting new investments and retaining existing ones (Kotler et al., 1999; Kavaratzis, 2005). Several theories have been identified for place branding, especially within a retailing context. However, few studies exist which explore how places can be branded and marketed via partnerships with social enterprises, a gap that this research ultimately aims to fulfil.

Place Branding and Social Enterprises

Literature from human geography, branding, and marketing provide different arguments on the concept of 'place'. For example, Cresswell (2004) argues that places are created and that residents create place through the various activities they engage in. Cresswell and Hoskins (2008: 394) further argue that place is a 'lived concept' and therefore viewed as 'fundamental components of human activity' (Florek, 2011: 347). More recently, Warnaby and Medway (2013: 357) expand upon the socio-cultural dimension aspects of place and describe it as a 'socially constructed product developed and endlessly redefined and interpreted via spoken and written words'. This implies human actions possess creative abilities for their own place. The activity-based created place has been contested and criticised in human geography to have no defined boundaries (Agnew, 1987), thus proving to be a 'complex' and 'slippery' concept (Kavaratzis, 2005; Warnaby and Medway, 2013). Consequently, several dynamics have resulted from evaluating and improving certain geographical settings (see Agnew, 1987) and/or the collection of creative human activities (see Cresswell, 2004). Alongside these theoretical developments, there is potential for the creative entrepreneurship of social enterprises to be explored within places. Hotspots of social enterprise activities can be branded and marketed to build a positive image about their communal growth and development. Warnaby et al., (2004) propose partnerships between place administrators and retail associations in developing initiative-specific place branding initiatives. Trueman et al., (2001) also call for greater application of the corporate identity literature to place branding. Both of which have been successfully applied in various UK town centres, for example the 'I love MCR campaign' or 'Glasgow's Miles Better'. Perhaps we can have a similar successful application when it comes to social enterprise places?

Methodology

The study is dyadic in nature (i.e. social enterprises and local council administrators). Therefore, a two stage approach will be adopted. Firstly, a case study approach is adopted to explore the characteristics, enterprise activities and place-centered strategies of leading social enterprise places in the UK. It is the results of this case study that will form the main presentation of this paper. Stage two involves in-depth interviews with social enterprise owners and social enterprise place administrators from across the UK. This will be accompanied by a detailed ethnographic observation of operational activities.

Findings & Conclusions

Social enterprise places can be branded and marketed as place values are assessed by the worth of the place brand (Kavaratzis, 2004). Social enterprises appear to develop promotional activities in partnership with place

administrators/stakeholders to communicate narratives around the enterprising nature of such places. Places are 'city of words' and 'city of stones' (Warnaby and Medway, 2013). Therefore, architecture plays a vital role in place branding and identity, however 'selling' narratives around images of social enterprise activities have to be constantly rewritten for marketing and branding purposes to develop place attachment (Cresswell, 2004; Jones, 2011). To fulfil such potential, social enterprises have to ensure their 'organising capacity' is developed to facilitate necessary mechanisms to support marketing planning and implementation (Van den Berg and Braun, 1999).

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ID: 134

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How social innovation “came to be”: Tracing the evolution of a contested concept

Social innovation is a contested concept with multiple meanings that have implications beyond academia. It is not a new term – its sociological heritage can be dated to the late 19th century. However, until the 21st century the concept was sparsely utilised, and, despite its current popularity among policy makers in Europe and the United States, remains largely ignored by social policy researchers. Through bibliometric analysis we identify the most influential articles on social innovation and explore how these have conceptualised the term. We show that over time social innovation has taken on a set of meanings far removed from its sociological roots. In particular we identify a weak tradition that sees social innovation as any increase in aggregate individual utility arising from an innovation, and a strong tradition that focuses on the process of collaboration between different groups and the restructuring of power relations. We conclude by outlining implications for social policy research.

ID: 137

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'Talking about them a lot' - The UK Government and Social Impact Bonds

The social investment model, the Social Impact Bond (SIB), has received extensive rhetorical and financial support from the UK government both in terms of the initial development of the idea and in terms support for the growth of related markets for investment and outcomes funding.

UK governments of all political persuasions have bought into the idea that SIBs have the potential to transform the way that public services are delivered whilst also acting as a new source of finance for social projects that government does not have the resources to pay for up front.

This paper will consider how rhetorical and practical interventions by UK politicians between 2008 and 2016 have shaped the development of a market for SIBs.

It will address the question:

What is the relationship between the evolution of the SIB model and the overall trajectory of public sector reform in the UK?

ID: 138

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Challenges for social enterprises: category signalling and performance of hybrid organizations

Social enterprises, as hybrid constructs, face several challenges to make their purpose clear to different publics and stakeholders. Consequently, their performance depends on signaling their identity and purpose successfully. In this sense, research on social enterprises has not yet explained under which conditions this kind of organizations achieve a satisfactory performance. For this purpose we draw on theories of category signaling and goal-framing which will help us to disentangle some of the mechanisms behind SEs' performance. Specifically, we analyze the relation between innovation, growth expectation, goals alignment and hybridity in GEM 2009 dataset of social entrepreneurs in 44 countries.

ID: 139

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Creating social innovators/entrepreneurs: Site ontology as the framework for conceptualising social innovation programmes and pedagogy

There is an increasing hope among various constituents of society including governments, academia, media, and general public, that social innovations emerging from different parts of the world will finally offer sustainable solutions to many of the complex societal and environmental problems that threaten the future of our world. Development of social innovators and entrepreneurs has become an area of priority for many governments, developmental agencies and practitioners alike.

Many universities world over have responded to this by starting dedicated programmes on social innovation/entrepreneurship. Social innovation/entrepreneurship programmes typically consist of major/minor/certificate offerings, interdisciplinary courses/programmes, projects/experiential learning, seminars, internships, student clubs, competitions, mentor networks, etc.

In this paper, we argue that programmes and pedagogies for creating social innovators and entrepreneurs need to be embedded in supportive ecosystems to truly fulfil their purpose. An innovation and entrepreneurship ecosystem refers to the community of organisations and individuals beyond the innovator/entrepreneur that may include government, schools, private industry, small businesses, investors, banks, other entrepreneurs, social leaders/innovators, research centres, military, labour representatives, students, lawyers, business consultants, cooperative associations, private foundations, international actors, etc. While there are several frameworks available to assess and track the development of entrepreneurial ecosystems, they are limited in their ability to capture higher order interactions and embeddedness which are critical to ecosystem success. We argue for evaluation of the programmes and pedagogies in terms of their level of ecological embeddedness as means to ensure their effectiveness.

We offer Schatzki's (2005) site ontology as the framework for conceptualising and evaluating ecological embeddedness social innovation/entrepreneurship programmes and pedagogy. A site is composed of nexuses of practices and material-structural arrangements. Practices are organised human activities. Any practice is an organised, open-ended, spatial-temporal manifold of actions. The set of actions that composes a practice has three factors: understandings of how to do things (tacit), rules (explicit) and teleoffective structure (an array of ends such as social impact, financial survival etc., and even emotions of the participants). Understandings or rules or teleoffective structures do not cause actions, but actions express understandings, rules and teleoffective structures. Which understandings are expressed by a given action depends on several factors: other actions that actor performs, their mental conditions, the situation of the action, the wider social context. Therefore actions related to social innovation practice depends on the social, historical, and material context in which the activity transpires. So the practice of social innovation must be examined in the context of material-structural arrangements. Material and structural arrangements include resources and physical location. Resources include social, material, and cultural dimensions. Structures are collective vehicles but they also shape the practice. They are emergent and evolving. They are nested and interconnected: government, non-government, for-profit industry, education/universities, regional economic entities, and so on. Using two universities in different ecosystems, New York Institute of Technology and University of San Diego, as examples we demonstrate how site ontology can be utilised for conceptualising and evaluating social innovation and entrepreneurship programmes.

ID: I40

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Inherent 'limits to growth' in micro-social enterprises: Insights from Kudumbashree micro enterprises, India

Entrepreneurship is identified as pivotal for development. To achieve economic and social development, many of the recent social innovation initiatives from around the world promote micro-entrepreneurship, especially among the underprivileged. They operate on the belief that micro-entrepreneurial activity will make social impact as it enables the underprivileged to break into the markets that were hitherto inaccessible, and accumulate resources for further growth on their own. In this paper, we examine if this indeed happens in practice based on a field study of micro-enterprises started under Kudumbashree (KS), a socially innovative poverty eradication initiative by the government of Kerala, India.

Kudumbashree (KS) started in 1998 in order to eradicate family level poverty, but identified women as the primary beneficiary groups to target. One of the programmes it promoted was creation of micro enterprises (ME) by beneficiary women, who were typically poor, with little education, without any prior business or work experience, and often from rural areas. Micro enterprises were built on the thrift savings of women from neighbourhood groups. With seed money of mere 5% of the total investment, group of up to ten women could start an ME. A 50% subsidy from KS and a bank loan amounting to 45% of the initial investment would get the micro enterprise on its feet. As the women who ventured into entrepreneurship had neither education nor prior experience, KS created formal structures to offer them administrative support, training and consultancy in running the enterprise. Currently, there are over 35,000 enterprises under its fold.

Using multiple cases from a diverse set of microenterprises (collective vs. individual, rural vs. urban, manufacturing vs. service), the paper delves into the inherent tensions of the current ME model and describes how scaling up complicates rather than resolve access issues, and thus limits impact. The MEs were initially designed to be low capital, low risk ventures so as to attract women from disadvantaged sections to venture into entrepreneurship without apprehensions. It was hoped that the model would progressively graduate to medium capital and medium risk ventures with appropriate training and technological interventions. Our study reveals that this expected scaling up has not happened and growth has been fraught with financial (e.g. inability of MEs to generate sufficient capital for next stage of growth, or access other forms of capital and markets), social (e.g. beliefs that women cannot handle larger scale) and motivational (e.g. women entrepreneurs being content with being small and reluctant to take greater risks) roadblocks. These roadblocks seem more severe for rural women entrepreneurs compared to their urban counterparts.

Further, the paper discusses how a completely market-driven approach too has not been able to deliver women out of financial debility and why the participative model has had limited success in reducing individual vulnerability to risk. We argue that micro-enterprises cannot achieve growth and scale without having adequate structures to support them through the transformation, and suggest the types of transformative structures needed for impact.

ID: 141

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Increasing impact of social innovations through stronger stakeholder networks – a new approach to impact assessment

The paper develops a new model for evaluation of social innovations, reflecting the experience with the deficiencies of the current approaches. The impact assessment of social innovations is in high demand from investors and policy makers. The social innovators themselves mostly do not pay much attention to it until they face obstacles in further development and/or turn for external support. At the same time, social impact assessment is difficult, for many reasons, and requires specific approaches which reflect the peculiarities of social innovations. As far as the empirical research of social innovations is rather unsettled and data are scarce, we mostly rely on case studies and extensive evaluation reports of social innovations supported within the ESF in the Czech Republic (2014-2015). According to the results, the most common and serious obstacle for social innovation launch and upscaling are the weak networks responsible for or influencing the implementation. On the other hand, when the network is strong, the implementation and development problems can be overcome rather easily. Therefore, the quality of networks involved decisively drives the success or failure of the innovation and its impact.

The paper presents a new framework for conducting impact assessment of social innovations with the aim of overcoming some of the challenges, namely intangible nature of most transactions undertaken within social innovation networks, diverse levels of impact analysis and assessment required for the evaluation (from micro to macro), dynamics of changes in the linkages and interactions within the network, and different roles and weights of individual stakeholders. By combining strengths of distinct modeling tools, namely value network analysis, Skandia Model and network threshold model, we develop a synergistic model which compensates for the shortcomings of individual tools. While value network analysis provides the possibility of incorporating intangible values traded or created within the social innovation network in the impact assessment practice, Skandia Model helps us to link the impact at the individual and initiative levels to the regional or national economics, and network threshold model gives us the possibility not to miss the dynamic and evolutionary character of the social network in terms of stakeholders behaviour in joining or leaving the network.

The new framework can be used both for ex-ante and ex-post impact assessment of social innovations on diverse levels. It can be used for identification of strengths and weaknesses of the implementation and further development of social innovations and for mitigation of the related risks due to deficient interactions and transactions among the participating stakeholders. The model will be applied to the cases of social innovations analyzed in the Czech Republic.

ID: 143

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Social Innovation and Youth Labour Market Integration in Germany

A smooth and successful labour market integration is of utmost importance for the young generation in Germany, especially at a time when substantial problems such as youth unemployment and skills shortage become apparent. It has been shown that individual, educational and occupational characteristics are of particular relevance to enter the labour market. In addition, socially disadvantaged adolescents experience slower transition into their first job. The key undertaking of this presentation is to examine in how far social innovation addresses significant indicators which affect the probability to find an adequate first job and to shed light on the underlying innovative solutions empowering and qualifying disadvantaged adolescents in Germany. It contributes to the current research and policy debate on youth unemployment by presenting a new perspective including social innovation. To do so, a mix of quantitative and qualitative methods is used including econometric equations and comparative analyses of Social Innovation Biographies (SIB`s) based on the narrative interview technique.

The integration of young people into the labour market depends on several individual and macroeconomic indicators. The general known literature identifies a set of micro indicators such as individual characteristics, educational factors and skills. Among the individual characteristics gender, age, marital status, migration background, family ties and resident in East/West Germany are frequently mentioned (Miller, 1998; Oaxaca, 1973). Determinants like level of education, profession and personal skills are expected to have a strong impact on the employment activities and income of youth. Following Brunello and Comi (2000) employees holding a low qualification have more difficulties finding an adequate job compared to employees completing tertiary education. Additionally it is noted that the job search duration of socially disadvantaged adolescents has increased rapidly over time (Gregg & Machin, 2000). In order to account for macroeconomic factors yearly regional unemployment rate, GDB and birth rate should be integrated in the analysis as well as year dummies which represent macroeconomic shocks and labour market programmes. Using micro data from the Socio-economic Panel Study (SOEP) for the years 1991 to 2013, young adults between 17 and 29 years of age are observed in order to analyse the correlation between listed indicators and youth labour market integration.

To study the motivation of social innovation addressing problems concerning the labour market entry of youth an in-depth analysis is necessary. In doing so, the qualitative data of social innovation addressing youth labour market entry was conducted as part of the European joint project SIMPACT – Boosting the Impact of Social Innovation across Europe through Economic Underpinnings. Within the project evidence from over 10 social innovation cases was collected by means of SIB`s gathering information about the underlying problems in entering the labour market, target group, ideation process, the way of empowerment and expected impact. Based on these data, the study provides insights into new ways of empowering adolescents to enter the labour market through social innovation. The outcomes expected from this research are twofold: Firstly, to identify the problems of youth professional carrier which are addressed by social innovation and secondly, to provide information about the ability of social innovation solutions to design long-term institutional changes.

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ID: I44

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Social Enterprise in Belgium: A Diversity of Roots, Models and Fields

This paper is structured as follows. The first section reviews the main historical roots that have led to the emergence of a diversity of models related to social enterprise and the social economy in Belgium. Next, the second section sketches the main features of these models in terms of legal forms, types of social missions addressed, governance dynamics and resources. In the third section, these models are then illustrated in different fields of activity, both established and emerging. Finally, the fourth section proposes a transversal analysis of the main trends and challenges that the different models face in terms of development and coexistence.

ID: 146

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The Social and Organizational Dynamics of an Emergent Organizational Form of Complementary Health Care: Tong Ren Healing

Ethnography and the research methodology of participant observation has been a tool for narrating the emergence and organizational dynamics of a new organizational form of health care delivery. The modality of Tong Ren, an east/west blend of energy healing was founded 16 years ago and has expanded throughout the United States, Europe and Asia. This collective enterprise offers three novel aspects that continue to dethrone the hero conceptualization of the institutional entrepreneur. The first conceptual innovation is bridging ideas between east and west to create a new theory for healing illness. (Tam, 2012) The second conceptual innovation is to theorize and bridge the trans-rational and rational realms (or you might also say, instantiate experientially and then theorize this energetic relationship between the trans-personal and personal (Capra, 1996, Tiller, 1997) The third bridge spans the realms of practice and research; the Tong Ren class has served as a site for inductive theory building, and for the diffusion of the Tong Ren class. These aspects invite co-creation and a new kind of democratic participation by all participants – both practitioners and patients. The methodology of participation, observation and qualitative interviews has allowed the author to make theoretical contributions to the distribution of power and the practices of co-creation in an organization that has been stewarded by a single social entrepreneur.

ID: 147

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Market Interactions as Institutional Entrepreneurship: The Inter-Organizational Relationships of Hybrid Organizations in the Fair Trade Sector

In contrast to a 'top-down' perspective examining how individual organizations respond to field-level complexity, this paper proposes a 'bottom-up' approach documenting how organizations that have successfully experimented with new combinations of logics (i.e. 'hybrid' organizations) group together to shape the way in which hybridized logics are institutionalized at the field level. To do so, it focuses on inter-organizational market interactions as a meso-level that bridges the gap between micro-level, organizational action on the one hand, and macro-level field structures on the other hand. The empirical analysis is derived from the qualitative study of 'fair trade' as a market created by hybrid social enterprises with the ambition of changing international trading practices. The findings highlight three strategies used by hybrid organizations to manage meso-level market interactions with other organizations and advance their institutionalization project: isolated experimentation, selective sharing, and non-selective penetration. Each strategy locates the hybridization of logics at a different level (organizational, inter-organizational or certification-based) and pursues such hybridization through specific strategic interactions. This paper adds to the emergent body of institutional scholarship that acknowledges the value of intermediate, meso-levels of analysis between individual organizations and broader fields.

ID: 149

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Theory is not equal reality or is it? A comparison of the common understanding of social innovation with the reality in Lithuania

There are quite many academic debates on the issue of social innovation in contemporary societies. According to the German sociologist and philosopher Ferdinand Tönnies, industrial revolution led to a shift from community to society; we believe that social innovation is a potential way to get back from society to community, enabling the turn from Gesellschaft back to Gemeinschaft. Academic literature suggests to define social innovation as a phenomenon that is targeted towards satisfying unmet needs (Mulgan et al. 2007, p. 4; Martin & Osberg 2007, p. 35; Rüede & Lurtz 2012, p. 11) of a concerned group of persons (Dawson & Daniel 2010, p. 10; BEPA 2011, p. 43; Lurtz et al. 2013, p. 22) via a novel way (Phills et al. 2008, p. 36; Caulier-Grice et al. 2012, p. 20) and in a better way (Social Innovation eXchange (SIX) and Young Foundation 2010, p. 18; Howaldt & Schwarz 2010, p. 54). Although these elements allow us to conceptualize social innovation, the various existing interpretations of this concept and diverse practical examples leave the question open of how to conceptualize social innovation in a particular social context.

