SI-DRIVE
Social Innovation: Driving Force of Social Change

SOCIAL INNOVATION IN EMPLOYMENT: CASE STUDY RESULTS
POLICY FIELD EMPLOYMENT
D5.3_EMPLOYMENT

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1 Methodology and Design

1.1 SI-DRIVE Methodology

The SI-DRIVE methodology is designed as an iterative research process characterised by two empirical phases based on and feeding the three central research pillars of SI-DRIVE: theory, methodology and policy. Starting with a first theoretical, methodological and policy and foresight framework the empirical phase 1 leads to a global mapping of Social Innovation: a comparative analysis of 1,005 cases worldwide, seven policy field reports, global regional report, external database screening, and eight first policy and foresight workshops. These results led to the improvement of the three pillars and set the ground for the second empirical phase: the in-depth case studies, which results will be presented here and in a reporting of each of the seven policy fields of SI-DRIVE. Finally, the results of both empirical phases will lead to a summarizing comparative analysis in each of the policy fields and contributes to reflect and improve the final theoretical framework, the final methodology and the final policy and foresight recommendations of SI-DRIVE.

Thus, the chosen triangulation and combination of quantitative and qualitative methods has also a sequential aspect: While the quantitative approach is more appropriate for the analysis of 1,005 mapped social innovation cases, the qualitative methodology is more relevant for the in-depth case studies (based on the quantitative and additional qualitative analysis of the first empirical phase).
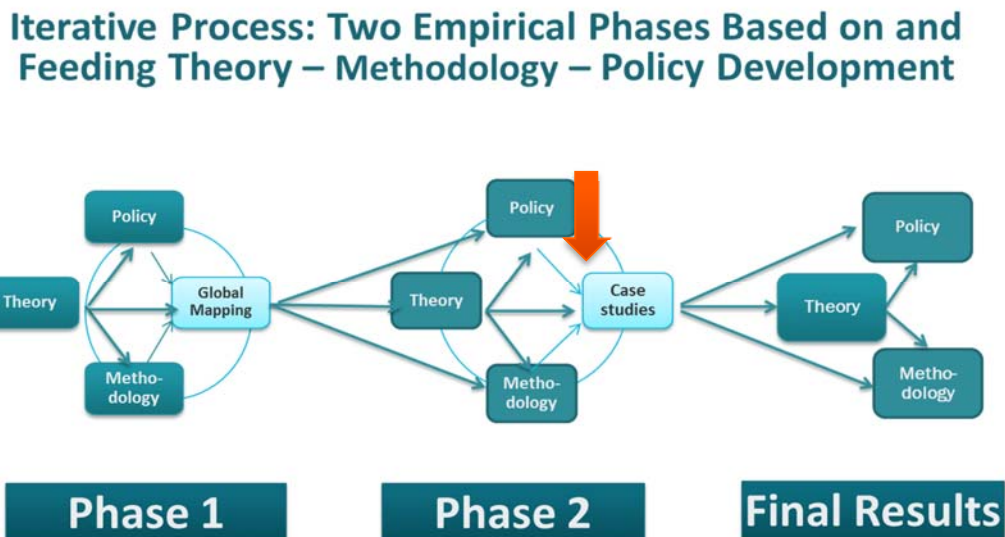

Figure 1.1:   Continuously Updated Research Cycle

Hence, this report is summarizing and analysing the (10 selected) case studies conducted in the policy field "Employment", delivering a further depiction for the final comparative analysis within the policy field at the end of the project.

1.1.1 Background and Central Questions of the Case Studies

The focus of this qualitative research is on the dynamic **interrelation between social innovation, the practice field and various mechanisms of social change**. Therefore the guiding meta-question for the case studies of SI DRIVE is focusing on **mechanisms of social change**:

Does Social Innovation actively use, reflect or contribute to the defined mechanisms of social change (see Annex 1)? Can we identify other, additional mechanisms?

All these mechanisms are reflected in the five key dimension, but putting a focus on social change. Related to the five key dimensions of SI-DRIVE the main focus of the case studies is on **Governance, Networks and Actors** as well as on **Process Dynamics**, mainly asking which changes appear and are driven by what/whom (see also the research foci in the Annex 2). Within these focused key dimensions and mechanisms of change **factors of success** (and **failure**) are of high importance as well.

The **degree of social change** is also considered: **diffusion** in society, degree of **institutionalisation**, and **importance of the practice field/initiative** for everyday life and local communities.

Therefore, the main objectives of the case studies are aiming at a better understanding of

- the **processes and dynamics** of social innovation in relation to social change (institutionalisation, diffusion and imitation that result in new social practices),
- the **functions and roles of actors and networks and their modes of interaction (governance)** for the development, diffusion, imitation and institutionalisation of social innovations,
- including the identification of **critical success (and failure) factors**, leading to social change.

1.1.2 Methodological Design

The methodology is consisting of two levels for the selection and analysis of cases:

- Selection of the relevant **practice fields** (3 in the policy field of Employment). The mapping report of SI-Drive defines "practice field is a general type or summary of projects and expresses general characteristics common to different projects.
  Main criteria: Importance for the policy field, already leading to social change.
  Main interview partners: different kind of representatives of the practice field, e.g. associations, interest groups, politicians, leaders, etc. - representing the Social Innovation Ecosystem or sectors (**public, private, civil society, and science),** additional documented material, documents analysis.
- Selection of social innovation **initiatives related to the chosen practice field** (about 3 to 4 cases per practice field)
  Main criteria: Connection and contribution of the initiatives to a practice field.
  Main interview partners: people who were *actively* involved in developing the social innovation initiative, project organisers/participants/actors, users and beneficiaries – representing the Social Innovation Ecosystem or sectors (**public, private, civil society, and science),** complemented by additional document analysis.

Because there might be only limited information for the chosen **practice field**, the results of the case studies with the single initiatives will be used as a background for the practice field examination and analyses (**hybrid approach**).
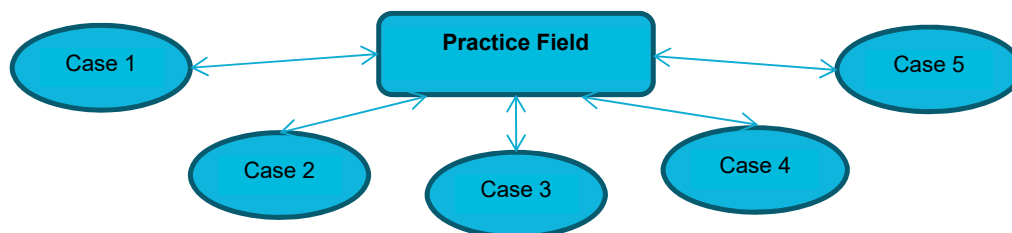
All in all about ten cases were conducted within each policy field, ending up at about 70 case studies. The cases were selected on the background of a common framework and the partners' knowledge and experience. Beneath practical points like access to and willingness of social innovators to participate and a general regional variety the following aspects were taken into account:

- For the **selection of the practice field**: The (strategical) relevance for the policy field, the differentiation/spread of single cases, and an advanced development phase (cases that are already in the implementation, impact phase).
- For the **selection of the related cases**: The selected cases should be already highly developed (implementation or better impact phase, embedded in networks, movements or umbrella organisations), and be representative for the practice field showing its variety in terms of social demands and regions.

Against this background the cases were **selected from the existing mapping data base**. If there was a new important case of high interest (not in the database) there was the possibility to add at least **one additional case** per policy field. In Employment a few such new cases were added. Because the global mapping stressed that social innovations often comprise more than one policy field **overlapping cases** were taken into account and finally assigned by the policy field leaders.

The template developed for the case studies had a **common, but flexible structure**. This means that the main topics and the related main questions have to be reflected. Additional questions helped to structure the deepening of topics appearing as relevant from the interviewees or interviewers perspective, and from the particular context of the initiatives, the actors of the social innovations or practice fields.

While the case study inquiry followed the context and perspective of a single initiative, the structure of the reporting document is starting with the practice field as the overarching context for the related case studies, bundling and summarising the results of the different related cases, illustrating the practice field, summarizing the given topics (reflected in the single case studies).

Therefore the structure of the template for the case study inquiry is the other way round as the template for the reporting:

1. The **case study inquiry** (**bottom-up:** initiative perspective as the starting point) started with the perspective of the initiative, leading to the overarching perspective of the related practice field in the end: focusing on the context of the concrete initiative (starting with the idea, passing the development process and ending with the impact perspective) → leading to and completed by the practice field context (integration of the initiative in the broader practice field background, conclusions, institutionalisation);

2. This **reporting document** (**top down:** context of the practice field as the starting point) is structured the other way round starting with the overarching practice field perspective, activating the overall on social change oriented perspective as a context at the beginning and reflecting the social innovation initiatives from this background.

Already given and available information from the mapping and internet/documents were integrated in the interview template first, including information of the practice field. The practice field information already gathered in the case studies (earlier) were updated continuously in the case study guide.

For the field work and the analysis a common and obligatory structure across all the seven policy fields was developed (case study template, QCA questionnaire, reporting template). The following procedure is characterising the case study performance:

1. Extraction of the given information from the mapping database and integration into the reporting template, interview guide for the specific initiatives;
2. Search for additional documented materials (internet, literature, etc.) and integration of the results in the template as well;
3. Selection and inquiry of key persons for the practice field and the related cases;
4. Interviews, group discussions, site visits etc. (of **all the relevant actors** of the initiative, **including if possible the users, beneficiaries**);
5. Reporting within the given template (integrating all the information of the database, interviews and group discussion in one template);
6. Completing a survey for the purpose of the application of Qualitative Comparative Analysis (QCA);
7. Summarising reporting document (done by the work package leaders).

Within the case study template the questions did not vary a lot between social innovation projects and social practices, but the answers relating to the questions are expected to vary to the different levels of uptake. For instance, in a more mature case/practice field there may be a wider set of competitors as a context feature (e.g. car sharing), whereas in a case that is still in its infancy (although it should be well implemented and show dimensions of success as well) competition may be very different in quality or limited in total. Discussing the relationship between social

innovation and social changes asks for new social practices. New social practices are indicated for instance when there is already a set of different initiatives, when the original initiators of first social innovation projects (sometimes) are already difficult to identify, variation of the original initiatives have already been applied, maybe a bundle of initiatives exist (institutionalized in a practice field), they have different business models (if any), their services vary, accordingly users vary, incremental differentiation between various offerings.

1.2   EMPLOYMENT: Practice Field and Case Selection

The in-depth case studies for SI Drive took place between June and end November 2016. For this purpose the cases to study were selected in advance from all WP policy fields. Below is the list of cases from Employment.

Due to the case study focus on success factors, mechanisms of social change, diffusion and imitation we had to take care that the cases are well implemented and produce impact, involve a network etc. For the selection of the practice field and the cases we hence we applied the following criteria for selection of Cases:
A]   Well implemented: the case is implemented and is functioning/has been functioning for at least a long enough/stable period that makes sense to study what happened;
B]   Produce impact: the case produces effects for the target groups it is directed at. This means: we can assess tangible results;
C]   Involve a network: the cases are embedded in a network which could include communities, policy field representatives/institutions; it is also clear who are the initiators/innovators/executers of the cases and most of them are still available for interviews/enough information/documentation is available to reconstruct a narrative that is sense making. So it is not an isolated social innovation; it is quite well embedded.

This should include the variety of regions/countries.

Based on the gathered cases (around 1000 in Mapping 1 we have compressed the mentioned PRACTICE FIELDS into three clusters for Employment (This compression has the advantage to cover a broader range of cases within each practice field. On the other hand there is the risk that the cases are so disperse that the interplay between the cases are weak):
1.   **Youth unemployment and other vulnerable groups (elderly, women, minorities)**: This is an important issue around the world and especially in Europe since the economic crisis 2008. It is a heterogeneous field, characterized by a high variety and diversity. The practice field evolves around labour market participation, training and education and discrimination/inequality issues. The purpose is to improve individual competencies and to institutionalize equal opportunities;
2.   **Social entrepreneurship & self-creating opportunities**: This is a field of growing importance and with specific differentiation. It concerns entrepreneurship with limited profit goals but focus on participation of groups with limited opportunities and resources; and self-organizing initiatives of businesses (including self-employed persons) that create jobs in niches with low and irregular income and job security and much flexibility (risks);
3.   **Workplace innovation & working conditions**: This field is growing and varied as it differs across public and private sectors. Entrepreneurs and employers seek new ways of working and innovation through novel ways of employing persons, using talents, and organizing work processes, including application of new technology. This leads to changing of job (content), team formation, role differentiation and more dialogue and autonomy for employees. The purpose is to also improve sustainable employability (not per se with the same employer).

The 136 cases in Mapping 1 for Employment, divided across 5 main practice fields are:

Table 1 The 136 cases of Employment form Mapping 1

Project practice field	Absolute number	Percent	Cumulative percent
1. Job search support & matching	43	31.6	31.6
2. Training & education	31	22.8	54.4
3. Workplace innovation & organisational innovation	20	14.7	69.1
4. Working conditions	16	11.8	80.9
5. Social entrepreneurship	26	19.1	100.0
Total	**136**	**100.0**	

The background of these five practice fields stem from the first analyses made in SI-Drive, notably in the Policy Report on Employment[1]:

1. *Job search support and matching* includes matching of supply and demand via internet applications for example, practical support for job seekers and mediation between employers and job seekers (including subsidizing employers to hire vulnerable groups). It also includes support for unemployed to start as entrepreneur, for example administrative assistance and financing and training;

2. *Training and education* includes lifelong learning, (practical) training which bridges the gap between what is being thought in regular educational systems and what is demanded by employers/society, initiatives in which (young) persons acquire work experience and teaching (social) entrepreneurial skills;

3. *Workplace innovation* to increase the quality of work and innovation capacity of organisations. These initiatives include for example creating learning organisations, professional development of employees, self-managing teams, employee participation and employee driven innovation. In addition, public sector innovation also sets a good example of how public organisations can stimulate workplace innovation by striving after the combination of better performance (efficiency-driven) and enhancing professionalism (employee driven innovation) with increasing the public value (satisfied civilians);

4. *Working conditions and work environment*, like flexible working times, child care, adapting the working environment for an ageing workforce or disabled persons;

5. *Social entrepreneurship/enterprise* which for example provides work for vulnerable groups. This practice field also covers governments stimulating social entrepreneurship and corporate social responsibility.

As said above, we compressed those five practice field into three: *Youth unemployment and other vulnerable groups (elderly, women, minorities)* comprises 1 and 2, and partly 5 (circa 55 to 65% of the cases); *Social entrepreneurship & self-creating opportunities* consist mainly of 5 (19%); and *Workplace innovation & working conditions* comprises 3 and 4 (27%):

The practice fields that are not chosen are the ones related to topics such as 'traditional unemployment activities', 'public employment services', 'subsidized jobs' the activities in these practice fields are already broadly present and are not really social innovations. In total about 20 cases (out of the 136) were suggested by partners as qualified cases for the study. No cases were suggested for the Baltic states; and 2 additional cases were presented for the Balkan states and 2 for the Netherlands. Most cases were already in the database; some were new altogether. TNO and IAT selected the final 10 cases for the study (see table 2a).

Table 2a. Selected cases

Practice Field	Partner	X= Selected for description in practice field in this report	Case name	Country	Case number
1. Youth unemploy-ment and vulnerable groups	TUDO-sfs	X	Social Impact/Enterprise DGW/Enterability (SIG)	Germany	1
	IAT		Software Netzwerke Leer (SNL)	Germany	2
	Deusto	X	Servicios Sociales Integrados S. Coop (SSI)	Spain	3
	Isedt Ras		Mama Works	Russia	4
	Brunel	X	Brunel Business Life (BBL)	United Kingdom	5
	ITU	X	ISMEK	Turkey	6

Practice Field	Partner	X= Selected for description in practice field in this report	Case name	Country	Case number
	ZJU		Xiezhi Hotel	China	7
2.Social entrepre-neurship and self-creating opportunities	TUDO-sfs		Social Impact/Enterprise DGW/Enterability (SIG)	Germany	1
	Deusto		Servicios Sociales Integrados S. Coop (SSI)	Spain	3
	Isedt Ras	X	Mama Works	Russia	4
	ZJU	X	Xiezhi Hotel	China	7
	SIL	X	Nova Iskra	Croatia	8
	ITU		ISMEK	Turkey	6
3.Workplace innovation & working conditions	IAT	X	Software Netzwerke Leer (SNL)	Germany	2
	TNO	X	Young Dogs	Netherlands	9
	TNO	X	Media Group Limburg (MGL)	Netherlands	10

Of the ten cases five fall in one practice field while the other five can be assigned to two practice fields (Table 2b)

Table 2b. Selected cases

Case Nr	Title of the case (corresponding number in Table 2a)	PRACTICE FIELDS		
		1. Youth unemployment and vulnerable groups	2. Social entrepreneurship and self-creating opportunities	3. Workplace innovation & working conditions
7	Xiezhi hotel	X	X	
8	Nova Iskra		X	
1	SIG	X	X	
2	SNL	X		X
3	SSI	X	X	
9	Young Dogs			X
10	MGL			X
4	Mama Works	X	X	
5	BBL	X		
6	ISMEK	X	X	

In Table 2a it can be read that the cases can sometimes be positioned in more than one practice field[2]. Column 3 in the table indicates (with X) from which practice field perspective a case will be described in this report. This can be understood as the main relevant perspective, i.e. practice field. Table 2b shows the same cases, namely per case to which practice field they can be linked.

Methodology

As said before the 10 cases are partly selected from the database of Mapping 1 and a few additional cases were acquired in a later stage. To study each case 51 interviews were held with initiators, leaders, clients and employees. On average 5,1 interviews were held (range 1-12), mostly face-to-face, sometimes by telephone/skype and in 10 cases it concerned group interviews. In addition websites were studied, articled read, and other written sources were consulted. The cases were studied by the partner of the same country of origin as the cases. Research took place between April-December 2016.

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[2] Regarding the case SNL it should be mentioned that before the interview was conducted, this case study has been assigned to the practice fields "youth unemployment" and "workplace innovation". After the interview and analysis of this case study it became clear that "skill shortage" was a central theme and motive as set by the targets of the initiative. Deriving from its strong orientation towards apprenticeship, the case is also related to "youth unemployment". However, it can be viewed as a particular form of WPI as it is an interorganisational network (between organisation) installed through the initiative of an employee (i.e., bottom up).

B. Practice fields and Exemplifying Social Innovation initiatives

Introduction**: How is this report structured?**

We first analysed all 10 cases and developed narratives on the basis of the ten mechanisms of social change (Wilterdink, 2014), namely learning, variation, selection, conflict, competition, cooperation, tension and adaption, diffusion of innovations, and planning and institutionalisation. This resulted in case descriptions. Second, we grouped the 10 cases into the 3 mentioned practice fields of Employment, namely 1.Youth unemployment and vulnerable groups; 2.Social entrepreneurship and self-creating opportunities; and 3.Workplace innovation & working conditions. Some cases are fitting in two practice fields, but one of the two is their dominant practice field. We analysed and described each practice field, and provided short descriptions of cases. These short case descriptions thus were assigned to the practice field which was the dominant one for the case. In the third place we summarised our findings and draw some conclusions. In addition we comment our findings in the light of the eight research foci of SI-Drive, that were derived from the key dimensions, namely: 1: Concepts and Understanding; 2: Ambivalence; 3: Process Dynamics; 4: Relation to Social Change; 5: Governance; 6: Actors; 7: Drivers and Barriers; 8: Civil Society and Citizen Empowerment.