In this paper we use data from interviews with experts, social entrepreneurs and other stakeholders, conducted in Lithuania in the beginning of 2016. The main aim of our paper is to rethink and develop the concept of social innovation trying to answer the main question “is theory equal reality or not”? The paper seeks to analyze the interplay between the theoretical concept of social innovation and the empirical evidence from the interviews, as well as to (de- or re-)construct the understanding of social innovation and its characteristics in a particular country with strongly influencing context factors like for example the Iron Curtain.

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ID: 150

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Social innovation of social enterprises were born after the Great East Japan Earthquake

Background:

Predicting when and where natural disasters might strike is an imprecise science. Developing countries often bear the brunt of such disasters and with inadequate local funding and relief services are generally reliant on aid from wealthier nations. Such support tends to be unsustainable for medium to long term re-building & development efforts. In contrast, when disasters strike developed nations, the affected parties/communities generally tend to experience a far quicker road to recovery.

The Great East Japan Earthquake occurred on March 11, 2011. This paper will focus on the rural area of Tohoku, which was one of the regions directly affected by the earthquake. Tohoku is home to a high proportion of Japan's agricultural industry and is said to be the nation's food base. A prior survey (2008) by the author found evidence of a strong sense of unifying social capital within the local communities of the region. So it has strong regional ties. Disaster has led to increased local cooperation through the establishment of about 700 social enterprises based on organization registration.

In the study, the affected parties are people who were affected by the Great East Japan Earthquake. In the disaster area, social enterprises become to help the economic independence of the parties. In this study, I want to do a model of social enterprise by the affected parties.

However, collaborations between these social enterprises did not last long. There are tendency to go out of business when external support ends.

Research question(s):

- Why is social enterprise by the affected parties in the developed countries do not last long?
- In the social enterprise why they beyond sector boundaries immediately after the earthquake?
- Do social enterprises have a part to play in redevelopment efforts following natural disasters?

Methodology:

A literature review was conducted to find the research questions of disaster affected social enterprises in developed countries.

This was followed by field research questions in the form of semi-structured interviews over the April 2015 to March 2016.

Our sample includes a total of 70 social enterprises which were established after the earthquake. Interviews covered a range of roles including management. The qualitative data was analysed by thematic analysis.

Findings-

As result of this study, social enterprises by the affected party have tendency that cannot be self-supporting due to withdraw external support before the independence of affected parties. The affected parties are not know-how related to social enterprise, the management of the organization is required outside assistance. It is also necessary to change the awareness of disaster parties to the side of supporting to be supported in the time from the disaster has passed.

So far in Japan, relationship of social enterprises among different type organisation, such as the establishment of the mission were bad. After the earthquake, they were cooperating. However, they had returned to its original condition when the reconstruction progresses. Eventually the author got back to before the earthquake. There is one point for next study that the support measures of social enterprise might stretch the life of the weak social enterprise by the government.

Social enterprises of the affected parties are necessary. Intermediate work in social enterprises have been found to be attractive from the results of the interviews.

Finally, this study is still in research. I want to work on clarification of social enterprises by the affected parties by the continued researches.

ID: 151

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A novel methodology for assessing the impact of social actions under the paradigm of "Living Well"

Social innovation is a process, product or program, aimed at reducing the vulnerability of people and the environment through actions undertaken by individuals, groups or governments, committed to a change from "within the system". When assessing the impact of such actions, two questions arise. The first concerns the scope of the evaluation. That is, if the assessment is limited to the public immediately benefited by the action, or if it should be extended beyond the favored group. The second question includes consideration on the evaluation parameters, as it is required to decide whether these should be based on traditional criteria, such as reducing poverty, discrimination, homelessness, unemployment, etc., or to look for heterodox indicators. This article presents the reasoning around these two questions in the scope of the credit unions in Ecuador, which arise as a collective action to meet the credit needs of a group of actors traditionally excluded from conventional finance. My analysis seeks to demonstrate that the social impact of the credit unions goes beyond reducing the vulnerability of its partners. To this end, I abandon the traditional evaluation criteria and propose a methodology based on a value- conditioned process. In this case, the assessment is guided by the value system, determined by real valuations of individuals or groups in society. These values set the perspective of the problem and are relevant to the definition of concepts. In case of Ecuador, I use the value system of "Living Well" (Buen Vivir) as an evaluative framework to structure the set of evaluation criteria for cooperative actions. This choice is justified because the model of Living Well is recognized as a new form of citizen coexistence by the 2008 Constitution, approved by referendum. However, the evaluation methodology proposed as a value-conditioned process is not limited to Ecuadorian society. It can find application in other states or smaller structures, provided that the value system that guides the evaluation of social actions is selected under the principle of its relevance to people or groups in society involved in these actions.

ID: 154

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Recent economic theorising on innovation: Lessons for analysing social innovation

The proposed paper aims at identifying tools and lessons – notions, methods, approaches – that can be relevant for analysing social innovations (SI). Five major strands of the economics of innovation literature have been reviewed from this angle: (i) basic definitions used in innovation analyses, (ii) linear, networked and interactive learning models of innovation; (iii) three major economics paradigms; (iv) policy rationales derived from these paradigms; and (v) the innovation systems literature.

The definition, and thus the analysis, of SI can be improved by adapting the achievements of the literature on business innovation. It is crucial to identify the subject (or level) of change, as well as the degree of novelty. In real-life cases, though, the borders are often blurred between incremental and radical change.

A major feature of the notion of techno-economic paradigms could guide the SI analysis, namely the interconnectedness of technological, organisational and business model innovations, together with the emergence of a new, widely accepted ‘common sense’. It could be a useful starting point to refine the notion of disruptive SI, introduced by Nicholls et al. (2015).

SI mobilises many different types of actors, who generate and exploit a wide variety of knowledge, and thus the multi-channel interactive learning model of innovation seems to be the most relevant to analyse SI processes.

Business innovation models share a major feature: the market selects among business innovation attempts. As for SI, the selection process seems to be much more complex, with more actors – social innovators, beneficiaries, policy-makers, politicians, sponsors, etc. – playing a role, and thus bringing their own assessment into play.

Evolutionary economics is concerned with several key notions that could be relevant when analysing SI: the importance of dynamics; uncertainty; differences among contexts; learning; various types, forms and sources of knowledge; path dependence; processes of generating variety; selection among diverse solutions; networking and co-operation among actors; co-evolution of various types of changes.

SIs draw on different types (scientific and practical) and forms (codified and tacit) of knowledge, stemming from various sources (organised and systematic R&D activities, as well as practical knowledge). Diversity is, therefore, a key notion. Analysts and decision-makers should be aware of the diversity of SIs, too, in terms of their nature, drivers, objectives, actors, and process characteristics.

The systemic failure concept can be extended to SI without any theoretical constraint. Yet, it is a demanding task to establish what elements of an innovation system are missing or fledgling, what institutions (‘rules of the game’) hamper SIs, and thus what policy actions would be appropriate to induce the necessary changes.

ID: 155

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Innovation by Social Impact Bond? Reconciling Theory and Emerging Practice

The social impact bond (SIB), which was invented in 2010, is an innovative tool used by some governments to fund preventive social programs. SIBs include an outcomes-based contract; support a preventative intervention that is intended to produce savings for government; and transfer the financial risk of failed programs from governments to investors. Like other forms of social finance, SIBs have proliferated rapidly in recent years, reflecting significant enthusiasm amongst governments and the charitable sector. At least 23 countries have taken action to establish a SIB, though the UK and the US are the most active. Canada has been reticent – compared with other liberal market economies – to implement SIBs, in part due to disagreement about the tool's effects for the welfare state.

A review of the literature yields fourteen arguments in favour of SIBs, coalescing around two central claims: the first presents SIBs as a tool to reduce costs for government in delivering services, while the second posits increased effectiveness and impact from this tool (especially via its capacity to spur social innovation). Thirteen arguments have been made opposing SIBs, percolating as three lines of reasoning – the first two of which seek to repudiate the central claims in favour of SIBs. The third argues against using cost as the lens for judging the value of social endeavours and posits that SIBs further a destructive neoliberal trend. When the discussion on SIBs first occurred these arguments were inevitably theoretical. While few SIBs have as yet concluded, there is now sufficient global practice to weigh these arguments against practice. Moreover, as the Government of Canada prepares to develop its Social Innovation and Social Finance strategy, this is a critical moment to assess the value of SIBs as a policy tool.

This study will disentangle the unfolding effect of SIBs on social service provision. It will ask: do SIBs reflect a retraction of the welfare state? Are SIBs fulfilling their purported potential to magnify impact, incentivize effectiveness, and promote innovation? The research will begin with a review of global practice, building from Instiglio's list of 81 SIBs in design (28) or implementation (53) worldwide (which, while incomplete, is the most extensive available list). It will combine qualitative comparative analysis with deeper dives into particular SIB cases, such as the Peterborough Prison SIB and Rikers Island SIB, as well as SIBs that have not been concluded, such as the Irish SIB targeting homelessness in Dublin. Particular attention will be devoted to understanding what has been the actual role of different players, and how this aligns with theoretical arguments about SIBs. Innovation will also be a key emphasis: the paper will examine to what extent SIBs have delivered on their promise to foster social innovation. Has the market-based risk transfer mechanism really led to the implementation of risky projects? Are the supported programs untested? Is failure a realistic possibility? Are SIBs spurring collaboration in a way that might improve adaptive implementation?

ID: 156

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More than food: evolution and innovation in the Trussell Trust

The economic downturn and subsequent austerity have become associated with a range of perceived consequences and one of these has been the growth of food banks and related provision.

The Trussell Trust has become one of the most widely recognised organisations responding to food insecurity in the UK. From its inception in Salisbury in 1997 it now operates a network of 424 food banks across the UK that work with churches and communities to provide three days emergency food to people in crisis.

The Trussell Trust network runs as a non-profit social franchise, a growth model usually found in for-profit settings. The actual model of operation is both sophisticated and also straightforward enough to be delivered by organisations who are almost wholly reliant upon volunteers .

Within the network, foodbanks constantly develop relationships within local communities to harness resources and donations from a range of individuals and organisations to make sure that people in crisis are given the help they need. Innovations from within the foodbank network are developed by the Trussell Trust and piloted across the network.

Centrally, from an initial focus on responding to the need for food and signposting clients to external support services, The Trussell Trust is increasingly focused on providing additional support and advice within foodbanks to help people out of crisis faster . Examples of this include debt and money advice, housing and welfare advice, free legal support and on-site support with energy costs through fuel banks. The charity's 'More Than Food' approach aims to tackle the associated and underlying causes of food insecurity. The charity has also evolved to develop a greater focus upon social enterprises and increasing engagement with the food industry and other corporate partners .

This paper will analyse the evolution and strategic development of the Trussell Trust using not simply a 'charity' perspective but drawing upon social innovation and social enterprise approaches. The paper will identify and explore the logic underlying the moves into social enterprise and 'more than food' utilising the lens of strategic choice literature.

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ID: 158

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Using personas and scenarios in co-creating stakeholder involvement in organisational governance

Stakeholder involvement in the governance of organisations that work for social value is seen as crucial in enabling their needs and wishes to be fully represented. However, finding the right governance arrangements to promote this stakeholder involvement has proved difficult, particularly when the organisation is forming or undergoing major change.

Mintzberg highlights the role of design in management, including designing strategies for organisational development together with organisational structures to implement these strategies in his book *Managing* (2011). Nelson and Stolterman in their book *The Design Way* (2012) point out that design is an 'inquiry into the ideal' focusing on what is desirable but does not yet exist. Taking a design approach could thus offer a way for an organisation to create governance structures that promote appropriate stakeholder involvement.

Personas are a valuable design technique in human-computer interaction, where they can represent the users of a software system. Personas can be based on knowledge of the behaviour of users gained from ethnographic data or more recently have taken into account their inner world of values and beliefs. Personas have been used in management, for example creating profiles of typical customers in service design. We have extended the use of personas to the context of governance in socially motivated businesses, where personas can represent the values, beliefs and motivations held by stakeholders.

We have worked with the founder and members of two businesses that operate for social benefit in the North West of England to investigate how they could use personas in strategic development, particularly to create appropriate governance structures. Both businesses are in their first few years of formation, finding their market niche while fulfilling their social mission. After first engaging with their work on a part-time basis over two years, we then co-created a number of personas with each organisation representing their stakeholders, plus others representing individuals or groups that the organisation did not wish to engage with. We then facilitated a design process where these personas became actors in scenarios of future development.

Our initial findings were that personas can be useful in reflecting on and communicating the values held by stakeholders. In particular, personas can go beyond techniques such as stakeholder mapping to consider potential stakeholders that the organisation wishes to engage with. Our design process encouraged participants to move on from their present situation and think more speculatively about creating a possible future for the organisation and how it could express their founding values. Our work indicates that the design techniques of personas and scenarios could be helpful both in organisational formation and for planning strategic change.

ID: 159

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A Responsibility to Profit? Social Impact Bonds as a Form of 'Humanitarian Finance'

Recent years have seen the emergence of new forms of 'social impact investing' which aim to achieve the dual objective of producing a social outcome while earning financial returns on capital. One subset of impact investing vehicles is the so-called social impact bond (SIB), geared towards financing social welfare services. Across the Global North and the Global South, SIBs are now being rolled out to facilitate humanitarian purposes through market means. They can thus be thought of as a nascent part of the wider set of ideas and practices that make up the contemporary form of humanitarianism. In an early effort to trace the politics of this emergent discourse of 'humanitarian finance', my essay analyses the London Homelessness SIB which seeks to improve outcomes for entrenched rough sleepers. It scrutinises what the SIB's humanitarian values consist in and how they are produced, disseminated, and performed by the actors involved. The analysis reveals a mixed picture. Investor subjects do not seem to engage in this practice on account of its utility, but rather to render their profits ethically 'meaningful'. Yet, while the SIB turns the formerly unmarketable everyday life of rough sleepers into a new 'asset stream', it draws upon techniques that are contingent, somewhat 'messy' even, entailing a complex mix of anti-political and political effects. Thus, I argue that SIBs can be commodifying/profitteering, but also humanitarian. There is not just a background market structure to which a humanitarian cause is unproblematically added (for good or ill). Rather, humanitarian finance unfolds in a nonlinear manner, as part of an ongoing discursive performance of market life.

ID: 160

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The discourse of design for social innovation

Social innovation is an interdisciplinary area, where many professionals work collaboratively towards public good. The interest from the designers has been steadily increasing to get involved in social innovation projects in the last decade. The existing literature on design for social innovation (DfSI) is mainly influenced by studies drawing from practice; the theory to support these practice-based studies is yet to be developed.

This research regards DfSI as a discourse – the flow of knowledge, which determines individual and collective doing and formative action that shapes society, thus exercising power (Jäger and Maier 2016) –, focuses on the role and the political agency of design in supporting social innovation process, and is informed by concepts from Foucault (e.g. power, discourse), Mouffe (e.g. agonism, dissensus, pluralism) and Rancière (e.g. distribution of the sensible). There are three sets of texts investigated through a critical discourse analysis. This structure has been developed according to Jäger and Maier's (2016:113) concept of “dispositive” (based on Foucault):

A constantly evolving synthesis or interaction between linguistically performed practices (or discursive behaviour, i.e. thinking, speaking, writing based upon a shared knowledge pool), non-linguistically performed practices (or non-discursive behaviour, i.e. doing things based upon knowledge) and materialisations (manifestations of knowledge, i.e. natural and produced things).

This first set comprises of five seminal texts from the design literature, which are selected according to their relevance to and importance in the emergence and the development of DfSI discourse:

- Victor Papanek, 1985. *Design for the Real World: Human Ecology and Social Change*, 2nd ed. USA.
- Pelle Ehn, 1988. *Work-oriented design of computer artifacts*. Sweden.
- Nigel Whiteley, 1993. *Design For Society*. UK.
- Tony Fry, 2011. *Design as Politics*. Australia.
- Ezio Manzini, 2015. *Design, When Everybody Designs*. Italy.

This heterogeneous selection enables to trace the influences of different local and temporal discursive contexts on the global DfSI discourse. The second set of texts includes ten interviews with DfSI practitioners, who consume and interpret the existing discourse, and also contribute to its continuous development. For the last step of the analysis, visual and textual outputs from DfSI projects have been collected to examine the material language of DfSI, and how the practitioners communicate the discourse with the wider society.

This research employs an alternative methodology from critical discourse studies to examine the DfSI practice. This is valuable both for enriching the design research methodologies and for developing theories to underpin the practice, as it reveals any assumptions, contradictions, and limitations of what can be said and done within the discourse. It contributes to the literature by addressing the relationship between the social and political agencies of design.

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ID: 162

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Human-Centered Design in Global Health: a review of applications and contexts

Health and wellbeing are determined by a number of complex, interrelated factors. The application of design thinking to questions around health may prove valuable and complement existing approaches. Human centered design (HCD, or design thinking) encompasses a group of mindsets and methods for generating fresh solutions to complex problems, potentially contributing new strategies for improving health, ranging from prevention, promotion, intervention, research, to health systems, and patient care. Recently, there is increased interest in applying social innovation approaches generally, and HCD in particular, to public health practice and health outcomes. A growing body of research publications is available about how, why, and where this is taking place, and to what end, yet no useful synthesis of this work exists. The knowledge generated thus far has not been integrated to illustrate how HCD could, and is currently, being used to design and implement innovative health solutions, especially in a global health context.

We propose to undertake a review of the published research on design thinking for health outcomes, in a variety of contrasting settings, and to present our results to the ISIRC community. A scoping approach will initially be taken to clarify the breadth of academic (peer-reviewed) and grey literature (reports, theses, working papers, project evaluations) currently available on this topic. This stage will include a comprehensive search of several bodies of literature—in the fields of public health, biomedicine, social innovation, development, and business—in order to identify the extant literature related to design thinking approaches for the creation or improvement of health. A realist perspective will then be applied to account for complexity in varied applications, aiming to understand why and how HCD can be valuable in the contexts of health related research, for whom, and in what circumstances.

As a complement to this synthesis, case studies of promising approaches and consultation with stakeholders in health development and health policy around HCD will be incorporated. We will then present our results, including the processes by which HCD has been used to generate innovative health solutions, and to a lesser extent, the outcomes of those solutions. The review will also address challenges around the application of HCD for health, particularly related to community participation, the dominance of other approaches to health research, and available funding for health projects and programs. Our goals are firstly to provide an up-to-date analysis, critique, and synthesis of HCD applications for public health, and secondly, to characterize how context and purpose shape use and outcomes of HCD. The resulting work will present the state-of-the-art in design thinking for global health, and inform those interested in the use of HCD as a tool for public health research, design, implementation and evaluation.

ID: 165

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Comparative analysis in co-operation across sectors between Europe , South America and Africa

One of the consequences of changes around the world has been a considerable growth in insecurity food. This situation has attracted strong interest from social and economic activities. Regarding this we have different mechanisms to combat this phenomenon: nutritional solution, environmental actions, social responses are some initiatives to solve this problem.

To apply these systems we have mechanisms of cooperation between public, private and third sector. Specific, collaboration in the context of food insecurity is an active and essential construct in terms of gaining access to food sources and associated resources and also in terms of the appropriate distribution of food and foot related provision to people who are judged to be qualified to received it. In this context the concept of collaboration is core to effectiveness and efficiency in responding to food security. The presence of food insecurity is an evidence of state failure in meeting a basic need of citizens but the response to this requires the active participation of a range of non-state and state actors. (LeRoux & Goerdel, 2009).

The particular focus in this research will be the key role of collaboration between private, public and third sector in a comparative analysis in Europe (especially France and Spain) and in South America and Africa through networks working to solve the problems of food insecurity.

We will analyze the role of state programs, third sector entities (Solaal, Sosfaim), private companies (Carrefour) and their impact in the different societies to be learned from international experiences.

ID: 166

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Metrics and evaluation methodologies in existing Social Impact Bonds: a model and research agenda

Defined as financial assets whose objective is to attract investors to fund social programs by providing them an incentive if the project meets its predefined targets (Schinckus, 2015), Social Impact Bonds (SIBs) have become rapidly the most talked-about instruments within the social finance market (Nicholls & Tomkinson, 2015). SIBs are considered as one of the many innovative financing schemes garnering increasing attention in the social finance field (Demel, 2012) and an expansion of the New Public Management approach (Warner, 2013). As noted by Schinckus (2015) SIBs provide a redesigning of social programs through market-based solutions and can be used to enhance the transparency and evaluation of expenditures made by government. Trotta et al. (2015) and Rizzello et al. (2016) underline that there is an increasing attention to this research field in academia but many questions lack adequate discussion as, for example, standard impact metrics or lack in investment track record (Evans, 2013; Warner, 2013). In this sense, only a few authors explore the area of Impact Investing evaluation, especially with regard to the SIB topic (Rizzello et al., 2016). Jackson (2013) notes that as more SIBs move into execution, there is a need for independent evaluations of their outcomes and impacts. Academics and professionals identify in the development of a methodologically robust evaluation model the key driver for the development of the SIBs market and that further studies are needed in order to analyse crucial matters and technical aspects (Brandstetter & Lehner, 2014; Social Impact Investment Task Force, 2014; Trotta et al., 2015; Rizzello et al., 2016).

This work aims to analyze the evaluation methods actually available in the academic literature and in practice.

Our work proposes an exploratory analysis aimed to cover the complete domain - including both the academic and practitioner point of view - by using an integrated approach - both theoretical that empirical - and through the method of multiple case study (Yin, 2014). More specifically this study will be developed through three related steps: 1) the analysis of the existing studies on the topic of impact measurement; 2) an in depth analysis of the methodologies actually developed in the existing SIBs with the main aim to capture strengths and weaknesses; 3) the assessment of metrics to be used for assessing the performance and to develop a both qualitative and quantitative measurement framework able to consider all the stakeholders involved in SIBs.

To improve the reliability of our study, some independent experts (academics and professionals) will be involved through a questionnaire. The expected result is to propose a measurement framework useful for practitioners and policy makers.

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ID: 167

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Cooperative platforms in the European landscape. An exploratory study

In the past years we have assisted to the rapid spread and growth of what is now commonly called the “sharing economy”. This term refers to a broad and varied group of experiences that, in different ways and sectors, use the internet and digital platforms to connect distributed groups of people and enable them to exchange or share resources in a peer-to-peer way. Sharing economy platforms promote exchange of goods and services, knowledge and skills sharing, crowdfunding, even collaboration in production and prototyping (eg.fablabs and maker spaces).

The emergence of the sharing economy can be seen as a result of the fast spread of digital tools and technologies, but is also clearly linked to an increasing demand for alternative forms of economy, different from the prevailing global system and more based on solidarity, sustainability, social interconnectedness. Overall, the phenomenon has attracted significant interest although some questions are still open concerning its potential impact, and the need to regulate the sectors is becoming evident at national and European level.

If we look at the underlying discourses of the sharing economy (collaboration, solidarity, sharing), we find many elements in common with the vision and experience of the cooperatives. Because of these common elements, cooperatives themselves are becoming interested in the sharing economy and are trying to understand if they can develop forms of convergence. The specific need of the cooperatives is to understand how they can catch up with relevant technological developments and with the emerging forms of production and consumption.

A recent study carried out in Italy, promoted by Generazioni – Legacoop and Unipolis Foundation, investigated into the existing and potential interconnections between sharing economy and cooperatives, and found many opportunities for convergence.

Following the pioneer experience of this research, LAMA Agency and Cooperatives Europe recently decided to expand the research and explore the perspective and experiences on the sharing economy of cooperatives at European level. The research, which will take place between April and June 2016 will take an intersectoral approach and will focus on the following questions: what is the level of awareness of the European cooperatives on the sharing economy topic? What is their interest in the phenomenon? Can we find among existing European cooperatives any cases of experimentation of the sharing economy model, for example through the approach of the platform cooperatives? What are their distinguishing features? What type of digital and social innovation processes are involved what are the key barriers to be overcome?

We will realise interviews with representatives of national cooperative associations (members of Cooperatives Europe in France, UK, Italy and others), discussing the research questions and identifying potential best practices in these countries. Moreover, Cooperatives Europe and LAMA will mobilize their networks and create synergies with their current EU research projects in which cases of interest have already been identified including social cooperatives, housing cooperatives, and multi-stakeholder cooperatives. Case studies will be presented to show how European cooperatives have successfully adopted ICT-enabled social innovation and sharing economy models.

ID: 168

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Middle-range Theorising: Empirically derived Dilemmas in Social Innovation

Although the field of social innovation research has substantially grown during recent years, becoming subtler and more complex, research on the economic dimensions of social innovation is still in its infancy. Considering social innovation as an interactive, generative and contextualised phenomenon, the many socially innovative practices at the micro-level of single organisations, projects, initiatives etc., are assumed to add up to patterns and regularities at the macro-level of institutions. That is why middle-range theorising (MRT), and the dilemma approach in particular, were introduced as promising avenues to substantiate theoretical advancements towards a multidisciplinary perspective on the economic dimension of social innovation at last years ISIRC conference. Key characteristics of MRT are (i) the principle of guiding empirical research by theory, (ii) the emphasis of social action and structure within a specific socio-economic constellation and (iii) causality which asks for the mechanisms at work when individual actions result in new social configurations (Rehfeld & Terstriep, 2015). It was concluded that one of the major and probably most ambitious aims of modern MRT is to identify social mechanisms, i.e. the relationship between actors (micro) and structure (macro), to bridge the micro- and meso-level. Integrating the dilemma approach into MRT allows to extend evolutionary thinking by the dynamics underlying social innovation processes. Following such approach and in an attempt to move beyond mere conceptualisation, this paper envisages to empirically identify key dilemmas of social innovation and to develop an exploratory typology.

In accordance with MRT, our research focuses on the economic underpinning of social innovation. More precisely, social innovations defined as novel combinations of ideas and distinct forms of collaboration that transcend established institutional contexts with the effect of empowering and (re-)engaging vulnerable and marginalised either in the process of the innovation or as a result of it (Rehfeld et al., 2015). It is assumed that from a social and economic perspective it is more efficient to unfold the hidden potential of vulnerable groups in society than leaving them in their constraint situation, while paying subsidies. Whereas efficiency is understood in a broad sense. It is about balancing economic, social and political efficiency including tailored political intervention. Taking these aspects as starting point, it is furthermore assumed that mechanisms applied to balance dilemmas, such as economic vs. social modes of efficiency, formal vs. informal processes, private vs. public resources, are applied, in social innovation processes differ from traditional market mechanisms.

Data was collected by means of «Social Innovation Biographies» and business case studies (60 cases) and a global mapping of 1'005 social innovations within the two FP7 projects SIMPACT and SI-DRIVE. In an initial step social actors, structures, interactions etc. are analysed to empirically derive dilemmas and the mechanism by which they are balanced. Based on the empirical findings an exploratory typology of social innovations will be derived.

ID: 170

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Hungarian Social Co-operatives: A policy tool to promote social innovation

The proposed paper analyses the emergence and operation of social co-operatives in Hungary with a special emphasis on the so-called 'new type' social co-operatives.

The new general law on co-operatives, passed in 2006, introduced social co-operatives as a novel legal form. As the law stipulates, the aim of social co-operatives is to create jobs for their disadvantaged members, and contribute to the improvement of their social status by other means. At that time only natural persons had the right to set up social co-operatives; no other type of membership was allowed. The adaptation of the internationally well-known legal form was a social innovation in Hungary.

Social co-operatives are considered by the government as the most important social innovation policy tool promoting the employment of marginalised people. Using EU sources, the Hungarian governments have provided generous grants to accelerate the creation of social co-operatives. By the end of 2014, over 2,000 social co-operatives had been established, the majority of them, however, become inactive when their grants had been exhausted.

In 2012 local municipalities were allowed to become social co-operative members, too. These are the so-called 'new type' co-operatives. Social co-operatives have to include at least 7 members; in the case of the new type co-operatives at least two of them should be former public workers. Local municipalities are allowed to lease free of charge their assets (land, buildings, machinery) stemming from the public works programmes to their 'new type' social co-operatives. The government has strong desires that these co-operatives would serve as effective exit route from the unprecedentedly expansive public works programmes. (Without public works the unemployment rate in Hungary would have been 11.4% instead of 6.8% in 2015.)

To thoroughly understand the specificities of the 'new' type social co-operatives we compare the 'old' and 'new' type of social co-operatives. First, relying on interviews and document analysis, we explore why the government changed the legislation in 2012 to allow the creation of 'new type' of social co-operatives. Second, also drawing on interviews with policy-makers at the central government level, decision-makers at the local level, as well as practitioners and experts, we analyse the operation of both 'old' and 'new' type of social co-operatives.

Our tentative conclusions are as follows: The very strong top-down interventions into the natural evolution of social co-operatives have distorted the fundamental principles of co-operation. The high amount of state subsidies with rather lax conditions have created ample and easy-to-exploit opportunities for rent-seeking. Allowing the membership of local municipalities has practically overwritten the one member – one vote principle. In the 'new type' social co-operatives the members heavily depend on the local municipalities, which can enforce their will using other means (beyond the legal form and rules of the co-operative).

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The role of Social Impact Bond in Healthcare: lessons and opportunities

Social Impact Bonds (SIBs) have been gathering increasingly the attention of governments, investors and researchers over the last years. Also known as Payment for Success bonds or Pay for Benefits bonds (Wilson, 2015) such innovative financing mechanism are not real bond in financial terms but rather future contracts on social results (Clifford and Jung, 2016). Since the first SIB in the United Kingdom in 2010, several more implementations followed in and outside of the U.K., in particular Europe, North America and Australia (Gustafsson-Wright et al. 2015). Applications of SIB span several social issues ranging from employment to education and social welfare (Arena et al. 2016). Healthcare sector represents a promising field of application for SIBs, both for innovative practice and improvements in outcomes (Tan et al. 2016), within the growing financial constraints impressed by politics of austerity (Karaniolos et al. 2013). In the last two years SIBs in healthcare sector have been issued in U.K., U.S.A. and in Israel facing several areas of intervention. This work aims to map existing SIBs with a focus in health care by highlighting their risks, opportunities and challenges. Using a multiple case study approach (Yin, 2014), this study provide a descriptive and explorative analysis of the contractual scheme and of the technical and economic aspects of some currently existing Health Impact Bonds.

This study contributes, therefore, to the ongoing debate on the role of SIBs in the delivery of welfare services and to their financing.

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ID: 172

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Applying participatory design approaches in the creation of third sector events

Music and sporting events have played a key role in social movements, from the civil rights and anti-war protests in the 1960's and 1970's to the 'rock-for-a- cause' era of the 1980's and 1990's (Lahusen, 2001) – where high profile celebrities partnered with charities to produce the iconic Live Aid and Human Rights Now concerts. This history shows there is significant potential for third sector organisations to use the planned event as a strategic tool for social change. Event professionals working in the third sector have traditionally focused on the aestheticisation and entertainisation of these event experiences, thus the design and production of the event has been left exclusively to the skilled event organiser who is deemed to be the expert. This means that event organisers are making design decisions for communities who, as Jepson et al (2013) point out, are the experts of their realities. A hierarchical approach to event design in this context automatically excludes the communities that the event organisers are working on behalf of, and the exclusion of the target communities in the design and production of these event experiences might possibly minimise the potential for these events to bring about the sustainable transformation that is sought. It is evident that event professionals face the same predicament as other design professionals whom Cross (1971) charged with failing to design out the adverse effects of their projects by making the voice of the 'design expert' louder than that of the user.

This conference paper discusses the development and application of a participatory design approach to creating a festival event with a community of visual artists in Zimbabwe who want to use a cultural event platform to address some of the key issues affecting their ability to earn a sustainable livelihood from their art. Most creative practitioners in the country cannot rely on their creative practice as their primary source of income and also have to rely heavily on support from international donors to develop their entrepreneurial capacity.

Using slides, I will briefly outline the research context by highlighting the key aspects of the cultural, economic and statutory frameworks that influenced the development of the participatory design process. I will also discuss the process we went through to negotiate an effective and mutually beneficial participatory working relationship. I will then discuss some of the problems we encountered in trying to avoid lapsing into default tokenistic process and how we tackled these pitfalls in practice by working together to develop an authentic participatory framework. I argue that there is an opportunity for the events industry to incorporate participatory design principles in the development of event experiences, which can be used by the third sector to successfully effect sustainable social change. If we can challenge existing mindsets as to who can design a relevant and memorable experience and who has the power to make the design decisions when creating social change events, the opportunities for applying a more diverse and relevant range of solutions would be available to the third sector.

ID: 173

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Collaborative Design for the Common Good

The most challenging issues of our times cannot be effectively addressed by one individual, discipline, or approach, operating in isolation. The complexity of these issues demands collaborative, interdisciplinary, multi-faceted problem-solving. For instance, social entrepreneurs, who often emerge from business or social science backgrounds, need well-designed products and processes that are durable, affordable, sustainable, context-sensitive, user-tested, and scalable. Engineers and technologists need to learn how to create mission-driven enterprises that have social as well as economic value. The University of California, San Diego Global TIES program brings together students of various backgrounds and disciplines to learn how to apply design thinking, particularly human-centered design, to real and complex problems and processes, such as reducing poverty and increasing access to clean water, clean energy, fresh food, and quality education and healthcare.

In Global TIES, faculty-advised, interdisciplinary, and vertically-integrated teams of undergraduate students design solutions in partnership with nonprofit organizations and low-resource communities in greater San Diego and in developing countries around the world. For twelve years, the Global TIES program has successfully designed durable, affordable and sustainable solutions in partnership with organizations such as Habitat for Humanity in the United States, Cruz Roja in Mexico, and the Loloma Foundation in Fiji. Global TIES is one of three campus programs to earn the University of California, San Diego a place on President Obama's Honor Roll of Higher Education Community Service for each of the past five years, and it has been showcased at the Clinton Global Initiative University and Ashoka U Exchange. A brief video about Global TIES, produced by UCSD-TV, may be viewed on the program's website (<http://globalties.ucsd.edu/media/index.html>).

Enrollment in Global TIES has grown dramatically since the program was founded in 2004, with an average of 300 students now participating each academic quarter. Systematic evaluations of the program indicate that participation in Global TIES has a significant positive impact on a number of student academic and developmental outcomes, including self-efficacy in executing the professional skills recommended by U.S. Accreditation Board for Engineering and Technology. Moreover, participants report gains in leadership, communication, and collaboration skills, appreciation for diversity, understanding of local and global issues, commitment to future community engagement, and their belief that they can make a difference in the world.

This year, Global TIES launched a pilot program in which MBA students consult with the interdisciplinary undergraduate teams, helping them to develop the skills and knowledge necessary to scale their solutions, particularly strategic planning, market research and analysis, raising capital, and evaluating and communicating impact. This paper will present data regarding this pilot program, as well as describe the curriculum underlying the Global TIES program, and present findings related to the program's impact on students. It will also explore, in depth, one project in which Global TIES students have designed a low-cost, easy-to-assemble solar lantern in partnership with Gawad Kalinga in the Philippines. This design integrates recent advances in solar technology with the native tradition of bamboo-weaving. The students have partnered with a rural village and are helping the residents to form a social enterprise - to be owned and operated by the villagers - that will produce and sell the lanterns, and promises to improve the quality of life in the community. This paper will conclude with a discussion of "lessons learned" for those interested in creating similar programs at their universities.

ID: 174

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The problems of social collateral in microlending

In case of traditional banking, the risk of repayment default is neutralised by requesting collateral. In social microlending, the problems of moral hazard can obviously be reduced by other tools. One solution to this problem is the application of group lending models. Peer monitoring decreases the information asymmetry between loan providers and (potential) borrowers and in this way it can increase the repayment rate (Stiglitz, 1990). One usual group lending method is joint liability, where, in case of default the other group-members have to make up the deficit. However, this method can lead to the default of the whole group.

The most important innovation of Yunus' Grameen Bank model was the introduction of more sophisticated techniques: sequential lending and contingent renewal (Chowdhury, 2007). Loans are sequential in the sense that these are initially given to only two of the members. If – and only if – the first two loan recipients make the payments on time, after 6 weeks loans will be granted to another two group members as well; then, after another 6 weeks also the group leader is granted a loan. Contingent renewal means that in case of default by a group member, no member of this group ever receives a loan in the future. This construction can increase the repayment rate, too.