2 Practice Field A: 1 Youth unemployment and other vulnerable groups

2.1 Background: Youth unemployment and vulnerable groups

The youth unemployment (aged 15-24) in the EU (28) reached 24,1% in 2013 (ILO) and is considered as the most important challenge in the policy field employment3. The differences between countries are even higher than the differences in the unemployment rates in general, with Croatia, Greece and Spain presenting extreme levels with 50% or more unemployed among the people below 25 (Eurostat, 2015). Germany and Austria are positioned on the side with a youth unemployment rate below 10% (Eurostat, 2015, see figure 2.1).
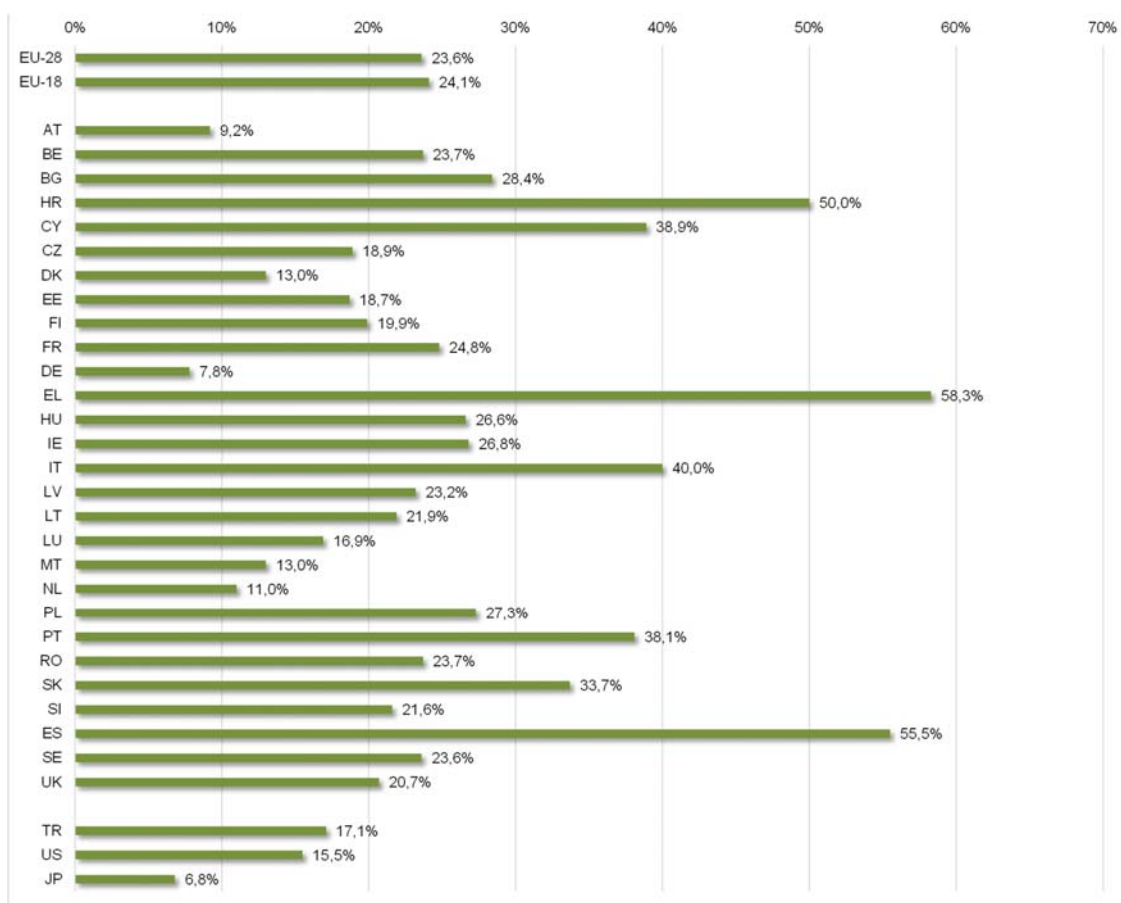
Figure 2.1   Unemployment rate persons younger than 25 years, 2013.

An additional problem regarding the youth are the so called "NEETs", which stand for youth which is "Not in Education, Employment, or Training". In 2013, 13% of the young people between 15 and 24 years old in the EU (28) were NEETs. The rates of NEETs differ considerably between different Member States as well. In the Netherlands and Luxembourg approximately 5% of the youth is 'NEET', whereas in Macedonia, Bulgaria, Italy and Greece this rate is above 20% (Eurostat, 2015). This challenge is shared between the policy fields education and employment.

Other vulnerable groups on the labour market are migrants, women, elderly and handicapped workers.

2.2   Description of the practice field

The practice field of 'Youth employment and vulnerable groups (women, elderly, migrants, handicapped)' is the one that overlaps most with 'traditional' labour market (and educational) policy, and it is therefore difficult to distinguish social innovation initiatives from traditional employment measures. Not in the least place due to the fact that in most of the initiatives governmental and public bodies are involved or are (co-) financing these initiatives. While there is a well-developed *traditional* practice field, one cannot say so about the *exclusive* practice field of *social innovation* and youth employment. Nonetheless, there are good examples of innovative ways to combat youth employment, and this is the focus of the cases presented here.

In this practice field we discuss the four cases Social Impact/Enterprise DGW/Enterability (SIG), Servicios Sociales Integrados (SSI), Brunel Business Life (BBL), and the Istanbul Metropolitan Municipality Lifelong Learning Centre (ISMEK). SIG is a German case about start-up assistance of disabled persons supported by a social enterprise. SSI is a Spanish cooperative run by women (i.e. self-employed, who would otherwise have no work) who help people in need, like elderly, homeless and sick people. BBL is a labour market support program for students before they are entering the labour market in order to optimize their job opportunities. ISMEK is a Turkish Lifelong Learning Centre with a strong focus on improving the labour market opportunities for women (and therefore rather strongly overlaps with the policy domain of education).

2.2.1   Case 1.1: Social Impact GmbH (Your Social Enterprise/Enterability)

Description, development of the Social Innovation Initiative

Social Impact GmbH [in full: Social Impact (Your Social Enterprise/Enterability)] is a non-profit organization specialized on start-up assistance for Social Enterprises for specific target groups. Social Impact has focused on supporting social start-ups that use their ideas to solve social challenges in an entrepreneurial way. Social start-ups are given grants that fund up to eight months of professional consultancy, coaching, workshops and co-working workplaces. **"Enterprise-deine Gründungswerkstart"** and "**Enterability" are** two projects from Social Impact ('**Gründung' means foundation, hence 'social impact foundation').** To date, several thousand companies have been set up with the support of Social Impact.

Social Impact develops products and services that contribute towards securing future viability and social equity. Social Impact has been instrumental in designing and implementing innovative qualifications and start-up support for socially disadvantaged groups. Social Impact has been developing labs offering the start-up programs. The labs provide scope for co-working, networking and events in addition to the programs already mentioned.

Within the case study we focused on the program "enterprise-deine Gründungswerkstatt (DGW)" located in Potsdam, because it is the oldest of the programs and "Enterability", a program that is outstanding, because of its target group (People with activity limitations) and its grade of institutionalization.

Social Impact as a whole has a staff of about 50 and is sponsored by well-known companies and foundations. Financing is divided into 40% private funding (from private partners/foundations/companies) and 60% public funding – the two cases analysed within this case study are funded by the state of Brandenburg and therefore financed by the public. Another pillar in the work of Social Impact is the increasing of public awareness of self-employment as an alternative to unemployment – this is especially important for the two projects focused within this case study.

After the German reunification the situation in Eastern Germany was constantly characterized through an unemployment-rate double the high than in western Germany. Especially people with disabilities are still struck by unemployment to a very high degree. The initiators started the initiative out of the awareness, that traditional solutions provided by (employment) policy-structures and local institutions were not working. Self-employment for this target-group was described as a kind of "self-defence" by Mr. Radermacher, our interview-partner and director of Enterability.

During the start-up boom (beginning-mid 2000) there was the perception, that people did fund their own businesses with a start-up capital from the grant, but without proper consultation. Nearly 95% of those start-ups failed within the first two years. This is also led to a rising awareness towards the need of high-qualitative start-up consultancies as a regular pillar in the field of job search and support matching. Social Impact focuses on supporting social start-ups that use their ideas to solve local social challenges in an entrepreneurial way. Social start-ups are given grants that fund up to eight months of professional consultancy, coaching, workshops and co-working workplaces. Therefore SI

combines the social challenge "*youth unemployment/low employability and unemployment of people with disabilities*" with other challenges like rural exodus or the dying of small enterprises in the area.

Furthermore they are very active in building up networks to provide peer-counselling. Social Impact follows a strict individual-centric approach; laid out to offer a tailor-made holistic solution for every client whereby Empowerment is one cornerstone in their work. In the area of employment placement (job search support and matching) in Germany it was completely new to train people in entrepreneurship instead of trying to place them into a socially insurance job.

Actors, partnerships, alliances, networks

The main founder of IQ-consult, resp. Social Impact was a freelancer and free trainer for young, low-qualified and unemployed people (Norbert Kunz) who wanted to realize the idea of a start-up consultancy for young unemployed people.

The first main support for IQ-consult here was the GLS-Bank (**private sector**) and the possibility to establish a micro-credit program. This did not implement direct financial support, but the (at this time) even more relevant infrastructural support.

As a first partner-organization willing to give financial support they gained the German Foundation for Children and Young People (Deutsche Kinder- und Jugendstiftung, DKJS). DKJS had a very similar field of interest during a time, namely self-employment as an empowering tool. With this first partner IQ-consult was able to implement the first permanent employee and also to purchase first materials and first reproductions and copies for a wider audience of beneficiaries. From the **public sector**, the Youth Welfare office (Jugendamt) was the first partner. They defined the work of Social Impact as youth resp. social work. The first trainings conducted were financed by the office of employment and government vocational training institutes.

The Enterability-project evolved from a personal contact of Norbert Kunz to an employee of the "Integrationsfachdienst Berlin" and the direct request from a group of people with disabilities and associates out of the field of corporate consultants. These integrational services are institutions in the field of the vocational rehabilitation system in Germany and responsible for job-placement. Here, the idea was born to transfer the enterprise methodology to another target group, which shows similar characteristics as the group of youngsters without employment. The Director of the office was convinced and pushed the project.