In this way the usual collateral in assets is replaced by social collateral (Karlan, 2009). The mode of action leading to the increased repayment rate is the following: social collateral triggers peer monitoring which results in the homogenisation of the group. The riskiest potential borrowers are excluded from the group. Looking at this process from the other side – the marginalised poor people of the target group – there are serious drawbacks of this method. (1) Through the decantation of the potential borrowers it can even increase the marginalisation of people filtered out. (2) Peer pressure can result in psychological coercion which contradicts to free and sustainable agency. (3) In case of misjudgement, the programme excludes the leader of the group, destroying the credibility of the project in the given community. These problems can partially explain the failures of microlending in poverty alleviation.

The paper presents also an alternative methodology, based on field experiences gained in Hungarian Roma communities. The method is built on the fact that the financed agricultural activity needs a 2-3 years long learning period. In case of intentional non-repayment only the incorrect borrower is excluded. In the next year it becomes clear for the other that the profitable continuation of the activity is not possible without further learning and practice. Consequently the additional income of the cooperating clients exceeds the income of the intentional defaulter ones in the long run. This multi-periodic social education process steps into the place of social collateral. This method increases the costs of the programme, but it provides better results in poverty alleviation.

ID: 175

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Incubation of socially innovative enterprises: an experimental process at the crossroads of logics

In a rather favourable European context, the development of ecosystems dedicated to social innovation (entrepreneurs' networks, accelerators, labs, dedicated legal frameworks or financial programmes, etc.) is mainly driven by the question of how to foster the growth and the spread of social innovation (SI), most commonly in its entrepreneurial form. Nevertheless, these instruments generally become "activated" only in the presence of a running social enterprise or an entrepreneurial project that already has a proof of concept. Our purpose is to take a step backward and switch the spotlight from development and scaling to the creation of socially innovative enterprises, in the particular framework of incubators. Therefore, we focus on the incubation of SI enterprises which can be seen as the bridging phase in-between ideation and project implementation. We consequently ask ourselves how SI is co-constructed by the incubator and the project team during the specific moment of the incubation process. What kind of processes, relations or tensions are at work during incubation? How are the involved actors tuning their interests and what kind of compromises are being made?

In the current research we conceptualise incubators as hybrid organizations (Brandson & Karré, 2011; Doherty et al., 2014; Pache & Santos, 2012) situated at the border of the third sector, that create the premises for an infusion between different ways of thinking and models of action characteristic to the private, the public and the non-profit sectors (Defourny & Nyssens, 2010; Tracey et al., 2011). This mixture of logics can be seen in the incubators' resort to hybrid collaborations and financing schemes that impact the type of support offered and the access to it. However, despite their growing number (Baird et al., 2013) their role and influence on SI has received little attention so far (Kieboom, 2014; Miller & Stacey, 2014). There is currently a lack of understanding of the ways in which they function, of the processes they put in place and their risk taking role in supporting early stage SI projects.

We focus our research on the incubation process, which does not only correspond to the experimentation and crafting of business models adapted to social issues but also to the (re)definition and framing of the SI proposed by the incubated projects. We underwent an ethnographic research throughout the incubation process of a cohort of 5 projects in a French incubator specialised in SI. Concretely, during 4 months we have followed the journey of these projects, through direct and indirect observation during the selection processes, the collective training sessions, the individual meetings, the evaluation sessions, etc. We have shadowed three projects in particular and analysed their adaptation and transformation phases sprinkled with moments of enthusiasm, doubt and sometimes frustration. At the end of the incubation phase we conducted a focus group to collect the overall perspective of the projects on the way they experienced the methods and tools put in practice by the incubator, the evolution of their projects and particularly their SI, and the value-added or the drawbacks of the incubation process.

ID: 176

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Design thinking to re-connect social enterprises with their communities

Within the social innovation ecosystem, social enterprises play a crucial role in enhancing a virtuous circle of relationships with local communities and promoting more sustainable ways of living (Manzini and Tassinari, 2013). Despite this distinctive role, social enterprises often forget to nurture the social ties and the diffused capacity of a context, limiting their role to service providers and perceiving their users as customers (Zandonai and Venturi, 2012). This paper investigates on how to support a possible re-connection between local communities and social enterprises by applying a design thinking approach in the development of a new generation of collaborative services (Manzini and Jégou, 2008).

More specifically, as service designers and researchers in the field of social innovation, the authors apply an approach known as 'community centred design' (Meroni and Manzini, 2012) and focus on the possible collaboration among citizens and social enterprises in co-designing new service solutions.

This exploration builds upon the experimental programme of continuous education for social enterprises developed in the Italian city of Parma, promoted by Consorzio Solidarietà Sociale in collaboration with Euricse and supported by Fondazione Cariparma. Named 'Service Design: change to innovate', it aims at supporting local social enterprises in the transition towards the creation of social innovative solutions able to match their existing competences with the rapid on-going change on the demand side, characterized by the request for more customized and collaborative forms of services, similar to those related with the sharing economy paradigm (Botsman and Rogers, 2010). In other words, the goal is to re-connect social enterprises to their communities, including people as asset (Manzini, 2015) rather than as mere users of the services.

Two specific fields of work were selected: the family care sector, with the aim of conceiving solutions for the education and care of both young families and children, and the job training and employability programs, exploring new and more proactive roles for people with disabilities. Between the end of 2015 and the beginning of 2016, the two authors guided a programme of co-design sessions involving a number of selected members from local social enterprises. By using a set of service design methods and tools, participants were requested to re-think their services, combining creatively existing assets and knowledge and including users in the service process.

From this experimentation several reflections emerged: co-design could be a promising way for re-connecting social enterprises and their communities, but to better support this re-connection, it is also necessary to move from co-design to co-production and, hopefully to co-management of services (Selloni, 2014). This process represents a possible form of social innovation within social enterprises in which the design thinking approach could play a crucial role especially in supporting, accelerating and democratizing such innovation.

The paper concludes with an open question concerning how this process could affect the organizational model of social enterprises, leaving room for further research on designing new collaborative organizational models.

ID: 177

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Social Innovation and Social Entrepreneurship Education in Canada

Social innovation and social entrepreneurship (SI+SE) are rapidly growing fields, perhaps in part, because these fields empower organizations, communities, citizens and professionals to influence positive change and respond to the world's growing social challenges. In the last decade, post-secondary institutions have begun offering courses and programs related to SI+SE. Programs are offered in faculties of business, public administration, humanities and arts and teach different skills from a variety of different theoretical perspectives. Emerging research related to SI+SE education has begun to categorize and assess pedagogical approaches. For example, the Academy of Management Learning and Education released a special issue on educating social entrepreneurs and social innovators in September 2012. Articles examined the value of different pedagogical tools, such as business plan teaching, community placements and reflective thinking exercises. One study conducted a more detailed analysis, assessing the degree to which SI+SE courses developed skills and capacities believed to be related to SI+SE success (Miller, Wesley and Williams, 2012). SI+SE education was examined across a sample of 21 universities and colleges in Canada using document analysis, surveys and interviews. The project findings explore the range of theoretical frameworks that guide SI+SE courses/program curricula, the core SI+SE skills and competencies that are being taught, and how these approaches differ by the home faculty of SI+SE program.

ID: 178

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Knowledge creation within spaces of collective action for the development of social innovation projects in Veracruz, Mexico

Knowledge creation has been defined as a collaborative learning process based on communication that happens on a limited and regulated space of interaction. The result of this process is expected to achieve innovative solutions to common issues regarding the products and services of formal organizations or firms. The goal of several knowledge management tools and techniques is to find ideas that could lead to innovation from an economic point of view, that is, as discovery that could be capitalized. But the theory on knowledge creation outside formal organizations and economic logic is a field that is not as commonly discussed nor studied.

In this paper we present a case study of knowledge creation within spaces of collective action among several types of groups, non-profit organizations and firms in Veracruz, México on a 5-year period. But in order to make this analysis as complete as possible we propose a mixed methodology including a quantitative and qualitative approach to build a data base that would help us map and understand the elements that led to this collective spaces of interaction and the creation of this social network. In this study of knowledge creation we begin by analyzing three types of information. First, gathering demographic data to describe the profile of the groups that constitute the collective as individual organizations; Second, the types of interaction between the network members; and finally, contextual data from the specific region where this spaces of interaction had taken place, identifying shared cultural and historical aspects.

We describe the presence of this kind of phenomena as collective action movements but also as an example of a “decolonial” form of resistance, where the political and economical issues affecting the so called “emerging economies” like Mexico have created the need of new types of organizations but also a different way in which they perceive themselves on the international arena. As a knowledge creation research, this approach has also allowed us to study the way in which concepts like development and welfare are perceived by this network, and how they are translated into its activities, having an impact on its relationships with local institutions, organizations and other regions.

Our hypothesis is that by understanding the variables that enable those spaces of interaction, this network might be able to find the right catalyst to ignite civic activities and to recreate this spaces of knowledge creation in order to potentially develop social innovation projects in the future.

ID: 179

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Innovation activities at the provincial and federal government level in Canada

Governments, of varying levels, are increasingly making commitments to pursue public policy innovation. However, there is relatively little information about 'how much' governments are innovating and whether government innovation is increasing. This paper reports on results of a public sector innovation survey distributed broadly in the Canadian Federal government and also the Ontario Provincial government, which sought to estimate the amount and types (process, product/service, policy) of innovation occurring within each respective government. Where possible, parallel data is also reported from a similar survey project conducted in Australia. Follow-up interviews were conducted with a sample of survey respondents in Canada where participants were asked to describe their most successful innovation, a failed innovation and an 'aborted' innovation initiative (a project that was not approved for funding or implementation). Qualitative interview data is used to illustrate the survey findings and identify areas of potentially fruitful research.

ID: 180

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Community-based participatory health research - an approach to bring marginalised people in

When considering social innovation for the benefit of marginalised people in our society, the health sector offers a vast field of study objects. Community-based health research, for example, has been recognised as a field of activity for both researchers and activist in the public health sector to engage in the quality assurance of health promotion and disease prevention in relation with socially disadvantaged groups. In most OECD countries life expectancy and at the same time compression of morbidity increase if a person belongs to the privileged group that can benefit from the progress in health research, health care, better education, and improved standard of living. However, one fifth of the population falls through the racks. Those who have a low income and poor education or grew up in an underprivileged parental home are more inclined to suffer from poor health than others. It is one major focus of community-based participatory health research to improve this situation and at the same time do research on it.

Community-based participatory (health) research (CBPR), means cooperation between research, health care, and engaged citizens to jointly achieve new insights in the improvement of public health. (Israel 1998; Minkler & Wallerstein 2008; Macaulay 1998 & 1999; Green & Kreuter, 2005).

CBPR is regarded as an effective method for transferring evidence-based research from clinical settings to communities that can benefit most; thereby, it can improve people's health. CBPR's community-partnered research processes offer the potential to generate better informed hypotheses, develop more effective interventions, and enhance the translation of the research results into practice. Thus, CBPR is an essential tool for action-oriented and community-driven public health research.

In our paper we will compare diverging national paths of CBPR as well as similarities.

We will show in our case studies, e.g. Germany, Canada and Austria, how social innovation in this field was able to reintegrate economically marginalized parts of the population into society and economic participation. Theoretically, our paper relates to Sen's (1979) capability approach and Beckert's (2010) social grid model. Beckert noted that common analyses of markets as social structures fail to integrate established approaches that tend to focus exclusively on one explanatory theory alone. This siloed thinking fails to give a full account of the social enactment of economic structures and social exchange relationships and, as a consequence, typically does not acknowledge socio-economic exclusion as a product of market arrangements. He contended that the formation and continuation of such grids is not a neutral process but (re)enacts existing power relations and social structures, resisting changes in social relations that disrupt extant benefit regimes. Finally, Beckert saw the three analytic elements – social networks, institutions, and cognitive frames - of his model as closely related in multiple interactions and feedback loops. Because the formation of such grids, and hence also of information, is not a neutral process, this paper will also draw conceptually on the Capabilities Approach (CA) to human development and empowerment pioneered by Sen and Nussbaum to explore the economic effects of social innovation processes on marginalized populations.

ID: 182

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A Multi-actor Perspective on Transformative Social Innovation

Transformative social innovation is understood as a change in social relations, involving new ways of doing, organising, and knowing, and challenging, altering or replacing existing institutions (Haxeltine et al. 2015, building on Franz et al. 2012, Moulaert et al. 2013). There is a strong tendency in public discourse to associate social innovation with initiatives by 'civil society', 'the community', 'social entrepreneurship', and/or 'the Third Sector'. The Third Sector is seen as an 'intermediary' sector, "a place where politics can be democratised, active citizenship strengthened, the public sphere reinvigorated and welfare programs suited to pluralist needs designed and delivered" (Brown et al 2000:57). Individual actors (e.g. 'social entrepreneurs' and 'institutional entrepreneurs'), intermediary organisations, and transnational networks, act as crucial nodes at this intersection between market, government and community; they translate, spread and connect social innovations across different sectors and localities.

In order to unpack how different actors and sectors are involved in social innovation, this paper proposes a so-called Multi-Actor Perspective on transformative social innovation. Building on the Welfare Mix model in Third Sector studies (Evers & Laville 2004, Pestoff 1992), the Multi-Actor Perspective distinguishes between four 'institutional logics' - state, market, community, third sector - and between actors at different levels of aggregation: 1) sectors, 2) organisational actors, and 3) individual actors (Avelino & Wittmayer 2015). At the level of sectors, the distinction is based on general characteristics and 'logics' (i.e. formal vs. informal, for-profit vs. non-profit, public vs. private). While sectors themselves can be viewed as 'actors', they can also be seen as specific 'institutional contexts' or 'discursive fields' in which collective/organisational or individual actors operate and with which they interact. These sectors are not fixed entities: rather, the boundaries are contested, blurring, shifting and permeable, and they provide sites of struggle and/or cooperation between different actors.

These shifting relations between and within sectors, and the redefinitions of the boundaries between different institutional logics, can be considered as a manifestation of transformative social innovation in themselves (Nicholls & Murdoch 2012; Pel & Bauler 2015). Such shifting relations and contested boundaries inherently come with power struggles and processes of (dis)empowerment, which is why these are particularly pertinent topics when studying social innovation. This paper employs the Multi-actor Perspective to conceptualise how power relations between sectors and actors are shaped and contested in processes of transformative social innovation. Empirically, the paper builds on a comparison of three case-studies of social innovation initiatives that represent different institutional logics: (1) the Impact Hub network of social entrepreneurs (mostly market-oriented), (2) the international phenomena of Participatory Budgeting (mostly state-oriented) and (3) the global Ecovillage Movement (mostly community oriented). The Multi-actor Perspective is applied to demonstrate how social relations change in each of these cases, how they challenge existing institutions and institutional boundaries, and what are the power struggles involved.

ID: 186

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HerStory NOLA: Co-Creation in Digital Storytelling

Exploring and relating personal stories is a powerful practice that can promote personal empowerment and social impact. As an act of co-creation, storytelling affirms our innate humanity and individuality, while also helping to transcend social divides through the exchange of new ideas and information. It provides an open platform that gives broader voice to all individuals. Storytelling works within many different communities and contexts; it is a particularly useful tool for engaging those whose voices are missing from public discourse and dominant social narratives.

This presentation is a case study of HerStory NOLA, a small student-run youth engagement program in New Orleans that uses digital storytelling as a process for social impact. HerStory NOLA brings teen participants together with undergraduate female mentors in creative storytelling workshops, to conceive and produce a short digital life narrative about a topic of personal importance. The collaborative storytelling process cultivates young women's unique voices and perspectives while also encouraging deep reflection and open expression. Participants and mentors share their stories as part of critical - and often spontaneous - conversations about issues of personal and political importance, such as racial and gender discrimination, sexuality and sexual orientation, culture, social justice and self-expression. All youth participants choose how their story will be archived and shared with others.

HerStory utilizes an adaptive operating framework. Originally conceived and piloted by a doctoral student (one of the authors of this paper), it is currently co-managed by a diverse team of four students at Tulane University – two undergraduate and two doctoral candidates – who share responsibility for its operations.

The program runs workshops of different lengths in community settings ranging from summer camps to classrooms to after school settings, and is piloting a service-learning course on community-engaged storytelling. HerStory also adapts programming to meet the needs of partners, while also remaining true to the central theme of storytelling for youth engagement. It aims to provide meaningful points of engagement for everyone involved, including the teenage girls learning to tell their own stories as well as the undergraduate students in learning to help others discover their own voice. Undergraduate students learn a variety of academic, personal, professional, and communication skills from helping K-12 students cultivate their own voice. Youth participants also learn how to harness valuable digital technologies while crafting a narrative. Finally, we, two graduate student coordinators, continue to reflect on our own role in co-creating this storytelling program as both mentors and learners. Graduate students occupy a liminal role as current students and future teachers. How might that position shape the experience of co-creating spaces of tiered learning?

HerStory NOLA is an example of co-creation both in terms of an intentionally grassroots and inclusive organizational structure as well as the co-production process of cultivating a story as a team. Our presentation seeks to explore the co-production inherent in digital storytelling by bringing in the differing voices of undergraduate mentors, student participants, and ourselves, the graduate students that have built the scaffolding on which this program continues to develop.

ID: 187

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Entrepreneurship opportunities at the Base-of-the-Pyramid

This main objective of this paper is to research if and how entrepreneurial ecosystems can be formed at the 'Base-of-the-Pyramid' ('BoP'). At the core of this study lies an in-depth case study of a cultural centre's transformation from a 'safe space' to internationally known social enterprise and education hub. This study aims to expand current academic research on ecosystems – typically reliant on supportive formal and informal institutions - and explore how these are formed in areas of desperate poverty and institutional voids. To this effect, bricolage, effectuation and co-creation as well as legitimacy are applied as theoretical lenses to frame the research problem.

Background: After a decade of major privatisations in the 90s and a period of relative political stability, Brazil has grown to become one of the world's strongest economies in recent years. Despite its immense economic development, the socio-economic divide between rich and poor continues undiminished. Brazil is known as resource-rich and resource-based economy; yet, the uneven distribution of resources and a historic lack of state support for the poor (prior to the last Dilma-legislative period) have led to the most diverging types and forms of entrepreneurship at the Base-of-the-Pyramid, from entrepreneurship in the informal economy and institutional voids (including criminal activities) to high tech high growth innovation. In urban areas, where the majority of the population lives in poverty, entrepreneurship opportunities are developed 'by necessity' and 'by opportunity'. By investigating how a successful entrepreneurial ecosystem has developed in the middle of a slum, this study responds to calls for greater understanding of contextual determinants of entrepreneurship, particularly in less-explored socio-cultural environments and the question of the validity of

At the core of this project lies an in-depth case study of the Cultural Centre ('AR'), a social enterprise in a Rio de Janeiro slum ('favela') created twenty years ago to keep youth off streets (and drugs) by offering them space to make music and dance. Since then, AR has grown from a cultural initiative to an internationally known, successful NGO turned social enterprise (incubator) and educational hub, incorporating profit-making enterprises. Today, it offers basic education, employability skills and enterprise training next to their traditional cultural activities in several favelas in Rio and abroad. Their success and growth is such that multinationals (including an international banking group) are now financially supporting various activities of AR, creating alliances with key influencing stakeholders, as part of their strategy to penetrate BoP markets. (Note: 22% of Rio's population lives in favelas).

This study explores the following research questions:

- What makes AR - is particular Brazilian entrepreneurial eco-system at the BoP – unique?
- What are the factors, drivers and enablers of a successful eco-system and those of a successful (entrepreneurship) education model for population living at the BoP / in institutional voids?
- Can this case be a replicable/scalable model and if so, why, how and under which conditions?

Findings are of interest to academia and policy makers alike.

ID: 189

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Designing effective social innovations to end poverty: Methods, Mindsets & Money

International development practice as a field has suffered from the new dominant frame of econometric models whose primacy of quantitative methods for measuring social impact have trumped the rich and robust qualitative research methods that traditionally underpinned interventions aimed at eradicating poverty. The effect of this trend has been an over reliance on linear thinking exemplified in the LogFrame that suggests an ability to predict outcomes and impacts of complex adaptive systems. Human centered design thinking, as advanced by IDEO, has been a welcome addition to the development practitioner's qualitative toolkit with its emphasis on observation, empathy, ideation, prototyping, and testing. It combines a needs-based approach with an asset-based approach, incorporating participatory action research methods and entrepreneurial principles of risk and failure found in the lean start-up culture. Design thinking appears to be well placed to facilitate the creation of more sustainable solutions to complex and challenging social and economic issues we face today, however its use is limited to those who see the process (participation, learning) as more valuable than a particular outcome (measurable results). If practitioners and policy-makers are to champion the use of design thinking as the necessary set of tools for adaptive efficiency, this paper argues that a more fundamental shift in mindset will be required. To facilitate this mindset shift, several theoretical and conceptual tools are proposed that leverage empirical evidence from case research and secondary sources, including strategies for integrating values into work, servant leadership, and problem-driven iterative adaptation, as well as other mindset shifts inspired by biomimicry, to illustrate how the development context itself, and relationships within an ecosystem, are essential starting points for designing effective and sustainable human-centered social innovations to end poverty.

ID: 190

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How Personal Networks Matter for Nascent Social Innovators

While there is burgeoning research on social innovators (or entrepreneurs), little has been done to systematically examine what factors matter in the early days or nascent period of individuals adopting the mantle of “doing good.” Research into entrepreneurs and social networks suggests that network position, network demographics (such as size, heterogeneity), and network action such as forming ties will matter as much or more for nascent social innovators/entrepreneurs. I propose one way to examine nascent social entrepreneurs is to collect longitudinal data on those intending or launching new projects. This paper will present initial results from a cohort of 8 students awarded summer grants to start social innovation or entrepreneurship projects.

Using qualitative analysis of their proposals and reports along with egocentric network data, the paper will explore two topics. Firstly, what are reasonable outcomes for nascent social innovators? Impact or success may be premature for these kinds of projects. Organizational foundings, alliances with existing organizations, and intention to continue may be more relevant. Secondly, how do the patterns of outcomes correlate to network structure and demographics? While research suggests that larger, more diverse networks will be more valuable, there may be limits to this as larger, more diverse networks also require more time and attention to manage. In addition, the advantages of brokering over structural holes may not be as effective for these individuals when those structural holes bridge “broad” social chasms such as nationhood, class, ethnicity, or other ascribed statuses. Finally, one surprising result is that particular dyads seem crucial to outcomes. These nascent social entrepreneurs are sometimes foreigners to the target population and other times they are from the target society, but are from social positions of higher status or greater wealth. A role I call “confederate.” Hence, the egonets of each project have particular dyads of foreigner-ally (a person within the target population) or confederate-ally.

Social networks are the specific patterns of interpersonal relationships that surround each individual. In some fields, this is also referred to social capital in the sense that networks are (or provide) critical resources for a given action or need.

From research on entrepreneurs and social networks, we know that the networks of the entrepreneur can be critical in securing ideas, resources, and other kinds of support. In addition, we know that the actions of entrepreneurs can change networks. New action often leads to new relationships. We plan to examine both processes: how entrepreneurs shape their personal networks and how those networks affect the impact of social entrepreneurship.

Based on our experiences and the available research, I will investigate the following research questions.

- 1) What are the initial personal networks (egonets) of the fellows?
- 2) Do their actions change the egonets?
- 3) Do the changes in the egonets lead to variation in the outcomes of the projects?

ID: 191

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Heroic Entrepreneurs Versus Innovation Systems: How Logics Shape the Diffusion of Social Entrepreneurship and Innovation

The diffusion and adoption of social entrepreneurship or innovation [SEI] programs in higher education has accelerated in the US from a few schools in the early 1990s to over sixty presently. Institutional theory suggests this emerging field would tend to similarity, a process called isomorphism, due to uncertainty or normative pressure. This paper examines the extent of the isomorphism. The paper uses qualitative data to sort the programs into types; three types of data are used: the framing or presentation of the program, the kind of elements of the program (such as curriculum), and the way it is organized. The results show that rather than isomorphism to one type, there are two major types of programs. The result can be explained as the influence of two institutional logics. One logic, what I call the heroic entrepreneur, tends to shape programs to focus on individual empowerment, new organizational foundings, and an ethos of “creative destruction.” The other, more recently emerging and among fewer schools, is the “innovative system.” This logic shapes programs to focus on solutions, design, reform of existing organizations or systems, and an ethos of capacity building.

Institutional logics are the rules, values, and practices whose legitimacy is derived from their linkage to larger societal structures (institutions) that pattern and regulate key areas such as the economy, the polity, and so on. From this basis, heroic entrepreneurship is a logic of the economy while innovative systems is a logic of civil society. The paper presents two additional sets of findings. First, the two logics are associated with types of schools, size, and age. Heroic entrepreneurship is found more at schools with business schools, at medium-sized and private schools, and at older schools (earlier adopters). Innovative systems is found more at larger public schools with a greater variety of departments and with more recent foundings. Second, most schools face the plurality of both logics. Many schools have a notable degree of hybridity. The paper will discuss the likelihood of this hybridity being sustained, or of the field shifting to a more dominant logic.

ID: 193

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Optimizing Aquaponic Systems for Implementation in Developing Nations

This paper examines a technical integrated agricultural production system, new organization, and applicable business model for energy efficient, small-scale aquaponics. Aquaponics is a symbiotic relationship between fish and food plants growing together in water. Aquaponics has the potential to be more productive than conventional farming, but today's systems are generally not cost effective. According to the UN FAO, agricultural investment is five times more effective at reducing poverty than investment in any other sector. Making aquaponics economically feasible could reduce malnutrition and poverty for the world's 805 million chronically undernourished people. Few engineers have studied aquaponics, so the quest to improve energy efficiency could lead to a breakthrough in economic feasibility.

Project OASIS (Optimizing Aquaponic Systems for Improved Sustainability) was started as an interdisciplinary, undergraduate capstone project at the University of New Hampshire. The team is comprised of engineering, sustainable agriculture, and business students. They have created computational fluid dynamics (CFD) models, conducted small-scale experiments, constructed full-scale research systems for side-by-side comparisons, as well as promoted aquaponics at many public outreach events and online. Numerical, computational, and empirical research has been conducted by the engineers to evaluate the effects of component layout, head losses, tank shapes, and air lifts on energy efficiency and flow within the system.

The team has also developed a business model targeted at the estimated 10,000 backyard aquaponic hobbyists in the US and Australia alone by marketing low-cost, energy-efficient, do-it-yourself systems. Since the design will undercut the price of other products on the market, some proceeds can help subsidize aquaponic systems for developing nations. Communities in developing nations would still contribute some monetary value to promote ownership and stewardship of the systems. Project OASIS won third place out of forty teams at the New Hampshire Social Venture Innovation Challenge in November 2015.

The team has partnered with Forjando Alas (Building Wings), a non-profit youth center in Uvita, Costa Rica. The town lies in the Southern Pacific region of the country, where arable land is difficult to find: the climate is hot and dry part of the year, and receives intense rain the rest of the year. Though the community lies near the coast, these lands are part of a National Park which prohibits fishing in the area. Thus, the community is dependent upon imported groceries to two local stores. Many families in the community are unable to devote enough of their income to purchasing more expensive foods such as fresh vegetables and seafood in order to fill the nutritional gaps in their diet. During the assessment trip in January 2016, four members spent a week gathering data and building relationships with the community to develop a user-centered design. Project OASIS found Forjando Alas to be an ideal site for a pilot small-scale aquaponic system, helping combat some of the community's nutritional issues while providing an educational opportunity for the children at the center.

Project OASIS' holistic approach has resulted in technical, social, and economic analyses of aquaponic production systems for the developed and developing world.

ID: 194

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Design meets psychiatric disability: Design paradigms in meeting the needs of people with serious mental health conditions

In his book *Design Meets Disability*, Graham Pullin (2011) presents design paradigm approaches to some of the physical conditions of those considered to be disabled, focusing in particular on design innovations. He also presents some of the various standpoints from among the potential users of these devices on how they should be designed. An example is whether prostheses should be designed to mimic a person's biological limbs (same shape and color) and thus be "disguised," or should be adorned and thus highlighted. He discusses eyeglasses, which moved from being a prosthetic device to being a fashion item, and asks how this happened? His discussion includes a maxim of the disability rights movement that it is not the condition of the individual, but rather the environment, that disables. For example, a sidewalk curb that has no cutout disables a person who uses a wheelchair, but one with a cutout does not.

Pullin's book is replete with examples of design innovations for those with physical disabilities, but is often missing examples of design innovations for those with psychiatric, cognitive, intellectual, and developmental disabilities, often referred to as "hidden disabilities." It has been more difficult to determine how to make accommodations for disabilities of these types. For example, The Americans with Disabilities Act (ADA, 1990) requires workplaces, educational institutions, and public facilities to be designed in such a way that does not disabled people with varying conditions. In many instances it is relatively straightforward to think this through for a person who uses a wheelchair; desks can be raised, doors can be widened, elevators can be built, etc. But how does one design an accommodating environment for someone with a psychiatric disability – someone with schizophrenia, for example?

Schizophrenia is often described as creating "positive" symptoms, such as delusions and hallucinations, negative symptoms such as apathy and poor social skills, and cognitive symptoms such as disorganized thoughts and an impaired ability to plan and organize. Psychiatric medications may modify or ameliorate some of these symptoms, but is not successful for some people and may produce side effects that others are not willing to tolerate. How would one create a community environment that accommodates someone who has one or more of these types of symptoms?

This paper reports on a naturalistic example of a community of people with serious mental health conditions, such as schizophrenia, in Hokkaido, Japan. This community encourages people to express and celebrate their symptoms rather than to suppress them, as is most typical in mental health treatment programs. For example, they have a contest for who had the most interesting delusion in the past year. This is analogous to examples in Pullin's book of prostheses that highlight difference rather than masking it. The paper will give similar examples from this community, and discuss the implications of this design approach for those with "hidden" disabilities.

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ID: 195

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Can Social Innovation and Social Enterprise Affect Structural Inequality? A Response to Persistent Critique

Social innovation and social enterprise and have been criticized for their inability to address the structural inequalities that often exist for excluded and economically marginalized groups and communities (e.g., Andersson, 2011; Nelson, 2016). Structural inequality may be defined as the embedded socially structured impediments that exist in institutions, organizations, and social relations that disadvantage one or more groups relative to others. Although individuals from structurally unequal groups may overcome their disadvantage, including through participating in social enterprises, structural inequality has persistent pernicious effects for groups across generations. Excluded, stigmatized, and marginalized groups and communities include underclasses based upon race; ethnicity; caste; class; physical, cognitive, or psychological status; gender; identity (e.g., sexual); and other statuses leading to persistent social stigma.

Overcoming structural inequalities in institutional and social arrangements requires that interventions have long-term or permanent outcomes that affect collectivities, not just individuals. Individual outcomes rarely redound to collectivities, but collective outcomes inevitably benefit individuals. Many structural inequalities have been impervious to change at other than the individual level. Social policies that mandate change at the legal level often have not affected change in social and economic participation and inclusion. Traditional social services have addressed individual needs in poverty, homelessness, disability, and other areas, but have not fundamentally addressed the reasons for poverty, homelessness, and inequality. In that way, social enterprises and other economic interventions that do not affect structural inequalities are no better or worse than these traditional approaches. The question is whether social enterprise and social entrepreneurship have the potential to do more than has been accomplished with traditional approaches, and for whom?

This paper will look at many of the major models of economic intervention, including especially social enterprise and market-involved social innovation, and evaluate their potential and limitations for addressing the structural inequalities that affect disadvantaged groups. Some of the models (see selected resources for some examples) considered for review include Work Integration Social Enterprises (WISEs); Social Cooperatives; Base of the Pyramid (BoP); product, market, marketplace approaches; design approaches; micro credit/micro finance; Scaled through philanthropy (not market) approaches; “Buy one, give one” approaches; Microfranchising; Market and financial education approaches; Identity community development; Asset-based approaches; and Fair trade. Existing taxonomies (e.g., Alter, 2007; Defourny & Nyssens, 2010) will be consulted to evaluate models and create a systematic review.

Selected resources:

*Alter, K. (2007). *Social Enterprise Typology* (pp. 1-124): Virtue Ventures, LLC.

*Andersson, F.O. (2011). Social entrepreneurship and fetish. *Nonprofit Quarterly*, Summer.

<http://nonprofitquarterly.org/2012/04/11/social-entrepreneurship-as-fetish-2/>

*Defourny, J., & Nyssens, M. (2010). Conceptions of social enterprise and social entrepreneurship in Europe and the United States: Convergences and divergences. *Journal of social entrepreneurship*, 1(1), 32-53.

*Nelson, G, (2016). Is a microloan any different from a payday loan? Nonprofit Quarterly.
<http://nonprofitquarterly.org/2016/01/29/is-a-microloan-any-different-from-a-payday-loan/>

ID: 199

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Self-Funded Social Impact Investment: An Interdisciplinary Analysis of the Sardex Mutual Credit System

This paper investigates the B2B, centrally-mediated Sardex electronic mutual credit system operating in Sardinia since 2010. We argue that Sardex is an example of a social impact investment initiative that has successfully integrated a political-cultural project to respond to the 2007/08 crisis with the practical requirements of trade, in order to achieve a high level of economic sustainability. The success of Sardex can be explained through a monetary theory lens as dependent on three structural features: (1) the absence of interest on all balances, which makes hoarding and speculation pointless, appears to foster a greater trust level among the participants and in the central credit-clearing service; (2) the distribution of money-creation power to the circuit members is balanced by the greater responsibility associated with total transparency in tax accounting; and (3) the emphasis on market relations leads to an economically sustainable model that avoids the need for voluntarism or ideological commitments.

In addition to the structural aspects, the paper will analyse and discuss 30 in-depth interviews with circuit members and Sardex founders conducted between 2014 and 2016 from a sociological and an anthropological perspective. The picture that emerges is of a system that is stable and requires a huge amount of work to continue operating on the part of the people running the central credit-clearing service. But this work is paying off in the form of a greater awareness of self-empowerment on the part of the participants, which originates from their ability to have survived the crisis thanks in large part to Sardex. The social impact of this experiment is small on the scale of the island (3000 members out of 150,000 VAT registrations) and in GDP terms (50m Euro transaction volume in 2015 vs. approximately 30b Euro Sardinian GDP), but it is very significant for the members in terms of the sophistication of their democratic and financial awareness as well as in terms of the visibility of the phenomenon on the island, with the regional government, and in the rest of Italy. We will also discuss briefly the seven similar and on-going experiments in other Italian regions that utilise the same approach and the Sardex software infrastructure. The main point of the paper is that the devolution of money-creating power to economic agents on a regional scale where social and cultural ties are strong, combined with a clear and contractually

agreed institutional structure, has achieved a high level of social impact by integrating hard work with social investment in the form of mutual credit. Although Sardex has benefited from external venture capital, the experience of this system suggests that a significant amount of “resilience capital” can be generated locally, thereby merging social investment and social impact as one as the same thing. We argue that to better account for social impact investment success an interdisciplinary approach is necessary and show through this case study how insights from sociology, anthropology, monetary theory, media studies and the social entrepreneurship literature should be combined for this purpose.

ID: 205

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Self-Directed Support (SDS): An opportunity or a barrier?

This paper is a part of an on-going research project assessing the impact of Self-Directed Support (SDS), a policy which is part of the current personalisation agenda which is popular in countries including the USA, Canada and the UK (Power, 2014). The authors have previously published work on the implications of SDS for a Scottish national charity (Whittam et al., forthcoming) which found that SDS presented opportunities which some businesses have tried to develop but due to the slow uptake of SDS only a few have succeeded.

The previous research also noted several challenges and barriers with the personalisation of care agenda have prevented these business opportunities being realised. In the earlier research with children who have physical or learning disabilities, parents demonstrated passive resistance to SDS and reported they would not be using the option. Staff at the charity currently caring for these children were concerned about zero hours contracts and managing rotas. The local authority who delivered these personalised payments believed that people might chose to mix and match their options, presenting organisations currently in the sector with both opportunities and vulnerabilities as they adapt to the personalisation agenda.

Further work has uncovered a number of established and emergent new ventures, particularly in the rural provision of services for older adults, who have set up as sole traders and social enterprises to offer further choice to those receiving SDS payments. These new organisational forms, in line with the social innovation agenda, are seeking to undertake new initiatives in terms of social care provision in an innovative way.