The main responsible actor was (and as the CEO of Social Impact still is) Norbert Kunz and a small core group of trainers (Thorsten Jahnke and Manfred Radermacher included) who were co-funders and are in wide parts still engaged in the project. Basic incentives for the initiators were on the one hand the possibility to create their own sustainable workplace and the chance to change something in the running system of job matching and vocational training. It was also an incentive to get the chance to start something completely new with a "simple and logic idea". With the funding partners a first transregional network emerged. Nearly parallel to the DKJS the GLS Bank ("Gemeinschaftsbank für Leihen und Schenken", "community bank for loans and gifts"), the first social and ethical Bank in Germany, joined the efforts of Social Impact.

The strategy of Enterability is very similar. The first important question while seeking for sponsors was, whether an institution shares the values and views on the field of self-employment of people with disabilities as an alternative to the uni-dimensional approach of trying to fit the people into existing workplaces. The first financing foundation was the Aktion Mensch, a foundation for the development of an inclusive society. Other financiers followed (Auerbach Foundation, European Social Fund (ESF)).

The field of funding schemes in the area of vocational rehabilitation for people with disabilities is not very wide-spread and after a few years, there was no institution left to ask.

In general, it was always the personal contact that determined a functioning cooperation and collaboration between SIG and the partners. Even more so, often it needed the conviction of a single individual in an organization to establish a relationship. This is slightly different in the case of Enterability. Here, there were people with activity limitations who actively asked for start-up consultancy. In the first year of Enterability there were people with disabilities who acted as initiators, but this group declined.

Social Impact is the legal form under which the single programs, settled in the different Social Impact Labs, are organised. As an umbrella organization Social Impact functions as an accountant and also as an administrative entity.

Social Impact founded an Association of German founding initiatives where individual start-up counsellors can register to get audited and certified. Main reason for creating this association was due to the start-up Boom in the mid 2000-years, there was also a wave of new start-up counsellor whose quality was very heterogenic. There were no standards and everyone was able to call himself "start-up counsellor", a trend that undermined the reputation of the scene. Nevertheless, there was a lot of criticism and scepticism amongst the stakeholders from the traditional solutions.

Innovative solution

The turning point and initial impetus was: although the training curricula and vocational trainings were a success and the participants had an official recognition as commercial clerks (i.e.) they were not able to find a workplace.

The fundament for the project was laid out in the experiences the founders made within developing curricula and pilot schemes for qualifications and vocational training. Out of these experiences they developed the consultancy methodology to advise young people in starting their own business.

The main tool here is an individual process and result-oriented support service before, during and after the business start-up.
1. **Profiling** and orientation – assessment of the personal aptitude.
2. **Qualifying** - Pre – planning; Acquisition of business starter competences and development of the business plan – counselling, qualification, mentoring.
3. **Implementation** - Mid – Implementation of the business – counselling.
4. **Post – growing and consolidation of the business** – counselling; peer review; networking; controlling; coaching.

Traditional start-up advisers, i.e. from the job-centres, do not have time and expertise which come along with the _personal activity limitations_. The clients of **Enterability** state, that they want the expertise of Enterability, because traditional organisations foremost find two ways to handle the presence of the individual limitations: either they "**get pampered**" (which is more seldom) or they are **negotiated even the slightest possibility and capabilities** to start-up a business. At Enterability they follow the guiding principle of being generally very open towards the strengths and weaknesses of the users, but also, and foremost, towards the handicap. Furthermore, the staff of Enterability has a two-fold expertise: they are aware of the Social-law in the field of rehabilitation, which is high-differentiated in Germany, and they are experts when it comes to building up a business.

The following strands can be identified:
1. Innovation in the methodology of Job matching
    -   Shifting of the Leverage point – away from prioritizing the placement and matching and towards creating the own self-employed job;
    -   Strictly oriented towards the real needs of the clients: flexible methodology within a four step approach which allows counsellors and users to commonly develop a tailor made business plan ;
    -   Modulation of the courses content and alongside individualization of the learning process and progress: Learning in modules creates self-determination and autonomous decisions over the speed of learning and the most important content ;
2. Innovation in handling the needs of the users/Paradigm-shift
    -   To really belief in the capacities and capabilities of marginalized people with difficult backgrounds was an innovative approach from the very beginning, one hint here is the rejection the initiators of Social Impact experienced within the established Organisations and institutions of Labour promotion.

Gaining momentum

In the starting phase, one specific coherent strategy is not visible in this case. A lot seemed to depend on networking and a general knowledge of "who to ask when". It seems like the strategies applied developed naturally in parallel to the forthcoming of the project. Important factors that played a role, were:
-   Relationships to the media ware constantly described as positive during the interviews. Norbert Kunz, as the main responsible person from Social Impact and also Manfred Radermacher have had an expertise in handling the press and knew how to generate fruitful public relations;
-   Convincing foundations or Organisations to support Enterprise and Enterability was almost always associated with the contact to a single individual working/being engaged at a strategically important position within the

potential partner organization. With the various backgrounds the trainers and counsellors in the Social Impact team brought in, there is also a highly diversified knowledge concerning the existing context(s) and its actors, and of key-persons in the field rises;

- A lot of programs proofed to work and scaling in the form of transferring the methodology of social enterprise to other target groups can be named as a strategy. With the scaling and transferring came public awareness and bigger impact. The project started in Berlin and its concept was transferred within 1½ years to four other federal states in Germany. Institutionalization was an important step;

- Social Impact was able to get contracted on their specialized field (*target-group specific start-up consultancy*). In the case of start-up assistance for people with disabilities it can be stated that there simply was no competition on the market. This still leads to requests from people all over Germany.

In general there has to be a differentiation made between drivers and barriers that had effects in the starting times of IQ-Consult/Social Impact and the ones that are still ongoing or emerged in a new way. There certainly seems to be an interrelation between the process of institutionalization and the vanishing and/or changing or rather emerging of drivers and barriers. Some barriers, especially concerning financial insecurities, do not have an impact that significantly after institutionalization, others, like the lack of personnel changed over time but are still ongoing. The same goes with the drivers: the confidence and enthusiasm is still important for the solution as a whole, as well as taking advantage of new technologies is.

What is most concise and from eye-catching importance in almost all dimensions here is a high dependency from individual people and their decisions, values and willingness. Naturally, this personal-dependency works as a driver as well as a barrier, internal as well as external. Sometimes decisions from authorities are the most hampering factor for the Users of Social Impact when it comes to realize their business idea, as users depend on a particular authority and the decision of their case-worker.

The starting times were predominantly characterized by contingencies, and lucky coincidences in terms of getting in touch with the right people at the right time. Later on it can be assumed that especially the collaboration with the media and public relations became skilful and versed.

In retro-perspective, the failure of the original project (vocational training for young unemployed people with the goal to qualify them in form of gaining a professional degree) can be seen as the impetus, which led to the actual innovative solution. Real critical events that threatened the existence of the project were apparently occurring rarely in the two focus-programs. If so, they were almost always aligned with a lack of financial support.

Complementary innovation

The interview-partners from Social Impact agreed upon the point, that a paradigm-shift within society towards a general openness for entrepreneurship is necessary to leverage innovative solutions in social entrepreneurship. But there is also a deeper layer of mind-shift necessary regarding the awareness for the capabilities of people in general and especially marginalized/vulnerable groups. A related point here is the common (maybe German) opinion towards the value of different forms of work. Most people believe "real" work is only the insurable employment, full-time without the need for subsidiaries.

Digital technologies, social media and other Information and Communication technologies were not relevant in the starting years of social impact. This has changed slightly in the last 10 years, whereas personal contact is still more relevant in the everyday work. For Enterability, where the clients are in the majority 40 years and older, new technologies are even less relevant for the relationship between counsellors and clients. Technology did, of course, change social practices and actions significantly, which is very relevant for the success of the social start-ups' funding. There are also individual examples: A user from out of the pool of Enterability, who has severe limitations in his activity, spoke about the potential digital devices could have especially for people with activity limitations. As he is blind himself, he would not have been able to start his own business without assistive technology. In the life-cycle of Social Impact, technologies became more and more dominant over time, but without really changing the core-principles and methodologies of the project. What they do is to facilitate "forms of participation that did not exist in former times" (Interview Mr. Jahnke; He stressed the possibility of Crowdfunding as one gamechanger in the field).

Impact, diffusion and imitation

People with disabilities have a legal entitlement for financial start-up support in all federal states of Germany today. This legal status found has its origins in Enterability in the year 2004. Enterability is now in the regular funding scheme of the state of Brandenburg and functions as a legal institution.

The failure of policy programs is a barrier. Employers in Germany have to fulfil an employment rate of 5% of their workplaces with people with certified disabilities. Private companies often prefer to pay a special fee, which discharges them from their legal obligations (ger. Ausgleichsabgabe). Also, policy programs in labour-market policy are laid out on to the placement of unemployed people into dependent working-relations, which means, they prioritize social-insurance workplaces.

Empowerment is maybe the most important cornerstone in the methodology. Teaching materials on accounting et cetera had to be translated and rephrased in order to be usable for target-group specific needs. Mutual and social learning does play a two-folded key role: 1) The users learn from each other and 2) the trainers and counsellors learn from the target group.

The overall value of profit is not that dominant in the approach of Social Impact and also in the enterprises and start-ups that were funded under the assistance of Social Impact. Other values have a higher priority, such as participation on the (first) labour market. For the beneficiaries of Social Impact it is more important to be able to create a workplace without the boundaries they experience in regular working relationships. But they are not able to be fully independent (because subsidized by the Job Centres or similar) and do earn just a little more money than they would on unemployment allowance.

The original project (Enterprise – DGW) still exists and is now the oldest program from Social Impact. The several Labs and programs are all based on Enterprise, its methodology and core principles. Learning in Modules now is a standard, also in other educational contexts (schools, universities).

The principle within Social Impact concerning working materials is to be open and transparent about them. Transparency and the chance for others to learn from the work already done, seems to be of public value. Social Impact functions as an umbrella organization that also does administrative work for the single programs and therefore provides security and infrastructure. It can be seen as a driver for other initiators to affiliate to Social Impact and rely on pre-existing structures.