Whether they are being successful in these initiatives is a debatable issue.

Therefore, this paper asks: When social innovation is driven by unpopular policy, is that innovation detrimental to society?

ID: 206

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Geographical and regional dimensions of social innovation

Perhaps one of the most important aspects of social innovation (SI) is that, on the one hand, it seeks local solutions to global challenges and, on the other hand, it intends to offer a realistic alternative to global systems on the basis of local experiences. It already follows from this duality that geographical thinking can contribute to the elaboration of theory of SI.

Geographical characteristics influence the formalisation and the operation of SIs.

1. According to the basic concept emerging from global-local dichotomies we should focus on the regional differences of global and local conditions. Global challenges requiring SIs (unemployment, environment pollution, food safety, depletion of energy resources, climate change, urbanisation problems, poverty, migration, information society) – although they are global problems – show up in centres, semi-peripheries and peripheries in different ways. Our interest is focused on European semi-peripheral post-socialist countries and their differences from the western centrum countries. We would like to understand the impact of state socialist legacy on the development of social and solidarity economy and social innovation in these countries, to find the causes of why growth is slower here than in other parts of the world and to find the potential factors for dynamization with the help of country studies about five selected post socialist countries (Hungary, Czech Republic, Poland, Lithuania and Slovenia).

2. In local societies adopting SSEs, cultural characteristics (values, norms and rules), and consequently the informal economy, the development of civil society, the strength of social inclusion and social capital, and the nature and strength of democracy may differ spatially. The differences of the places may lead to distinct activities, methods and institutional structures of SSEs. In this regard the discrepancies arising from the different nature of urban and rural territories may be especially interesting. We examine urban-rural differences and the potential role of SSE and SIs in the development of rural peripheries with secondary analysis of existing literature and case studies from the above mentioned five East-Central European countries. Operating SIs influence the geographical environment. Not only because in many cases the targeted activity directly aims at transforming the physical environment but also because the changing human and social resources, resulting from the SIs, change a lot of the socio-economic conditions and can result in a more sustainable way of regional development. Our social impact assessment based on Hungarian case studies adds input to indicators of sustainable development and helps make SSE and its realised benefits more visible.

The paper is part of the research on “Solidarity and social economy of post-socialist peripheries” supported by the Hungarian National Research, Development and Innovation Office (contract number KI 12928). Under this research work we also intend to clarify the conceptual base of SSE and SI that is still rather unclear among Hungarian professionals, to create international and domestic professional contacts as well as to collect as many theoretical and practical experience based materials as possible to support professional training as well.

ID: 208

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Towards inclusive development: The case of the Ecuadorian co-operative movement

Ecuador's socioeconomic landscape has changed since Rafael Correa was elected president in 2007. Correa's government promotes the development of the Social and Solidarity Economy (SSE) and its organisational actors (i.e. co-operatives, mutual societies and community-based organizations). Since 2008 the National Constitution officially recognises and promotes both: 1) the SSE as the main developmental path to tackle poverty and 2) 'Living Well' (Buen Vivir) a radical new development paradigm that seeks to equitably distribute wealth and resources by improving people's quality of life by developing their capabilities and potential while coexisting sustainably with the environment.

Co-operative enterprises in developing countries are well known for their inclusive organisational nature and their ability to bring together poor people and communities. Unlike mutual societies and community-based organizations, co-operatives have been present in Ecuador since the late 1930s, and since 2008 have had a great deal of support from the government. However, there is little research evidence that attests to any significant changes experienced by Ecuadorian co-operatives with regards to their ability to innovate on inclusive terms, furthermore the relationship between the 'Living Well' model, the SSE and the Ecuadorian co-operative movement has been widely underexplored. This article seeks to fill these gaps by critically analysing the extent to which the Ecuadorian co-operative movement has changed in terms of their ability to innovate while including and involving low income populations. The analysis we present in this article takes into account the implications that adopting the 'Living Well' model has had on co-operative enterprises and their ability to innovate and flourish. This article provides empirical and theoretical inputs that furthers the development of theory on 'social innovation' in the context of co-operative enterprises.

The analysis of the Ecuadorian co-operative movement offers the possibility to understand the salient implications of adopting the 'Living Well' paradigm and what it means in terms of social innovation to have a SSE driven primarily by a national government. This article provides key insights for the SSE in the Latin American region and developing countries in the Global South. The article draws on qualitative and quantitative data, the former has been collected between June 2015 to March 2016 and consists of focus groups and in-depth interviews with representation from co-operatives, whereas the latter is historical and statistical in nature.

ID: 210

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The role of Social Innovation in the new devolved public policy landscape

The regional public policy discourse has been dominated over the past 18 months by the emergence and delivery of a devolution agenda. The concept of the Northern Powerhouse and the Midlands Engine has seen Devolution deals in four 'core cities'; Sheffield, Manchester, Liverpool and the West Midlands. These devolution deals have concentrated not simply upon economic growth but also upon the emergence of innovative new ways of delivering social policies including co-production of services and the support of social enterprise. This article examines the role of social innovation in the language of devolution, in the negotiated settlements between local authorities and central government and in the practical implementation of new and emerging policies. While the article explores this development in all four of the core cities mentioned above it focusses specifically on the role of public innovation within the West Midlands Combined Authority. The West Midlands' devolution deal has been labelled 'the biggest devolution deal to date' by Chancellor George Osborne. It involves an annual government funding contribution of £36.5m over 30 years to support an £8bn overall investment package. It establishes combined authority powers over strategic transport planning under the auspices of a directly-elected mayor. Significant powers have been transferred from the Homes and Communities Agency to allow the mayor to encourage housing development. And the authority as a whole will have powers over adult skills training, mental health provision and powers to integrate investment, trade and export strategies from constituent authorities. It will also have a greater say over the High Speed 2 project, accompanied by a new enterprise zones and funding streams for Metro extensions to kick-start the growth strategy planned around the new line. Key to this is the concept that combined authority's present opportunities for local areas to work strategically on the kind of cross-border issues that drive economic growth and prosperity: skills training, transport and infrastructure planning, housing provision and health and social care.

Such a joined up delivery of services though is to be delivered against increasingly restricted funding and it is central to the devolution agenda that this will be done through innovative policy development involving co-production of services, social enterprise and community based delivery of social policy. This article seeks to explore the multi-layered understanding of these concepts through a series of in depth interviews with policy makers at national and local level and with practitioners on the ground. The article shows that there is still a lack of cohesion around the definitions of such core concepts as social innovation and co-production and that different actors in different locations have different expectations of what such terms mean and what the practical influence such policies will have. The article has significant lessons for public policy makers and supports a wider discourse around devolution as a local policy agenda.

ID: 211

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The digital genius: analyzing music industry in the age of digitization – producing, distributing and consuming music today

Until recently, the development of a nation was described in terms of its transition from the agricultural economy to the industrial economy. The knowledge and the creative economy takes front stage today. More countries are transitioning to a knowledge based economy, including former catching up countries like South Korea and other Asian tigers. The pillar to this transition is the innovative capacity. The complex process of innovation received substantial attention in the academic research, and many consider the cultural sector as a core sector for diffusion of innovation. At the same time, due to the complexity of the cultural sector and its production structure, the benefits of its output are not fully extracted. The age of digitization, brings obstacles but also benefits for the creative industry.

In this thesis cooperation with the giant software SAP, I aim to study the music industry in the age of digitization. Today, more than ever before, the music industry is facing disruptive changes, and addressing them timely is crucial for further development. The best business model is at the core of the discussion, where streaming and record selling are at fight, with the former winning, but at the same time being highly influenced by the emerging concepts of commons, big data, blockchain etc. Due to the highly obscure money flow in the streaming business, more and more artists are retrieving their content from the streaming channels, detach from the label contracts, and decide to sell their artistic creation individually. In this highly uncertain environment, many artists quit a career in the music industry, or many of them remain undiscovered, therefore substantial valuable creative material is lost. The blockchain model for the bitcoin has been widely discussed, but last year discussions on use of blockchain model for the music industry spurred large debates over the media.

In this paper I aim to discuss the music industry at its production, distribution and consumption stages in the age of digitization, characterized by high levels of co-creation and networking in the production stage. I conclude that the problem of the “middle man” in the music value chain withholds full extraction of the positive externalities of music creation. I finally analyze how blockchain can disrupt the old business model, increase transparency in the music industry and therefore increase extraction of positive externalities from music creation. At the same time, the paper considers the idea of “what is really new” and discusses the real innovativeness of the blockchain in the music industry.

The paper is qualitative in nature, and discusses the case of the Korean Pop Music, as an excellent example where technology allowed for a systemized process of creation, distribution and consumption of art. At the same time the paper will juxtapose the Korean Pop Music with a case of blockchain based music production model and will compare the two models as alternative digital business models for the music industry.

ID: 212

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Design Thinking for Social Innovation in Health Care: The City of Dundee, Scotland

Health Equality is a social and behavioural problem as well as a medical one, and it constitutes one of the most pressing challenges worldwide. If we take the City of Dundee as an example, and look at a recent report on the situation of people who are at risk of homelessness, in the city (Fernandes and Sharp, 2015), the key issues identified by people exposed to this potential reality were 'money/benefits' (78%) followed by 'unemployment' (68%) and 'food' (60%).

The immediate context of the City of Dundee's wellbeing is important and will be touched upon, however, in this paper we focus on future scenarios, especially how the infrastructures for tomorrow's health and social care issues can be considered today. We know in the UK, it is estimated there will be more than 8 million people over the age of 80 living in our cities by 2050 (Cracknell, 2010). Given the direct link between education and health and, the natural deterioration and the increased occurrence of ill health as people grow older, with greater occurrences of cancer, dementia and hip replacements for example, there is an exigency to rethink normal ways of working.

Three case studies will be discussed. The first looks at how the method of Design Sprint is used to facilitate entrepreneurship, and nurture a relation between social innovation, design thinking and healthcare. It brings together the sprint method – a process to inculcate radical change - with the theory and practice of design thinking, to hold participants in an iterative phase of learning and development. With a focus on design for social innovation in healthcare (e.g. breast cancer, anxiety, depression) we will share how this agile way of working demonstrates a new strategy for pedagogy, one which champions partnership and unites different educational communities with their associated industry links.

The second case study 'Healthcare Designed in Dundee' discusses design as a strategy for social transformation, developing an understanding of the potential value of service design in supporting health and social care infrastructure and ecosystems. The premise of both studies is that if design is innovation and innovation is design, it is not ill conceived to consider what, how and where design can strategically help solve the social and behavioural problem that is Health Equality

Finally, the third case study will reflect on the challenges and opportunities encountered when developing our pedagogic theory and practical approaches for integrating health and social issues into the design curriculum. Paying particular attention to how technology has been used to build working prototypes to test and share ideas, the case study will draw upon the personal experience of teaching staff in relation to the following student work: Pulse, a wrist worn device designed specifically to tackle mild depression through exercise. One Heart, an intimate toolkit aimed at encouraging personal engagement and responsibility in hypertension treatment. Unfold, a personal toolkit designed for family members with caring responsibilities for those with dementia.

ID: 213

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An Exploratory Study on the Advancement and Sustainability of Social Enterprises through Business Incubation: A Case Study of the Shanduka Black Umbrellas (SBU) Incubation Programme in Johannesburg, South Africa

The study focuses mainly on whether social enterprises have benefited and advanced to becoming more sustainable through the business incubation process. Social enterprises have a unique set of challenges and it is important to establish if business incubation can assist in improving the survival rate.

This investigation is in response to the poor survival rates of start-up enterprises, mainly focusing on emerging social enterprises. Business incubation has become an important approach used to address the success rate, sustainability and the continued existence of start-up enterprises. Social enterprises play a key role in stimulating the economy and addressing some of the socio-economic challenges, but it is an unfortunate fact that social enterprises are a new, developing business phenomenon with a high mortality rate in South Africa. There is a need to find ways to support and develop social enterprises toward long term sustainability. Shanduka Black Umbrellas (SBU), a private business incubator in Gauteng Province agreed to participate as a case study and gave access to the social enterprises that have gone through the SBU incubation programme. An exploratory, qualitative research method, with convenience sampling was used. The ethnographic method was taken and adapted to effect the organisational research. According to Welman et al. (2009:193), ethnography can be described as an essentially descriptive design method usually expressed as studying patterns. It is meant to provide inferential keys to the group of people, such as a business community. Results reveal that SBU has a structured incubation programme that follows practices or processes that have been constantly adapted over time to ensure greater success when putting emerging enterprises through the incubation programme. Some of the practices are very effective, especially the selection process that provides social enterprises an equal opportunity to participate in the programme. The results demonstrate on the one hand that SBU business incubator should rework some of the existing processes as part of continuous improvement to enhance the incubation programme to ensure the needs of their clients (enterprises) are met in in line with the accelerated growth and development strategy, facilitated within the incubation ecosystem. On the other hand, all enterprises, including social enterprises in the incubation programme have to be more robust in their approach to do what is crucial to grow the enterprise with the view of long term sustainability beyond the nurturing environment of the business incubator to be ready to face the elements in the South African economic environment.

ID: 217

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Scaling the Hybrid Organisation

Social enterprises are viewed as hybrid organisations operating at the intersection of state, market, and civil society. Tensions arising from conflicting institutional logics, specifically due to a dual mission of delivering social value while achieving financial sustainability, have increasingly been researched. These tensions appear to exert influence on the scalability of social enterprises. Although scaling is viewed as the holy grail in social entrepreneurship, most social enterprises remain small in size as well as in impact. According to some, social enterprises do not scale by choice. Others state that although there is the will to scale, several internal and external factors impede growth. Based on insights from the strands of literature on ambitious entrepreneurship determinants of growth intentions and realised growth are addressed. Factors such as attitude, ability, resources, opportunities and institutional context are believed to exert an influence on the ambition to scale, which in its turn is considered as an essential condition for realised growth. Since several research outcomes attest to the idea that the business model could also influence the ability to scale, we integrate the literature on business models delivering social and economic value. We develop propositions through an inductive comparative case study of four work integration social enterprises, which are viewed as an exemplary type of hybrid organisation where the tensions due to operating at the crossroads of market and social services seem to be very apparent. By including social enterprises utilising promising resources such as social impact bonds, and by comparing them with commercial enterprises, insights in how to grow the number of unemployed, underserved people which are effectively served while meeting the commercial goals are studied. Our testable propositions lead to a call for future research.

ID: 218

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An Educational Ecotone? Indigenous Pedagogies and Social Innovation Education

The need to Indigenize curriculum in Canada is pressing: not only do the Truth and Reconciliation recommendations (2015) demand it, but education itself has been recognized as a potential avenue out of poverty and dependence for Indigenous peoples (Stonechild, 2006). However legitimate questions have been asked over the accessibility and applicability of traditional class-based educational paradigms and subject matter. Based on the (albeit limited) courses currently on offer in Canada, the emergent social innovation pedagogy bears several points of resemblance or commonality with Indigenous pedagogies, including emphasis on experiential learning, reflection and collaborative work. Indigenous pedagogies and ways of knowing cannot and should not be slotted into a Euro-centric educational paradigm (Battiste, 2008). Yet the sympathies between the two suggest an educational ecotone – the overlapping space between two systems – a potential space for pedagogical innovation where philosophies and worldviews might learn from each other for the benefit of Indigenous and non-Indigenous students alike. This paper will begin to explore this educational ecotone, with the support of a group of Indigenous business students interested in social innovation as a tool to help them (re)build the resilience of their communities.

Exploring this ecotone is crucial, given the hopes of many policymakers, practitioners, and academics for the possibilities of social enterprise and social innovation to address the socio-economic conditions of many Indigenous communities, reduce their dependence on government and empower communities economically and culturally. These hopes are built into the definition of Indigenous social entrepreneurship; take for instance Lindsay's (2005)'s qualification that Indigenous ventures' benefits "are strong desires for self-determination, heritage preservation, entrepreneurial strategies originating in and controlled by the community, and the sanction of Indigenous culture." This correlation between culture and business ventures is one of the reasons observers assert Indigenous social entrepreneurship is a qualitatively different phenomenon from non-Indigenous forms of entrepreneurship (Lindsay, 2005; Hindle & Moroz, 2010; Hindle & Lansdowne, 2005; Anderson, Dana & Dana, 2006; Cornell & Kalt, 2000). The potential for advancing this promising field of self-actualization, cultural restoration and community resilience presents an important avenue we must explore as social innovation education grows across Canada's business schools.

ID: 222

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Fostering Social Innovators in the Irish Higher Education System: a review of the Enactus model

Irish universities have a long history of vibrant on-campus extracurricular activity through their Student Unions and numerous Clubs and Societies. Many students are involved in these organisations, not only in organizing special interest events for themselves but also in collaborating with external organisations via charity fundraising events and voluntary work such as educational tutoring, free legal aid, and sports development. By their nature students are transient, and typically get involved in well-established routines with a 1-year time horizon for their ambitions and achievements. Despite the great learning benefits of these activities, very little of this work is formally recognized in their academic curriculum, and relatively little formal training is provided to support these activities.

Students, however, can be supported to become more strategic social innovators by providing them with structured supports to develop the relevant knowledge, skills and attitudes and behaviours of social entrepreneurs. One such example is the Enactus (formerly SIFE: Students in Free Enterprise) programme established in the USA in the 1970s, which now runs in over 1,700 HEIs in 36 countries worldwide. Enactus provides practical training and networking for third level student campus societies, which create social enterprises aimed at empowering individuals and communities to address challenges in sustainable ways. In each HEI, the Enactus student society is supported by a team of internal faculty advisors and external business advisors, with a national competition held to decide which HEI's team will represent that country in the annual Enactus World Cup. At that event, over 30 teams present their social enterprises to panels of 15 – 20 independent judges who decide over a number of heats, which HEI is that year's world winner.

Enactus was introduced to the Republic of Ireland in 2011. There are now Enactus societies on 10 HEI campuses and the country has been represented at the Enactus World Cup on four occasions. This paper examines the evolution of Enactus on the campus of one university from 2011 to 2016. Specifically this research project focuses on how students became aware of and involved in Enactus; the impact it has had on them as social innovators; and equally the impact their projects have had in addressing the relevant social problems. In addition it examines the career paths of those Enactus students who have already graduated from the university.