Role of policy

- Single actors/decision makers from the level of policy were important in several phases of the initiative. Especially in the first years there were "committed and courageous persons" (Interview Thorsten Jahnke) who were willing to swim upstream against deep-rooted behaviours within their institutions and Organisations. Also, Enterability would not exist in the form it does today, without the former director of the integration office, who fought, partly against stakeholders within his own organisation, for the success and realization of the project. Aside from this non-financial support on a local level, there are naturally also the regular support-schemes that were of high importance, whereas policy support in other forms apart from leverage effects triggered by single persons did surface in later stages.
- Policy programs and active labour market policies, though, were relevant from the very beginning on (i.e. grant for Entrepreneurs), such as:
- Policy tools as a direct and regular promotion: employment policy tools like a grant for Entrepreneurs are crucial for most of the start-ups, especially start-up consultation;
- Local and regional policy programs were especially important in the early stages of the social innovation as labour market policies are also a regional issue. Policy programs are mainly in the role of financiers, SI-consult and the local job centres have a principal-agent relationship;
- EU policy programs became relevant in later stages of the project and have the roles of leveraging the publicity, financial support and also facilitating cooperation and collaboration. The financial aspect is relevant, but especially their complementary role help the projects to gain publicity. In 2007 Norbert Kunz, founder of iq-consult was awarded as Ashoka Fellow for the project social enterprise, a boost that also was triggered by the contacts on the EU-level. Enterprise was announced as Best Practice in Social Innovation by the European Union Directorates General (2005, 2007);
- Various policy programs were very important for the initiative, especially before the status of institutionalization. Without being in the regular funding schemes it was mandatory to be contracted by the Job Centres or other actors in the field of vocational rehabilitation;
- The failure of policy programs to fulfil an employment rate of 5% of their workplaces with people with certified disabilities is also an important point. Furthermore, policy programs in labour-market policy are laid out on to the placement of unemployed people into dependent working-relations (they prioritize social-insurance workplaces), which implies that unemployed person wanting to start-up a business is risking to lose the welfare-states subsidiaries.

Connectivity to the practice field

The social innovation is clearly related to the practice field of employment issues of vulnerable groups, including young persons. The main institutions are the Job Centres who assign a provider of services) in this field. Free social agencies or counsellors in the field of vocational rehabilitation/employment matching are relatively new (in Germany). Here, we have a contradiction between partly progressive smaller initiatives (like Social Impact) and the big federal Organisations like the chamber of Commerce and Industry, the oldest provider of start-up consultancy. Social Innovation projects in the field of job search and support matching exist parallel to a traditional system of providers.

This social innovation contributed to configuring the practice field as it had a pioneering role in the field of start-ups for specific target groups, and furthermore created tools and instruments which are now essential to the whole sector. Without the microfinance-model which evolved it would have been impossible for the majority of young founders to even get their business started. The Modulation of learning-content and the four-phase model were completely new. It can be said, that iq-consult and later Social Impact contributed decisively to the practice field, but also to social entrepreneurship and education. One important insight and shaping factor within this practice field is the basic assumption that it is possible for people to start their own business, even if they are considered to be not placeable in the 'first' labour market. The effectiveness and sustainability of start-up consultancy from the very first experiences showed that consultancy programs are most effective if they are very client-oriented.

Individual-centric consultancy requires more from the professional advisers and trainers than traditional forms of start-up consultancy do. Cooperation and knowledge transfer is important on various layers. The networks developed during the whole life-cycle of Social Impact and its projects. Professional, open exchanges proofed to be fruitful for understanding the needs of the target groups as well as for the positioning as a start-up consultancy on the market. The mixture of existing knowledge and creating new knowledge (innovation) is very important for Social Impact. Also it is the general openness and sensibilisation for new development trends that influence the emergence and growth of the practice field. In doing so, it is necessary for social innovators themselves to be self-reflecting and also self-critical in terms of recognizing and valuing failure and stagnation.

2.2.2   Case 1.2: (Software Netzwerke Leer - SNL)

See: in the WPI practice field (3).

2.2.3   Case 1.3: (Servicios Sociales Integrados – SSI)

Description, development of the Social Innovation Initiative

SSI, Integrated Social Services, is a cooperative, set up for people to create self-employment opportunities; these self-employed people could then help others in need of, for example, housing, social support, elderly support and so on.

At the beginning (in the 1980s), there was a group of about 300 women, working irregularly (without a labour contract or social security) in informal social services in Bilbao. These woman had no regular jobs, and the work they did was to provide social services to elderly people at their homes. The City of Bilbao was not able to pay these social services, to pay employ those women and they were not able to pay social security benefits to unemployed people. Setting up a cooperative served both parties. It helped the city council of Bilbao to avoid the issue of the demand of legal contracts, but still enable them to create decent working conditions for the women. It helped the council also to fulfil the need to provide certain social services to elderly people at their homes. Not being able to meet these needs by the public administration created a negative environment and a demand on these public organizations to respond to this social demand: set up a cooperative. And it helped the women in irregular jobs to get out of the informal economy into a more formal and legal part of the labour market. The solution provided by SSI met both problems of the city and the women (and the third one of the people in need of social services) that were the origin of the innovation: a high quality service for elderly people that rather continue living at their homes, and at the same time a stable and prestigious job for the women.

The origin of the initiative can be seen as a "bare survival" strategy of the first promoters, a mechanism for self-defence. Despite this specific origin, the initiative is nowadays considered as a pioneer and prestigious project not

only among public local institutions, but also among its stakeholders in general. Other services and issues such as training, professionalization, organizing women, creating a profession, dignifying it, or providing a quality service came later. The main aim of SSI to render social services for people, working to improve the overall quality of life of people that lack autonomy and social support, and their families. They provide services to public entities, and to the people and families that care for them. For example: elderly people lacking autonomy or independence (home help assistance and other complements like trips, social stimulation, support for the carers, care by telephone, supervised housing…); minors and unstructured families (more educational oriented actions added to the general services); Socio-educational and psychosocial support services for carers and/or family members of dependent people; socio-occupational integration processes for people at risk or in a position of exclusion; A training centre not only for their members but also as an Advisory and Assessment Centre for the recognition of professional skills for vocational certificates.

In the 1980s the economic crisis was provoking many housewives to demand a job, as their husbands, workers in the industrial sector, were unemployed. These women took care of their home, of their children, of their elders, and therefore, they saw an opportunity of employment taking care of the elderly in their home, as an example of the informal, black economy, doing this without qualification, training or regulation (nor paying taxes and so on). At the beginning, members did not want to start a business and they did not even know what a cooperative was; members were seeking the opportunity to have a stable and dignified job, not being businesswomen.

The initiative was a very complicated challenge, because of the amount of formation and education on "cooperatives" and their idiosyncrasy that was required for its implementation. But with the help from the public realm (Municipal Service mostly), two contracts were awarded to SSI since the beginning, which was a real strategic drive. The Bilbao city council considers the contracting of workers by themselves and the direct management of the service unattainable. Accordingly, it requested the collaboration of Caritas and the Provincial Council of Bizkaia; eventually, Ms. María Luisa Mendizabal was elected to lead the project, shape the project to regularize the service and care for the elderly. At first the focus was mainly on training organisation (with the help of Mr. Javier Sanz Sataolalla, lawyer expert on Cooperativism).

The initial financing of the cooperative was done through the capitalization of unemployment subsidies to contribute to the social capital.

Training is essential for the cooperative. For instance, courses held from 1987 to 1996 were related to the mobilization of people in bed or cooking, personal care, tec., directly related to the profession enhancing basic skills. Ten years later, all the members have received an initial training, then other competences are strengthened, as self-help, management of stress, ergonomics.

Ten years after the constitution, the first strategic plan is being drawn up, a diagnosis of needs elaborated as well as a definition of jobs, consolidation of departments, a complete training plan , FQM system….and a new focus on social issues advised by EDE Foundation[4]. But in 2003 the contract with the Bilbao city council was lost, as it was decided to divide the city into 4 sectors and 4 different contracts (2 sectors were lost to competitors). Half of the workers (250) had to be subrogated to the new companies that took charge of the new contracts. The new business changed into a capital business. It took these very well trained and knowledgeable workers without having to make any type of investment or effort. It was also seen an opportunity to offer new services, but still very much related to a single customer: Bilbao City Council. The evolution of this cooperative since the last ten years centred in enlarging the number of customers and services. It was not only directed at the ones already demanded by public organizations, where competition is very hard and market saturated. It was also being proactive and presenting new and innovative proposals for funding. The 'coop' has even enhanced the relations with other stakeholders and especially at international level.

Actors, partnerships, alliances, networks

The initiators originated from a group of women that pursued a legal, stable and decent job with the support of two public entities and a charitable non for profit entity (Caritas). Being part of professional, peer and trust networks was important for the development of the initiative. Another key actor was Ms Maria Luisa Mendizabal as leader of the project, with a previous experience in business. She was the one that suggested the cooperative formula for this project and to articulate the first stages of the initiative, finding the correct solution for the problem.

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[4]   EDE Foundation is an organisation providing training, social consultancy and knowledge building. EDE Foundation, a non-profit organization that advocates social development in Biscay, through the training and support of individuals and organizations working in the field of social intervention. (http://www.fundacionede.org/en/edefoundation.asp).

SSI has an important relation with public entities: Regional Government, cities and towns halls. It is an example of public-private partnership: the private part in this example is SSI Cooperative and the public is Bilbao City Hall. There is a clear and "fruitful" relationship with Municipal Services and the local City Council, which eases the implementation of the project. The help from the public realm (Municipal Service mostly), with two contracts awarded to SSI since the beginning, was a real strategic driver.

At the beginning the stakeholders were scarce and limited to the concrete needs of the Cooperative like Caritas, EDE Foundation, School of Nurses, or an Advisor bureau. One of the key stakeholders is Tecnalia, which is considered as the technological partner of SSI, with a focus on providing technology to home caring, which turns to be the main activity of SSI. This relationships links directly with the strategic position of this cooperative in relation to innovation in general as well as in social innovation based on technology in particular. It is also related to the aim to pursue proactivity and new service concepts.

Let us look at the **main responsible of this SI,** the **basic incentives** on the level of initiators, and main responsible person(s) to **start the social innovation project.** The leaders and managers of the cooperative (such as ms. Mendizabal) have a highly proactive behaviour, when it comes to innovation. The responsibility of starting the innovation project were both a group a promoters coming from a the set of workers and the public administration involved in providing the service for elderly people (Bilbao city Council and Bizkaia provincial government) who were in conflict. Both parties had powerful incentives in starting the social innovation as it would mean the solution of the problem:
- Workers: to accomplish the aim of stable job with good labour conditions;
- Public organisations: to avoid direct contracting of 300 workers and at the same time to organise the social services for elderly people to fulfil its legal obligation.

The role of the partners was initially very much linked to the initial and basic needs to organize and set up the cooperative. After this first stage, the role of partners was more strategic and 'propositive'. Another relevant difference with the previous phase is that this collaboration was bidirectional; the cooperative has been often asked for collaborations not only as one of the service providers but as consultants or assessors in matters related to ageing. The mutual need and strategic view determined the nature and dynamics of interactions between partners, which were flexible, not necessarily formal and based on mutual trust.

Innovative solution

SSI is a innovative project in terms of gender: a group of women without any specific training that created a cooperative in an environment to which it was new. Nowadays their work and their bet on this *modus operandi* is fully respected and seen as further than expected and dignified their job. Today a cooperative is not innovative, but in these days it was. The legal structure of the cooperative, a non for profit organisation, has reduced pressure on profit and economic aims to centre on other relevant social and long run projects. The cooperative system has offered the opportunity to these women to feel ownership, to take decisions, to improve themselves, and to acquire skills and knowledge. Thirdly, there was a new and unique managerial system, based on persons both users and workers. The Cooperative motto *Calidad y Calidez* (Quality and Warmth) is a reflection of it. The system is based on care, responsibility, and nearness.

The solution reflects some other innovative elements as well:
- The innovation comes from the combination of satisfactory solutions both for workers and for public administrations, combining that with the interest of end user (elderly people of Bilbao) and their families. The innovation also lays on how the service was provided: beyond the basic and well known parameters, reconsidering all the aspects and needs both for users and workers;
- The election of the cooperative structure. Consequently there is a full interaction across all levels and, also, with the values and beliefs that the innovation settles;
- There is organizational innovation due to: the cooperative creation; a structure to ease and foster additional innovations such as ICTs in their daily job; the educational perspective, namely a deep "autodidact" behaviour, that not only beneficiates the cared people, but also the own carers/co-workers; a flexible and ductile organizational structure with the aim of maintaining jobs;
- Technological innovation by the use and implementation of soft technologies to develop a higher valued service. In other words, they use soft tech in an innovative manner to improve their services and facilitate their workers daily job. Such as home automation or remote attention, domotics, robotics (due to the relationship with Tecnalia);
- The use of ICTs in the job as SSI was the first company to provide each worker with mobiles, and develop digital skills for people working at home to help elderly people;
- There is a service innovation, due to their aim of developing an *had hoc* project to accompany elder people in their houses which has never been seen before;

- There is a systemic innovation: actions and services deployed by SSI became the measuring board for further require-
ments in Municipal calls. Moreover, the fact that this initiative has been driven by women as a cooperative and a
strategic innovative vision, contributed to develop new values and beliefs within the home caring sector, among
all society.

Gaining momentum

In the case of SSI, the *strategy for innovation* is first a "philosophy" for survival of the initiative that has become
culture of the organization over the years. Later is a strategic axe for the cooperative of overcoming negative
situations and to anticipate to the future. SSI´s innovation strategy is to be proactive, and actively build long lasting
collaboration relationships.

Competition in relation to SSI created the market as there was a demand (elderly people at home with special care
needs) but not an adequate supply (what existed were non-qualified workers, with low working conditions). The
action of SSI organized the supply side, and proved that this business niche was profitable. Competition in public
tenders should be revised and reconsidered to excel good quality and prestigious trajectory. The concept of
competing in prices is not the most adequate criterion for this type of social services.

The following barriers played a role:
- The region Bizkaia had no culture on cooperatives in relation to social services;
- There was a lack of initial education on cooperatives;
- The was a cultural barrier in terms of a social "negative consideration" towards the job these women were
carrying out. It seemed that society did not recognise the value;
- There were some frictions between the City Council and SSI due to the workers circumstances and conditions;
- The fact that the service is provided by a public institution is ought to be the main barrier because it makes
mandatory for SSI to compete in price, and at this point, quality-innovation-high standard service and a price
war are not compatible;
- The Spanish regulations related to workers subrogation in the cases of changes of the provider of public
services required that redundant workers were taken over by the new company (First, members leave the
cooperative and ask for their contribution leading to restrictions in liquidity; secondly, well trained workers leave
the cooperative and start working for another company).

The following *drivers* played a role:
- Leadership: first of all Ms Maria Luisa Medizabal and then Ms Karmele Acedo;
- The decisive support of two public administrations (Bilbao City Council and Bizkaia Provincial Government) to
solve the problem both with workers and with users;
- Enough funds to start up the project.

A main *milestone* arrives in 2003 when the big contract with the Bilbao city council was lost. Half of the workers participated
in a capital company. These capital companies had everything done, since they had taken the workers, very trained and
experienced in the job but without having done any type of investment to achieve it. It was in one way negative, but in another
way it opened up new (market) opportunities. In the last decade this cooperative has enlarged the number of customers and
services, and became proactive and presenting new and innovative proposals for funding. The coop has also enhanced the
relations with other (international) stakeholders.

In terms of future milestones the service they provide is always going to be "human-intensive", but technology is
going to reclaim even more space for deployment. (e.g. tele-assistance model and the challenge to transform it into
an opportunity for professional development of their carers)

The *key success factors*:
a. The creation of a non for profit cooperative over the traditional non lucrative organizations that usually work
within the third sector (Associations, Foundations):
    1. the constellation of charismatic leaders in the beginning in a scrambled moment that claimed a change in
the home caring sector (in the SSI, two women led with a vision and a professional mindset; the political
leadership of the Councillor in the Town Hall was a "peacemaker or concealing leader"; technical
leadership came from the social worker at the base and a technician from the City Hall that is defined as
the "systemic visionary");
b. No funding problems. In fact, members contribute to the cooperative with the capitalization of their
unemployment benefit. It has allowed SSI to make important investments in certain assets, training, or in
research and development;

c.   Training women was a strategic and key issue;
d.   Cooperative members commitment, as highly motivated persons and taking up responsibilities in the governing bodies;
e.   Good relation with stakeholders;
f.   Several types of innovation (explained above).

Complementary innovation

In general terms there is no additional innovation on the part of user to receive de service. But today it becomes a requirement that the user is familiar and uses this technology at a basic level. The additional innovation comes mainly from technological innovation: the effective use of soft technologies developed in partnerships that benefit both, cared and caring people (co-workers). The technology is being used in a way that does not dehumanize. For instance, ICT that helps tracking a patient evolution by easing the access to their information or monitoring of their patterns in their homes. It is crucial for this Cooperative:

1.   The creation of a Living Lab, as a first co-creation experience (with Tecnalia). This Living Lab is a laboratory for testing and experimenting with introducing new technology in homes and its effect in carers and cared people.
2.   Since the successful experience of the Living Lab, SSI and Tecnalia started developing more R+D projects, in which SSI has a crescent importance and commitment (giving their vision or knowledge in psychology, or recruiting doctors for instance).

Technology is, for this initiative, a catalyser of the social impact that SSI do have with its services. It is considered as the added value that SSI gives to its beneficiaries (not only cared people but also carers).

Impact, diffusion and imitation

In general in the world of social economy, third sector and social services, it is of great interest to show society, users and customers, or policy makers the differences and the higher social impact produced by their activities.

In general it is admitted the difficulty of measuring the impact of business activity, and in particular the impact of social innovations. Nevertheless, although some valid indicator can be mentioned, no data are presented or available.

There is also a consensus on the intangible impact that SSI job has in local structures. The job that SSI does towards innovation is seen as a lab for the future requirements of the City Council to all organizations that work in the third sector/home caring sector. Thus, the impact of SSI in the development of this sector goes much further than de outcome; it implies a systemic change in the way home caring is conceived in Bilbao.

Some could consider quite difficult to replicate exactly the project. First, because its success is related to an adequate answer to a specific market segment with a local perspective in a given time. In general, this is a common question with regards to social innovation, most of them are initiated following these same parameters and in fact are the triggers for the innovation. In the case of Servicios Sociales Integrados, the cooperative has created an accelerator of cooperatives, to help, support and advise other social entrepreneurs to create their own business. They do not replicate exactly their own business, but help others create their own, based on SSI expertise.

Another option in relation to transfer and scalability, does not refer to the whole project, but to part of it. For example, it could be feasible to extrapolate the SSI experience with a remote assistance project, for example to Andalusia. In fact there are two informal agreements with two other initiatives in Andalusia and Barcelona to explore these possibilities.

Diffusion: feasible or desirable

The cooperative structure could be a barrier for other social innovators, but on the other hand could also be a real good option for others, who are looking for a social business model based on social values, and probably non for profit. It is true, that a concrete experience of transference in Poland promoted and supported by Bilbao City Council,

failed because of the lack of culture towards cooperatives in that region. But also, that some smaller cooperatives (in Spain) in the area of personal care have been following the trail of SSI.

There has been a lack of time or resources to think and value the possibilities of transferring the experience on a large scale, as a full project. It is considered that a franchise system can be very difficult, since it is an activity that has to do with the relational and emotional, very subtle, and much linked to the people who are now carrying out the project.

There is not a cooperative business training model to transfer to other countries. The key question is not the managerial issues as they are mostly in the management manuals. The key aspects are the care and responsibility very close to the client, and how you express and transmit them. It is part of the DNA.