The research adopts a mixed-methods approach combining an online questionnaire to all students who have been involved in the university's Enactus society with a number of in-depth interviews and focus groups. This paper offers educators an inside perspective on the value and potential drawbacks of the Enactus model as an approach to developing social innovation education and training in HEIs. It also offers recommendations regarding good practice in fostering social innovation among HEI students in an integrated holistic manner.

ID: 224

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Will your intuition be effective in a social enterprise? Developing Tacit Knowledge Inventory for Co-operators (TKIC)

Managing any socially innovative company seems very difficult. All the regular management functions seem undermined by a changed distribution of power. We should rather speak of governance than management. However, to be able to govern effectively, we should be able to educate the future and present leaders of socially innovative companies. This requires appropriate tools. Wagner and Sternberg (1991; Sternberg et al., 2000) proposed a tool and a procedure to develop the Tacit Knowledge Inventory for Managers (TKIM). Such tools may measure tacit knowledge and have unprecedented influence on development and recruitment of future co-operative or other social enterprise leaders. I developed a tool measuring tacit knowledge of co-operators, that is persons for whom a co-operative plays an important role in their lives. They are aware of co-op's specific values and principles and are actively involved in their co-operative's functioning, regardless of their position.

From the expert's maps, I have elicited three main domains: (1) Values and needs domain, (2) Co-operative cohesion domain, (3) Co-operative management process. With the help of two practitioners, I wrote the case study stories with 10 possible solutions for each story. I sent this tool to 6 successful and highly appreciated practitioners from three countries. On the basis of agreements in answers of the experts I have selected 10 case studies and created a key, with which other participants can compare. During my presentation, I will present the first pilot results of testing the tool on a group of 20 persons, mainly from socially innovative companies.

The 20th-century success of corporations, their role in technological and economic development was the reason many sectors followed their examples. Not only co-operatives but also schools, hospitals, universities, government institutions and even churches started to define their procedures and marketing methods as if they all were mass productions sites operating in an FMCG sector. The world economic crisis, the disintegration of natural communities, ecological threats and expectations of new generations of employees started to question not only the corporate methods and procedures but also the concept of economic development. The tool I propose is supposed to substitute the tools functioning in traditional businesses.

ID: 226

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Redefining Responsible Research and Innovation: The Role of Intellectual Property in Obtaining Optimal Social and Economic Value from Publicly Funded Research

Universities are expected to contribute to the socio-economic development of their region by creating knowledge with the view to translating the resulting discoveries into innovations that will bring growth to the region. The EU believes universities can play a greater role as catalysts of innovation by collaborating with industry to develop and commercialize university-derived research. One of the core objectives of the Responsible Research and Innovation policy (RRI) is to maximize the value of publically funded research so it may be returned to benefit society. RRI encourages production of new innovations through societal engagement and collaborative research. It implies close cooperation between all stakeholders and requires a setting that supports and fosters collaboration to conduct research with and for society. However, RRI as currently described by the Commission can give rise to complex and previously untested issues that challenge the existing frameworks on intellectual property (IP), economic policy, and public entitlement to benefits of research. Specifically, there is no legal basis that will incentivize societal engagement and support the type of open access/open science described in RRI policy documents to realize the public benefit objective unless RRI principles also consider protecting the interests of stakeholders involved in the translation and commercialization of knowledge. Stakeholders collaborate with each other to innovate for their own reasons: (i) Industry wants to invest in research that will lead to commercial benefits; (ii) universities seek to discover and disseminate knowledge as well as attract public and private funding for further research; (iii) researchers want free and open access to knowledge and data to foster scientific progress; (iv) government wants to support research that will create greatest socio-economic growth and impact; and (v) the public is interested in return of benefit from tax dollars invested in basic research. Without IP to protect investments in R&D, stakeholders may hesitate to fund research and collaborate with universities to develop and commercialize basic discoveries. Proprietary rights are the foundation of building successful businesses. As set out in the European Commission's Indicators for Promoting and Monitoring Responsible Research and Innovation report (June 2015), the accepted definition of open access and open science is "a practice in which the scientific process is shared completely and in real time" to drive socio-economic development, which in turn validates continued investment of public funds into research.

Under open access policy, researchers are encouraged to freely share knowledge and data quickly to advance science and meet humanitarian goals. At the same time, universities urge researchers to protect the commercial potential of their research by patenting and forming close partnerships with industry. The free exchange of knowledge seems inconsistent with IP protection, but both aim to maximize the impact of research. Commercialization and open access are not necessarily irreconcilable and could be envisioned as complementary strategies within a holistic framework aimed at obtaining the optimal social and economic value from research. The objective of this article is to integrate the various policy approaches to innovation into a coherent framework that embraces both open innovation and commercialization.

ID: 227

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Rural social enterprises as intermediaries

Rural regions are characterised by the proximity and mutual knowledge of its people. Social enterprises operating in rural regions do well to take this into account. In order to receive acceptance and trust in rural communities they strive to establish and maintain good relations with local costumers, decision makers and other stakeholders. It is advantageous if social entrepreneurs are personally involved in local communities or if they have local “ambassadors” who maintain and develop local contacts. However, local involvement is only one side of the coin. Social enterprises would hardly enhance rural development if they were be just domestically oriented. Rural development also requires to bring in new ideas picked up elsewhere and to establish supra-regional networks that provide ideational, political and economic support. Referring to the social network researcher David Obstfeld (2005) it can be said that rural social enterprises succeed with finding solutions for the “idea problem” that may arise in dense local groups as well as for the “action problem” that appear in sparse supra-regional groups (Obstfeld 2005). Against this background I argue that rural social enterprises can be described as intermediate actors (Christmann 2014) that interconnect the “local and the global”. The ability of social enterprises to foster rural development depends on how they are locally integrated and supra-regionally connected rather than on being established one-sided only.

This assumption is supported by first findings of the European research project RURINNO (H2020_MSCA-RISE-2015) that was set up to receive insides in how social enterprises proceed to foster social innovations in rural regions. Qualitative case studies of rural social enterprises in Austria, Greece, Ireland and Poland (methodologically based on participant observations and semi-structured interviews) show how social enterprises organise support on higher political levels and how they collect ideas and concepts elsewhere and reassemble them in their rural contexts. Likewise, we observe that referring to experiences made in other regions or countries is an argumentative technique often used by social entrepreneurs to convince stakeholders in rural communities. Furthermore, not only social enterprises as a whole, but also social entrepreneurs embody characteristics of intermediate actors. Several social entrepreneurs in our sample are return migrants who established social entrepreneurial initiatives in their home regions after having lived for some time at other places.

In the proposed presentation I will, first, show the preliminary conception of social enterprises as intermediate actors. Second, I would like to contrast the conception with our empirical observations. In the light of our findings, the intermediate actor approach will be discussed and refined.

ID: 229

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Indigenous Peoples Social Innovation—Aotearoa New Zealand Case Study on governmental devolution enabling Indigenous led investment in transformational social innovation

Whānau Ora is globally distinct as a formal governmental public policy framework that emanates from Indigenous peoples values and has as its explicit aim the furtherance of Indigenous self-determination, effected through self-generated transformation within Indigenous communities. In 2014, Whānau Ora matured from aspirational policy objectives to a bespoke institutional framework to enable the devolution of governmental decision-making and monies to new entities known as Whānau Ora Commissioning Agencies. These new Commissioning Agencies are Indigenous led organisations that control investment in, and funding for, Indigenous social transformation. This institutional framework is a profound systemic change because it is the most significant advance of Indigenous Peoples self-determination in the contemporary era. It is also a highly experimental approach to achieving social change and appears to be producing an emergent body of social enterprise and social innovation practice that has distinct Indigenous characteristics. This paper describes the evolution, features and impact of the new institutional framework, and proffers that New Zealand's Whānau Ora policy settings is a bold innovation in the realm of social enterprise and social innovation.

ID: 230

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The Politics of Sport and Social Enterprise

This paper critically examines the currently fashionable but under-examined link between sport and social enterprise. With local governments facing massive budget cuts and voluntary sports clubs struggling to develop sustainable positions in an increasingly competitive sport and leisure market, some argue that innovative social business models can deliver increased sports participation and address deep-rooted social problems. While the sector is experiencing greater prominence, most notably as local governments transfer under-performing sport facilities to local volunteers operating as social enterprises, there is a risk that – if local government austerity decisions are driven by numbers over local capacity building – such asset transfers will benefit middle class sport clubs at the expense of locally disadvantaged groups. The paper therefore draws on critical theories of social capital (Bourdieu, 1984) and case studies of a range of Scottish sport social enterprises to highlight interesting examples of social innovation, but also antagonistic ‘silent narratives’ often hidden behind the depoliticising positive grand narrative of social enterprise (Scott & Teasdale, 2012; Dey & Steyaert, 2010). It argues that dominant narratives of heroic (male) social entrepreneurs embracing ‘Robin Hood’ business models that take from the rich and give to the poor, not only downplay the role of women in these political interventions (Ogbor, 2000), but also the continuing influence of social class, the state, and levels of inequality in undermining radical social change (Ziegler, 2009; Wilkinson & Pickett, 2009). However, drawing on the work of Bourdieu the paper suggests how, with assistance from universities, cultural intermediaries operating within sport social enterprises could use their ‘respect’ within disadvantaged communities to address the conditions, rather than the symptoms, of poverty (Blackshaw & Long, 2005), thus extending the ‘ripple effect’ (Schwartz, 2012) of social entrepreneurs beyond that possible from ‘establishment’ social services. While championing sport social enterprises delivering innovative ‘sport for development’ programmes in extremely difficult circumstances, this paper discusses whether their impact is diluted by the dominant ‘sport for sport’s sake’ medal-driven policy agenda. It also discusses whether heart-warming stories from sport social enterprises of individual lives turned around by the ‘power of sport’ deflects from their role in aiding the UK Government’s austerity agenda.

ID: 231

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Reflections on Social Enterprises Role for Marginalized Groups' Wellbeing

Social enterprises (SEs) are often designed to provide alternatives to traditional businesses on one hand, and traditional nonprofit and public social services and supports on the other. In that way they have often been described as hybrid organizations from the perspective of a three-sector economy. This economic perspective blurs the mission-based objectives that are core to many SEs. Social innovators often develop SEs because they see a market-involved solution to a persistent social problem, with the inherent critique that traditional business and traditional social service approaches are not adequate to meet social needs.

This inherent critique may take three forms:

1. To influence change in traditional businesses/social services. The SE is successful or not if its approach is adopted by the organizations or the broader society it hopes to influence. Examples include organic foods or fair trade goods sold in traditional retail businesses, or employing people with disabilities in traditional businesses.
2. To create an alternative economy. These SEs operate in parallel to traditional social services and businesses. They may compete on some level with those traditional organizations, but their objective is not to change them. These parallel SEs often create their own sources of legitimacy, funding/capital, supply and distribution chains, etc. Examples include consumer cooperatives and fair trade shops.
3. To create alternative economic relationships. These SEs exist outside of the traditional economy, in many ways circumventing the assumptions and outcomes of it. Examples include Community Supported Agriculture (CSA/Urgenci/AMAP/GAS/Teikei), fair trade producer cooperatives, mutual support groups with alternative-to-market activities, and alternative economies (e.g., local or community currencies).

These three broad types of SEs imply different outcomes for their participants, who are often from socially excluded populations who may also carry stigma burdens due to their disability, illness, or historical outsider social position. Type 1 SEs often have goals of integration in the wider community for participants through mainstream businesses and employment. Type 2 SEs reflect inclusion goals for participants insofar as the participants in the SEs are often staffed predominately by people experiencing social exclusion. Type 3 SEs are more focused on participation, often through mutualistic economic activity.

In this paper, we explore the understanding of SE in United States and Sweden based on the aspects highlighted above. These two countries both have a high standard of living, yet different profiles when it comes to social structures (see e.g. Esping-Andersen; Trägårdh). Analysis will also be related to studies of SE/civil society in other countries as points of reference. We draw on theories of SE (Borzaga & Defourney; Gawell; Nicholls; Kirilin; Teasdale; Young), social movements and identity (Melucci; Zald & McCarthy).

The practice of SE and the diversity of its forms have far outstripped conceptual development. This paper contributes to the growing work in conceptualizing the various forms of SE globally.

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ID: 232

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Organising social innovation in bureaucratic environments: an ethnographic account

Solving pressing complex societal problems through innovation is a growing global phenomenon; we have seen a sharp increase in the number of social innovation initiatives throughout many levels of society. Traditionally, innovation has been studied primarily in the for-profit domain in which private actors compete for rents. However, innovation – the social form in particular – is increasingly being delivered by non-private actors including public, multilateral, third sector, and hybrid organisations some of which have now become major players in this domain. The dominant view of non-private actors is that they are predominantly bureaucratic, yet bureaucracy has often been cited as the least popular organisational design choice when it comes to producing innovations due to the tension between rigidities of the bureaucratic form and the creative ability to innovate. Extant theories of innovation do not sufficiently explain how bureaucratic organisations deal with such tensions as they mainly focus on when and/or why those tensions occur. Even though it is important to explain how and under what conditions structural characteristics of bureaucracy inhibit innovation activity, it is equally important to explain how a bureaucracy can innovate despite those characteristics given the global prevalence of the bureaucratic form in virtually all sectors. In line with this thought, the research question I address is “How do bureaucratic organisations produce (social) innovations despite their known rigidities?” Rather than limiting social innovation to being a niche field, I combine its peculiarities and its commonalities with commercial innovation to challenge certain dominant views in the wider innovation literature. Developing countries where pressing societal problems are prevalent offer a good context to investigate how non-private organisations produce social innovations. As such, a longitudinal ethnography was carried out in Zambia where a multilateral organisation (a major UN agency) and its innovation programme on HIV prevention have been the subjects of my investigation. In terms of data collection and analysis, constructivist grounded theory has been used which somewhat resists mechanical applications of earlier versions of the methodology. Among the preliminary findings, I identify some of the necessary components and enabling mechanisms through which social innovation is produced in a heavily bureaucratic environment. The resulting process model contributes to the innovation literature and organisation theory which investigates the link between organisational design choices and innovation performance. The study particularly challenges the view that bureaucratic form is bad for innovation by highlighting some of the key mechanisms underlying its ‘surprising’ ability to innovate. There are important implications for practice as well; the findings suggest that rigidities of the bureaucratic form are not always prohibitive and conventional organisational design prescriptions may be outweighed by the requirements of the specific type of innovation that is desired in a given context. In other words, the form of innovation matters enormously when making claims about conduciveness or anticipated innovation performance.

ID: 233

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French social innovation incubators: Which vision of social innovation? Which socially innovative processes of incubation?

Summary

Social innovation incubators have spread in France, with the ambition of fostering original, often non-technological innovations, centred on social utility and environmental care. Simultaneously, francophone research on social innovation (SI) got richer, reflecting various visions of the concept: SI as the social change associated to a "standard" innovation, SI as societal change, SI as innovation of service, SI as a new answer to an unsatisfied or badly-satisfied social demand (part 1).

To which of these approaches do French social incubators refer to? What kind of social innovation do they promote and why? We will see how they mainly embrace the social demands approach and how, within this approach, they mix different degrees of a social entrepreneurship sub-approach with another sub-approach based on participative dynamics and shareholders' implication (part 2).

Moreover, one point seems particularly crucial in social innovation: the importance of socially innovative processes. It means that the way a socially innovative project is carried out counts as much as its outcome – the social innovation itself. Processes are as important as outcomes. Therefore social innovation incubators' challenge is not only generating socially innovative enterprises (outcome), but also being themselves innovative in the way they accompany these enterprises (process). They need to go beyond "traditional" coaching methods that prevail in other incubators.

To which extent do French social innovation incubators implement socially innovative practices? We can observe a certain amount of original practices, however they also often tend to conform to entrepreneurship tools standards, for various reasons we will explore (part 3).

Research methodology

This paper is based on a francophone literature review and on two studies of several French social innovation incubators. The first is a case study of Alter'Incub, located in Montpellier, based on the participant observation method. The second includes a series of interviews with seven incubators' managers and provides an overview of diverse incubators' models in France.

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ID: 234

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Human Capital, Learning and Microenterprise Development in Mexico

Microenterprises accounts 5.35 million in Mexico, representing 95% of the enterprises in the country. Literature suggests that these enterprises face institutional, market, productive, financial and human capital constraints. This work addresses the latest aiming at understanding the structure of human capital and learning in low value added microenterprises of the state of Baja California, Mexico, to determine the role of such factors in microenterprise performance and development, in order to diagnostic their contribution and get some public policy implications for the sector. The microenterprises of the sample were found operating in challenged neighborhoods and were subjected to an intervention by a social microenterprise development program transferring human capital services and finance support in order to improve the enterprise performance and well being prospects of the entrepreneurs and their family members. The paper also measures the impact of this intervention.

Some statistical and econometrics techniques are used in the paper. The assessment of the role of education attainment and experience over the microenterprise was performed by estimating productivity functions using standard econometric techniques in a cross section data. Effect of learning was measured by estimating learning curves using time series data of the microenterprises intervened. This set of applications had escaped social science literature despite the proliferation of such enterprises in developing countries. The results confirm the importance of human capital and learning on the performance of these businesses, since there is a relationship between education attainment, experience and the performance as measured in different ways; and also effects of learning were found. The results also account for the heterogeneity in the distribution of microenterprise human capital among locations, sectors, types of business and gender.

Paper results provide elements for the design of public policies addressing development. Some policy implications arise from the paper findings: increase education coverage and the average schooling level of individuals, including efforts to reduce illiteracy and encourage students to move from elementary and junior high education toward completing vocational or high school; encourage coverage of higher education and its links to entrepreneurship; create programs aiming to transfer human capital such as the provision of business development services, which would complement formal education or compensate the lack of it, impacting the capital endowments of entrepreneurs and the enterprise performance. In developing countries, emphasis should be placed on extension programs using suitable methodologies. This type of initiatives would strengthen the skills of people to guide themselves through their productive life, before they transit to or even when they are already engaged in entrepreneurship.

ID: 235

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Design-led Approaches as Catalyst for New Paradigm: Social engagement for empowering vulnerable communities and organisations

The value of design thinking is highly recognised in business world and public sector thanks to increasingly growing numbers of design actions and researches on various topics. More and more companies and public institutions have included design thinking in their processes of solving problems and realising innovation. Design thinking and design-led approach are taking an important role in transforming the mind-sets of organisations. Involving design thinking and design culture in organisations has been discussed as an essential issue in design management realm. Best (2015) has claimed in his book that design is activate at three levels in any organisations: strategic level, tactical level and operational level.