In spite of being these entire true, it can be transferrable to another social innovation experience so promoters could find a very different perspective of the business, a unique starting point, which they must apply and specify for their own social innovation.

There has been an interest of diffusion or their own experience as a means to gain visibility and heft in the market, in the cooperative movement and al local, national and international level. There has been used intensively social media, networks, different platforms (Tweeter, Facebook, YouTube, the web….). There is an steady participation in forums, conferences, or meetings of different scope to explain their project. They are also very receptive to participate in different activities when invited by other organizations or asked for help and advice. Finally, SSI is also outstanding their participation at European level in research projects funded by the European Commission.

Empowerment and capacity building

Empowerment has been strengthened in three ways:
- Educational needs of SSI employees have been improved regards their job in the socio-sanitary sector or ICT use;
- Another aspect to highlight is the empowerment of workers as member of the cooperative. This means to empower them as owners of the business, be active in managerial issues and elect and be elected for the governing bodies;
- Thirdly, empowerment for end users, elderly people, other vulnerable collectives that benefit from the activity of SSI, namely to not passively receive certain social services, but also to be an active and responsible part of them.

New business models or new remuneration schemes

A new business model was created based on the differentiated cooperative business model, adding the characteristic of being non for profit (In Spain there are cooperatives for profit, so being non for profit is not a legal requirement but promotors choice). The business model was elaborated based on a motto Calidad y Calidez (Quality and Warmth), These have been the two strategic axes for SSI, adapting them to the evolution of the cooperative, the market or public policies.

In the case of remuneration there has been also important improvements, as one of the origin of the conflict was the unacceptable low salaries paid to workers. Being a cooperative means that workers are also owners, so they have to contribute to social capital. This could be a barrier in some cases, as workers may not have savings or a way to obtain credit. In this case, an option offered by Spanish legislation has been used successfully. People (mostly unemployed), to make the contribution used unemployment benefits, that instead of being payed monthly, are paid out by the government in one go as a single amount if used for entrepreneurship.

Imitation, adaptation, transfer

There has been a bunch or new organizations that aim to compete with SSI during these years, and with similar value propositions. But the general feeling is that there is no direct competitor for SSI, as a consequence of their good work and their holistic approach to the business.

Others tried to adjust the original idea to a new context but this adaptation required a huge amount of work.

The knowledge however is available, and in fact there is a collaboration with some other projects to transfer part of the experience or activities. Most of the time those imitators contacted SSI for collaboration. After a time, SSI has created a new business line to promote and accelerate cooperatives in personal and social care.

The drivers and barriers connected to imitation/adaptation regarding this specific innovation, are as follows:

- *Barriers*:
  - Funding schemes;
  - Cooperative non for profit structure (Could be both barrier or driver, depending on promoters interest and culture);
  - Market entry barrier due to competition and an exhausted model based on public contracts;
  - Need of specific high standard qualifications;
- *Drivers*:
  - Cooperative non for profit structure (Could be both barrier or driver, depending on promoters interest and culture);
  - Public ecosystem to support entrepreneurship and specially social entrepreneurship;
  - A market niche oriented to personal care, ageing population, new societal challenges.

Role of policy

The role of public actors in this sector is large, and mainly in setting the stage legally and context-wise, institutionally:
- Social care: the main part of the financing of these services comes from public funds and the income of the taxpayers;
- The public authorities determine which social services are necessary and at what extent, how they should be carried out, who are the beneficiaries; the public authorities also establish the prices and the system to access to the delivery of the service, most of the times through a public tender based on the principles of transparency and competition;
- Public actors have also a more general role of promotion and creating a positive ecosystem for entrepreneurship.

In relation to the system to win the public tenders, it has negative impacts on SSI and other actors. One of the key elements is price and the presentation of a good project, but the system does not take into consideration properly other relevant aspects like expertise and other contrasted background. It means uncertainty, workers transference and risk of abandon the long run vision.

In the case of Spain, the Constitution organizes the country in 17 Autonomous Communities , which implies a distribution of competencies and resources (currency, security, employment…), and in terms of activities (Legal regulation, execution, etc.). This affects how social innovations can emerge and develop.

Policy programs played an important role in the social innovation project at every stage . Al the beginning they were crucial, but after the evolution of the project the impact is limited.

Connectivity to the practice field

This case is a complex one that contributes to solving employment problems but the approach is many-sided. The main effect is on job creation for those women who were in informal jobs with a labour contract. But there is also a relation with social entrepreneurship as these women become self-employed and co-owners of the cooperation. Finally, because this social innovation also affects the content of jobs and the work organisation it further relates to workplace innovation as well.

Diffusion -In this case, the analysis is concentrated on employment as it was the trigger for initiating the project. But as the project has evolved, it influences other social practices like poverty reduction, education or health and social care/welfare. There is also a general impact at regional level as the impacts go beyond the limits of the own experience and the direct beneficiaries (workers, users, clients…), namely better social cohesion. There is a direct

relationship between the case (Servicios Sociales Integrados) and the practice field (youth employment and other vulnerable group; here women). The case did not only contribute to the practice field of vulnerable groups, but also to creating new ways of employee self-management through cooperatives. The cooperative, as a general scheme of a good practice, could be a base and reference to tackle other social social needs, not necessarily related to employment or social care.

Technology plays a supporting role in diffusing this SI case. It is an ally to overcome the market constraints, compete in differentiation instead in prices, and obtain more funding apart from the public contracts, but did not play a decisive role for the social innovation as such; although technology is an important ingredient in the innovations used related to elderly care.

The societal driver for this case was lack of employment or non-decent jobs. It coalesced with the present social need to support the elderly in Bilbao. Cases like SSI exemplify an outstanding response to the unemployment challenge and the improvement of working conditions.

Learning-In the SSI project flows of learning and knowledge generation from and to workers, stakeholders, end users, competitors, society….. The innovation (cooperative) is no longer a new idea, but every application leads to a new solution and is a, bi-directional, co-creation between involved actors. At the beginning of such an cooperative promoters attain the highest levels or learning and knowledge in terms of quantity, variety, and general insight. In the evolution of the project this knowledge generation is more centred, specific and well defined aiming more to the project core.

Cooperation-This case shows that one of the success key factors has been collaboration and cooperation with an array of stakeholders. It can be considered as a common feature in many other social innovation projects, as a differentiating characteristic. In the case of cooperatives one of the functioning constituent principles is cooperation among cooperatives and it is widely spread among the third sector as well. SSI has used a stakeholder approach to define and analyse cooperation and networking not only with other social movements but also with the mainstream economic sectors, the public sector, universities and research centres.

SSI is somewhere between a market organisation and a social movement. On the one hand, SSI is, for the third sector, too business driven. On the other hand, for companies it is too social driven and non for profit. SSI is therefore an outstanding example of this successful equilibrium that has been able to claim its specificities and has been accepted and appraised by the social sector. As such, the policy and economic context have influenced this practice. Bilbao had not enough money for social security and policy for elderly care. The cooperative was an economic and socially viable structure that did fit well with policy aspiration sin Bilbao.

Conflict and tensions-Conflict and tensions have been in the origin of the experience. A three-way conflict among workers (low paid and without contract or social benefit), public administration (that could no assume the contracting of these workers) and elderly people and their families (demanding a high quality and partially subsidized service) was present. Over the evolution of the cooperative another conflictive situation took place when the downsizing of the cooperative had to be done after losing half of the contract with Bilbao City Council, practically their unique customer. Other tensions come with the co-existing within the cooperative of workers that are cooperative partners and others who are not. They differ in their need of conciliation, salary, training, social benefits, etc. It remains a difficult issue.

Variation and collective ideas-In the case of SSI values have been and still are fundamental. The challenge was to transform workers into self-employed persons and social entrepreneurs, unemployed persons into leaders and home helpers into managers. The agreement on shared values, transmitted to new partner and new workers have been a relevant and ongoing issue. The business itself and the services rendered have been defined by the set of shared values and undoubtedly constitutes the cooperative.

Leadership-Charismatic leadership within the practice field was a success factor, in fact one of the key elements in the case of SSI. This is presented by the existence of the charismatic leader, Ms Maria Luisa Mendizabal. When she decided to retire, she was substituted by Ms. Karmele Acedo, who turned out to be another charismatic leader herself. Without the interaction of these two persons, the result of SSI has been completely different. In the case of Ms. Mendizabal probably SSI would not have existed.

Institutionalisation-The SSI project in fact meant the institutionalization of an irregular situation that had been taken place for a very long time: 300 hundred women, without contract taking care of elderly people at their homes; a service that was part of the competences of Bilbao City Council. It happened more or less at the same time, in the Basque Country other social initiatives decided to become associations and foundations and among these, a group of about 8-10 decided to become cooperatives. Building social innovation practices as cooperatives speeds up

institutionalisation, because cooperative have to abide to laws and regulations and require a form of administration and governance.

2.2.4   Case 1.4: (Brunel Business Life – BBL)

Description, development of the Social Innovation Initiative

Brunel Business Life (BBL) is an initiative set up for Business and Management students within a University setting (Brunel Business School, BBS). BBL is about making learning opportunities available for students to develop essential graduate skills that are in demand within the employment market. The idea of BBL is to ensure that when students graduate with a Business and Management degree, they graduate with a well-rounded set of skills that will help them differentiate themselves in the employment market, compared to the other graduates, graduating from 160 universities across the UK.

Currently, BBL is sponsored and financed by Brunel University through the Business School. BBL presents students the opportunity to develop essential graduate attributes during their time by working, thinking, and learning together through a dynamic and practical based set of courses run alongside academic study to meet the challenges of the future.

The core problem that the initiative addressed was partly graduate unemployment, and partly, graduates not being employed in professional jobs. In 2009-10, BBS came to the realization that the outputs of graduate DEstination of Leavers in Higher Education (DELHE) surveys were not in their favour.

BBS wanted to impart targeted employable skills to its students, so they could compete with other students from top universities. With the introduction of the BBL program, the percentages have gone up to 65%-70% in professional employment over the last few years. BBL has had a gradual, but good impact.