Social sector is normally not considered as a design-intensive field, the mind-set of using design professionals mainly maintains in operational level, which limits most design practices in visual communication and product order (Buchanan, 1992; Golsby-Smith, 1996). Therefore, it's crucial for design teams to enlarge design scope and to transcend the conventional role, making use of design-led approach in navigating collaborative innovation for better system, structures and paradigm. When design teams are asked to contribute in these complicated transformations, they are required to support other participants with easy-to-use and effective tools and to manage the processes with dynamic design strategies. So how does design thinking lead social sector organisations to cater to vulnerable groups? What are the contributions that design-led approach has created when conducted at three different levels in social sector organisations? And how to motivate organisations with social vision to adopt design thinking at strategic level in order to make more meaningful impacts?

For answering the questions, this paper recounts literatures in developing the concepts of different orders and placements of design professionals and how these design capabilities are related in design management realm for organisations. As design expanding its impacts on social issues and vulnerable groups, literatures on social design, design for social innovation are studies as well. Afterwards, through case studies, the paper presents and analyses how design-led approach can change the way that social sector organisations create situated solutions for and with vulnerable groups. In an incremental model, design-led approach empowers social sector organisations to manage their process themselves for catering to target vulnerable communities; on the other hand, in a radical paradigm, design-led approach is presenting an alternative vision: enabling vulnerable communities to actively take part in understanding their living contexts, their own values and capabilities and possible opportunities for development. Through co-design/collaboration, vulnerable communities are capable to take certain roles in generating new systems and organisations, which are supported and maintained by social sector organisations. And in this way, design culture is set in the DNA of organisational culture. More important, all these transforming steps can't be easily fulfilled without specific well-designed tools. At the end, suggestions will be given for conducting design-led approach in social engagement with vulnerable communities and organisations.

ID: 237

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Attention to vulnerability of microenterprises as a way to improve social welfare: a gender perspective

Due to the recent economic crisis, the integration of women into the labor force has been accelerated, in many cases, through low value ventures; these microenterprises have an important role within the business sector in Mexico in terms of number of establishments and the generation of jobs. Nevertheless, they face challenges that limit their growth and survival probabilities. Many of the difficulties have to do with work-family balance and precarious health conditions, among others that make them highly vulnerable. For example, the 2012 National Microbusinesses Survey (ENAMIN), found that, out of the 9.2 million microbusinesses, 49.3% do not have access to medical services, out of that percentage, 55.1% are men and 43.9% are women. In this paper, we contextualize the phenomenon of the marginalized microenterprise within the framework of poverty, precarious health, gender inequality and other vulnerability indicators in Mexico; the regulatory framework and social policy on the subject of gender and entrepreneurship in recent years, and how entrepreneurial assistance programs can be a palliative for these conditions is also analyzed. Based on the above, the work done by the Universidad Autónoma de Baja California, through the Center for Research and Assistance to the Micro and Small Enterprise (CIADMYPE) from 2009 to 2012, where more than ten thousand micro-entrepreneurs participated, confirms the precariousness of this sector in terms of linkage to comprehensive social security. The results support the hypothesis of positive social returns for these projects; also, evidence shows that vulnerable conditions are lower once they are assisted. It is concluded that the government decision to support them with funding and training is relevant, among other reasons, since it helps to alleviate the poverty status of promoters and their families. We also found that women are more sensitive than men to the economic cycle. Furthermore, while the increase in participation of female self-employment activities in recent years seems to be largely due to a refuge (push) effect, is also true that there exists a positive correlation between labor mobility and economic growth. This in turn is related to entry into self-employment and the transition to other entrepreneurial behaviors that would indicate an innovative (pull) effect. In either case, there are clear elements of positive social impact. The aforementioned, makes it convenient to revise solutions such as social protection floor in order to provide basic social security guarantees during the life cycle of the microenterprise. Actions such as this require joint work initiatives between university, government and private sector to develop public policies aimed at correcting the problems of the microenterprise sector.

ID: 239

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Design Thinking for Social Impact: engaging design for local communities in New Orleans

The paper aims to present the methodology, tools, and results of the Fast48-Design Thinking for Social Innovation initiative in New Orleans, United States.

The process begins with a workshop in which people, including students, researchers, and professors coming from different geographical areas and with different backgrounds are involved in the design challenges for social innovation. The participants are changemakers who aim to tackle complex, pressing social challenges such as poverty, poor educational outcomes, environmental pollution, public health issues, and more, to find practical and innovative solutions.

Developed as a 48-hour immersive training camp, the workshop conveyed practical skills in human-centered design. The 48-hour weekend immersion format was designed to engage people of all levels interested in applied, problem-oriented disciplines, as well as professionals, and social entrepreneurs.

Design Thinking intends to provide to participants new skills and mindsets of human-centered research, analysis, synthesis, insight-generation, creative ideation, parallel rough prototyping, and testing. Design thinking fosters quick-prototyping as part of the creative process and has proven to bring solutions that create better outcomes for organizations and the community.

In conjunction with illustrating applied Human centered design methodologies, the paper aims to investigate a series of design thinking initiatives for social innovation undertaken in New Orleans and in the Gulf region of Southern Louisiana post Hurricane Katrina. In particular, a series of case studies are analyzed and dissected to generate the contextual framework, while a specific case is addressed and discussed in depth as a challenge that engages multiple scales, from the urban, to the spatial, social, and cultural level. The Design challenge aimed to help Playbuild, a non-profit based in New Orleans, to rethink engagement and communication strategies to build awareness and foster understanding of the organization's mission.

Since 2012, Playbuild has the mission to transform under-utilized urban spaces into exciting kid-friendly environments for play and learning. The programming and activities are focused on design, architecture, city-planning and related disciplines and are geared to kids 4-12. The main goal of the organization is to engage under-served youth through creativity and active learning and to stimulate curiosity, enthusiasm, and an interest in exploring careers across a wide spectrum of design disciplines. Playbuild was facing the challenge of being more engaged with the local community, and re-shape the outreach programs and communication.

Through the Fast48 Design thinking initiative, started with ethnographic research and on-site interviews, a series of solutions were provided while addressing the larger issues at the urban scale.

The paper aims to demonstrate that design thinking iterative methods undertaken for the Playbuild challenge, are replicable and applicable to contexts and organizations that are facing similar conditions and are reaching out for creative solutions.

ID: 243

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Climbing the ladder: lessons from applying design approaches in the public sector

No longer just an add-on, design has evolved into a fully joined-up innovation methodology. There is increasing understanding in the private sector of the enormous value this adds, even in areas not traditionally seen as the preserve of design, such as services. Likewise, and for similar reasons, there is much interest in the public sector in design thinking as a way to overcome common structural flaws in service provision and policymaking. This is a fast growing area, though relatively nascent as a distinct research field. Nesta research in 2014 also showed that of the 20 public innovation labs identified worldwide, few are focused on design (Nesta 2014).

Therefore just saying public services should use design more is not enough, and as argued in the Design Commission's report *Restarting Britain II* more needs to be done to ensure local authority officers, service commissioners and policymakers have the understanding, capacity, willingness and skills to design and develop cost-effective, user-led public services (The Design Commission 2013).

As a result of the report's recommendations, Design Council developed the 'Design in the Public Sector' programme, which launched in January 2014. This paper looks at the impact of this programme to date, highlighting Design Council's own application of design thinking approaches within social innovation contexts, and the enablers of, and barriers to, success.

The paper begins by examining both the structural flaws which inhibit innovation within public bodies and the allure of design thinking in public policy, before progressing to outline what this can look like using a diagnostic tool known as 'The Public Sector Design Ladder'. This identifies three different levels at which design thinking can be applied within the public sector – design for discrete problems (design projects are one-offs and design thinking is not embedded in the commissioning organisations), design as capability (public sector employees not only work with designers, they understand and use design thinking themselves) and design for policy (a relatively new discipline in which design thinking is used by policymakers) (See Platform 2013).

Using this diagnostic tool the paper then proceeds to assess the impact of Design Council's 'Design in the Public Sector' accelerator programme on local authorities. One of the programme's distinguishing features is the use of the 'Double Diamond' methodology, which is critical to defining the nature of the problem that is being addressed through design (Design Council 2007). This early phase has been referred to as the 'fuzzy front end' (Rhea 2003), and is increasingly being used to describe the early stages of the innovation process where ideas form. This approach has enabled participating local authorities to develop a range of innovative solutions to social issues in their area, including for dementia, domestic abuse and community engagement (Design Council 2016).

Yet the programme has not been without its challenges, and the paper concludes by looking at the key barriers to the successful implementation and utilisation of design thinking within public bodies, which ultimately prevent them reaching the third and final stage of The Public Sector Design Ladder.

ID: 244

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Models of open social innovation to meet social challenges

Achieving sustainable business success through social innovation often requires adoption of the collaborative mechanisms of Open Innovation. However, over a decade on since the term was coined (Chesbrough, 2003) research into the process of Open Innovation has neglected to apply these principles to the third sector, overlooking the social dimension. So-called 'Open Social Innovation' is an under researched area (Chesbrough and Di Mini, 2014). While many elements of Open Innovation remain relevant to different kinds of organisations, those focusing on delivering positive social change have different goals in mind, along with different actors and stakeholders. These new insights aim to bring value by improving the delivery of social initiatives.

This paper investigates the contemporary entrepreneurial activities of the Grow Trust, an asset based community development partnership. This initiative is adopting Open Innovation practices to tackle social challenges, in terms of developing community regeneration, through the establishment of sustainable businesses. This study bridges the gap between theory and practice and explores the Open Innovation mechanisms of collaboration used by this initiative to engage community groups from both rural and urban areas.

One of the objectives of Grow Trust is to attempt to achieve 'collective economies of scale' for the individual community development trusts who are members of Grow Trust. These 'collective economies of scale' include activities such as, bookkeeping, organising training sessions, purchasing in bulk, as well as exploring the possibilities of purchasing 'expert-staff' to assist with the development of the Trusts. Many of these activities would be beyond the budgets of the individual Trusts but by cooperating together through Grow Trust each individual Trust will be able to take advantage of 'collective economies of scale'.

The current members of Grow Trust consist of Linwood Development Trust, an urban area of multi-deprivation, Beith and Neilston Development Trusts being semi-rural, Govan Development Trust. Traditionally, these individual community trusts have received numerous grants and awards from policy makers in a 'piece meal' way for specific projects, which have had a tendency to 'fail' once the funding has ceased. The innovative way that Grow Trust operates, is working towards the establishment of sustainable new ventures, which aims to lead Grow Trust towards increased income generation within deprived communities, creating employment and increasing capacity. Ultimately, empowering these communities.

In essence the Grow Trust is delivering initiatives based on asset based community ownership, an approach to community development, which provides a strategy for "rebuilding troubled communities" (Kretzmann and McKnight, 1993: 1). It centers around uncovering the strengths, or 'assets', in a community. This initiative results in social innovation in the form of new organisations and social relations being established. The new ventures already established and those being proposed are examples of open innovation, which unlike previous initiatives at regeneration promote innovation in a sustainable way.

The application of either inbound or outbound Open Innovation strategies to meet social challenges are

investigated in this paper. The aim is to better understand the micro-processes involved in this new trend of Asset Based Community Development in Social Innovation, which is an under-researched area. However, the nature of the Development Trusts, being community owned and led equates to open innovation practices being adopted.

ID: 245

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Off-Grid? Critiquing metatheoretical frameworks using a social entrepreneurship triptych

This paper uses social entrepreneurship to explore the boundaries and limitations of metatheoretical thinking in organisation studies. Specifically, we draw on recent work by Hassard and Wolfram-Cox (2013) and Shepherd and Challenger (2013) that has sought to advance metatheoretical thinking in this space by accommodating alternative research epistemologies and ontologies (such as poststructuralism). Having critiqued their work, we question the implication for research in fields that sit uneasily in metatheory frameworks. Specifically, we explore the spaces between boundaries that demarcate one category from another. We find that the assumptions that drive classification founder on the interstices between these categories. To illustrate our argument, we present a triptych of social entrepreneurship to explore the implications of oscillation between metatheoretical spaces and highlight the necessary instability and fragility of knowledge ascribed to spaces that deny easy classification. We contribute to the social entrepreneurship literature by addressing an important gap regarding its place in the broader body of knowledge in organisation studies. Our paper progresses the scholarly debate surrounding metatheory, whilst also presenting a unique analytical portrayal of three modes of social entrepreneurship.

ID: 247

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Imagine a Day Project: Kosovo 2016

"Children of today are the leaders of tomorrow and education is a very important weapon to prepare children for their future roles as leaders of the community" (Mandela, 1990).

The Organisation for Security and Cooperation in Europe (OSCE) invited an International Changemaker initiative from the University of Northampton to support their youth programme in Pristina, Kosovo. The Imagine A Day Project (IADP), including Senior Lecturer and Program Leader for Drama, Dr Hayley Linthwaite, and five undergraduate students from the University of Northampton, brought together 22 multi-ethnic participants from across Kosovo, between the ages of 19 – 49 to be part of a train the trainer program. IADP uses experiential learning and applied performance methodologies specifically focusing on youth empowerment, leadership and peace initiatives. The key benefit of this project is the train the trainer program, ensuring skills development and sustainability. Since its launch in January 2014 the Imagine a Day Project has included children, teacher artists, community specialists and university students in Sri Lanka, Australia, Brazil, and the United Kingdom. This session will explore the journey of IADP in Kosovo, March – June, 2016.

Kosovo is one of the most frequently discussed ethnically divided conflicts of the last decade, including the controversial NATO intervention, the controversial declaration of independence and the diplomatic rows that followed between Belgrade and Pristina and within the EU and UN. Several advocacy and capacity building activities have revealed that inter-ethnic group work is key to the sustainable peace building in the Kosovo context. Creative stimulation and capacity for suspension of preconceptions makes drama a particularly effective mechanism through which communities can address complex and highly-charged issues. IADP supports the commitment to promote peace by strengthening creative capacities of children. The power of this project is its ability to reach across the world and actively engage children as agents of change.

ID: 249

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Dynamics within paradoxes: Exploring leadership narratives from 41 Australian nonprofits

Abstract

This paper reports the findings of an empirical study of 41 CEOs in Australian nonprofits, responding to, and building upon, the emergent literature on governance systems as a site for organisational paradox. In particular, the study contributes new insights into leadership paradox dynamics (Smith 2014) and their embeddedness in systemic, organisational and individual dimensions. We utilise current research into organisational paradox to frame the central research question: how do organisational paradox theories explain tensions among senior leaders in nonprofits? A small number of recent studies have begun exploring and extending paradox theorising into the nonprofit domain, but very few have explored charities per se. Furthermore, as Mason and Doherty (2015) proposed, questions of organisational paradox invite a multitude of methodological approaches. We also respond to this call through the presentation of thematised dilemmas arising from the 41 CEO commentaries, using an inductive methodology to inquire and generate insights.

We contribute to the paradox literature by illustrating how, in the nonprofits sector in Australia, paradoxes are articulated by CEOs as complex and interdependent, thus creating a multi-level perspective of navigating paradoxes and their effects on the organisation. Furthermore, the data shows how these paradoxes, manifested in tensions and represented in dilemmas, result from policy and management disconnects at systemic, organisational and individual levels in charities, as experienced by senior leaders. This poses implications for theory, in terms of how nonprofits produce unique paradoxes that converge with current theory but also, due to their dynamic, interconnected nature, diverge from it. In terms of leadership and leadership development, the study exposes how the difficulties arising through paradoxes might be articulated, addressed and managed over time to mitigate the inimical nature of paradoxes on leaders and team performance.

Notes

The paper contributes to knowledge of leadership paradoxes, specifically responding to Smith's (2014: 1618) call to "investigate how different corporate contexts impact models of managing strategic paradox". To this end, we confront the challenge of leadership and strategic paradox from the context of charity CEOs. In Smith's recent work, we see how leaders might pursue different strategies to explore and exploit simultaneously. The dynamic model that ensues helps to explain the stages through which leaders are forced to confront the management of paradox, with varying degrees of success. We take this research and add further questions to its applicability to non-corporate contexts. For example, to what extent do nonprofit leadership teams face exploration/exploitation paradox dynamics? Do different tensions come in to play, as Besharov et al (2014) and Mason and Doherty (2015) argue for social enterprises?

ID: 250

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The role of social enterprise ecosystems in shaping institutional and stakeholder networks

The social economy varies across countries in size, structure and values and much research has been conducted that has explored these differences across regions and around the world. Scholars have developed typologies of social enterprise and explored how different socio-economic and political structures lead to the prevalence of different organisational types in different countries and regions. More recently, research has also focused on how different social enterprise forms emerge within nation states based upon the differing socio-economic conditions across regions. These within country differences can emerge due to differing historical, legal, political, social and economic structures. However, our understanding of the emergence of these different ecosystems and the impact that this has on stakeholder networks is in its infancy. This paper draws upon prior research that built a theoretical framework for the emergence of these ecosystems based upon biological evolutionary theory. The research provided a metaphorical explanation of how the English and Scottish social enterprise ecosystems have diverged over time due to different historical (genetic) and institutional/environmental (epigenetic) factors. This paper seeks to extend this research by practically applying the theory to the development of stakeholder and institutional networks within both countries. Semi-structured interviews and focus groups were held with over 50 key stakeholders (social entrepreneurs; policymakers; social enterprise support organisations; trade unions; investors; lawyers; and academics) in England and Scotland, which explored the historical, political, social, legal and economic differences in both countries. The results demonstrate how the differing English and Scottish ecosystems have led to the emergence of different organisational phenotypes in England (social business) and Scotland (community enterprise) and how this has affected the stakeholder networks present. The results are discussed in relation to how these 'genetic' and 'epigenetic' factors lead to the rapid divergence of social enterprise ecosystems and the impact that this has on the stakeholders and institutions that are present within them.

ID: 251

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Social innovation in Polish family enterprises

The study investigates social innovation in Polish family enterprises. It focuses on the associations between the size of a family enterprise and its engagement in the development of employees' qualifications. It was hypothesized that the size of the family firm is positively correlated with its social innovation in the area of employees' development. In order to verify this hypothesis, at the end of 2014 a primary research was conducted collecting data from 353 Polish family enterprises. All data were analyzed using Statistica software and Test X 2. This presentation reveals findings and draws conclusions for policy and practice.

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