Another rationale behind this initiative was input from BBS's workplace employers. Most students, after two years of their graduate degree, go away on year long work placements and return to the university in the fourth year to complete their degrees. Most of BBS's workplace employers recruiting Brunel students thought the students were not equipped with the essential core skills. For instance, an accounting/marketing student would know how to use a spreadsheet, but did not know how to present themselves or communicate professionally.

Actors, partnerships, alliances, networks

It started with the deputy head of Brunel Business School, supported by the head of school, the undergraduate director, and the person appointed to be the director of BBL. There were just about four people forming the core team. It was the commitment of the core team to do some extra work in the interest of young people. The whole initiative was voluntary, where people in different management roles came together to help their students.

The director of the BBL program was mainly responsible. The school management supported the idea and had the wisdom to create a position dedicated for running the program. Without responsibility and ownership, BBL would not have taken shape. The person running the program was offered some incentive in terms teaching relief.

The idea was to combine certain skills, such as presentation skills, problem solving, team working, and so on, without having isolated delivery of workshops. The aim was to combine these into one series of master class programs.

It is important to have a trust network and a set of compatible people who have the same vision. Initiatives such as BBL cannot be pursued as a business relationship, or as a part of a job. It requires commitment slightly outside the job role, and the ability to convince colleagues that they are giving up their time for a good cause. People can be convinced as long as the core team is persuasive in its approach. Leading by example is essential.

Innovative solution

BBL is an innovative program. Other universities have programs slightly similar to BBL, but are not as comprehensive, well organized, and branded, or even considered an integral part of the life of a business school graduate. BBL is very unique in that sense and it helped BBS win the Times Higher Education's Best Business School of the Year Award in 2013.

The BBL program works in three directions: Foundation, Direction, and Application. The **foundation** part of the program covers teambuilding, project management, leadership and initiative, ECDL (Excel, Word PP, DBS, PM), introduction to Sage Accounting, Sage Payroll, and SAP, understanding international business cultures and etiquette, professional communication and presentation skills, working with different personalities at work (and adopting to those around you), conflict resolution, and business tours. The **direction** part concerns obtaining certifications, participating on study tours, networking, developing skills, etc. Lastly, the **application** part focuses on consolidating the skills gained in foundation and direction stages through: (a) placement student showcase and tutorial day (b) networking with industry contacts, and (c) assessment centre days centred on developing CVs and preparing job applications , and putting entrepreneurship skills to practice (Brunel innovation hub).

At the beginning, it was just the evidence coming from the outside world. BBS hurriedly responded to it by bringing in resources to the university, but not really having a clear understanding of what the real requirements were, in terms of what the employers and job market was looking for. Engaging with employers revealed that some skills were being overlooked within the university setting. The team realized that apart from external evidences, there was a need to dig deeper and engage with people in the community, employers in this case, to understand what could be done to help students' employability. Particularly, focus groups were insightful in understanding employer requirements and appropriately shaping the BBL program. These focus groups were conducted during three-employer engagement workshops conducted at Brunel University London between January 2014 and February 2016.

The most prominent attributes identified during these workshops were time management, decision-making, drive and initiative, problem solving, critical thinking, creativity and innovation, flexibility and adaptability, effective communication, negotiation, commercial awareness and teamwork.

Different forms of innovation can be seen:
a. **Service innovation:** in that BBL is improving the experience that BBS provides to its students. Students are receiving much more than the prescribed amount of learning. BBL is apart from the degree program, and is hugely value adding for the students.
b. **Organizational innovation:** generally, academia is centred on research and teaching, and BBL is entirely different and still being packed into a normal term/year, by adding few additional resources, in terms of organizational efficiency, planning, and delivering.

Gaining momentum

The senior management was committed, because it was a case of emerging problem that BBS had to address. Five years down the line, BBL did not need any convincing, because the results were convincing enough, and so well that it is now being rolled out college-wide.

Timetabling was problem; The solution was to find space and gaps in the timetable where everyone was free, and so they had the opportunity to participate in the BBL program. Student ambassadors and lecturers were used to inform students about the whereabouts of BBL events.

Some of the training programs were costing BBS money, because they had to purchase licenses, for example. Students were not charged and money was released from the university, which is why, in such cases, resource level commitment plays a critical role to support, sustain, grow and scale up a program.

The BBL program was initially focused on targeting the following areas for students:
- Help acquire a range of employability skills;
- Help achieve a distinct edge in the labour market;
- Help develop networking skills;
- Bring in work opportunities, paid or unpaid interns and placements;
- Managing career search effectively;
- Gain skills in CV writing and interviewing competencies;
- Provide access to wide range of training and development opportunities.

Drivers were**:**
- The need to respond to improve students' employability due to statistics and evidence that was coming from outside;
- To be innovative as a school, as an institution, to do something different to be more competitive.

Milestones were:
- The recruitment of ambassadors;
- Communicating the message effectively to students;
- Having adequate number of students participating in the workshops;
- Moving from more soft internally delivered program to more external facing program with external impact.

Barriers were:
- Finding the resources
- The logistics
- Trying to fit everything into the program; trying to convince staff to contribute despite them not receiving any incentives in return
- Convincing students to participate in the program, because most students do not understand the importance of employability until after they graduate and struggle to find a job.

BBL has undergone a very positive change. It has grown with time and the institution as a whole has recognized its importance, with it now being scaled up.

Charismatic leadership is very important, because such initiatives are about being able to convince people. It is more about social responsibility, outside the job, type of program. It is more about being able to show the good in what is being pursued, so others with a conscience will be happy to contribute to what is producing real impact.

Charisma and principles are required whilst engaging with external partners. How do you bring in someone using your own network to deliver a course at one tenth of the cost, it would cost you to bring an expert under normal business circumstances? As an example, PMI, British computer society, the SAGE accounting and payroll are all delivered by one of Brunel's own faculty who does not live locally. BBS offers him accommodation on days of his lecture, and he delivers the lectures for a very small cost.

For BBL, charismatic leadership has been locally important in reaching out to the Dean of College to enable its institution-wide implementation.

Complementary innovation

Additional renewal of the mindset of actors is needed:
- Students need to participate and understand the value/worth of BBL;
- From the staff perspective, they should be willing to unofficially contribute and sacrifice some of their time outside of their teaching time;
- At the senior management level, there needs to be a sense of recognition for those who give up their time to work extra time for BBL;
- The business school needs to be prepared to recognize the contributions that the staff makes to BBL as a part of the strategy.

A lot of research and background went into identifying certifications. Skills that were strongly recommended by the employers were categorized under desirable professional and administrative skills. Accordingly, statistical tools and certifications were identified under the general, marketing, accounting, and international business categories to device master classes for the BBL program.

Implementation of the acquired knowledge was not an issue, but BBS had to balance the cost. The challenge was also in choosing the type of certification; for instance, BBS first introduced PMI, which is universal qualification, and then there was also PRINCE II, which is a UK recognized project management qualification, so a choice had to be made.

The team believes that without voluntary commitment, success cannot be achieved. The key here is establishing connections and collaborating with notable professional and industrial names to bring in certified knowledge that will give the participants of the BBL program, a competitive edge over other candidates in the employment market.

Technology plays a massive role for BBL with everything being managed and run through an online portal. Technology is at the forefront of facilitating and diffusing BBL, and also partly in implementing it, because logistics are controlled through technology.

Impact, diffusion and imitation

Success was defined in terms of employability of students, which was not observed in the first three years of the BBL program. Basically, success for BBL was threefold:
- Most graduates to be employed in professional jobs;
- Positive feedback on student performances from employers;
- Better ranking in league tables and DELHE outcomes.

The impact is that the students are better prepared, more confident and marketable. Students who participate in the program have valid evidence (international certifications) to show to their employers and better CVs.

Although the University is interested in expanding BBL at the college level so more students can benefit from this program, there appears to be a question mark in terms of if it should be extended to College of Business Arts and Social Sciences or remain exclusive to Brunel Business School. Diffusion is an attractive proposition and BBL no longer needs to convince the institution or the users, because its clear value and benefit are very evident.

There has been a lot of deliberate effort to stimulate diffusion in terms of publicity campaigns, emails, using technology, social media to announce students' achievements, introducing new programs, creating ambassadors to communicate messages, using staff at the beginning of lecture, for example, to have a slide about BBL and upcoming programs, television monitors to run advertisements, and so on.

An obvious barrier to the wider diffusion of this initiative lies in the fact that despite plans of further diffusing BBL college-wide, no definitive decision on how to expand the BBL program has been established.

Empowerment is very important for those who are implementing and running the initiative, and also for the users, because they need to take control of their lives in planning, organizing, without feeling any pressure to do what they are doing. Capacity building is not only important for students but also important for staff; for instance, a when a faculty member is given some training to deliver a course, they are gaining new knowledge and skills that they will share with others.

There is a business model for BBL, where normal administrative functions are identified, and financial resources are being managed. It is a mix of some voluntary and some paid service. It is a partly an NGO charity model for the contributing staff and people receiving the services for free. This can be scaled up; where it starts for free, but then is rolled out to the community and people are charged money to study ECDL, PMI, and so on.

It is very much possible to imitate the project. The key issues in implementing a program such as BBL are having the right kind of people and their willingness to commit to the program.

Role of policy

Senior management, as a main (organizational) policy body in this regard, can be influential. BBL runs at their discretion and they hold the power to either continue or scrap the program at any point in time. Senior management was convinced that BBL is money, resources, and time worth spending.

There is already a policy on employability, which says, universities should be closely working with the employers, for example, and there need to be more technical colleges and universities, and educational establishments need to be moving away from an exam based assessment to a more hands-on problem solving based approach in preparing graduates towards employment. Such policies help justify cases such as BBL. There is a lot of focus on skills and employability, particularly, technical skills, that is helping BBL.

There is no direct relation between employment policy in the UK and what BBL stands for; BBL stand apart from that.

Connectivity to the practice field

The practice field of youth employment is related to BBL, but the BBL targets a highly specific student population, directed at enhancing the employability of those students. BBL defines a new business model for the higher education sector in terms of how employability as a practice field can be embedded into what an organization can do. It has shown a new business model, as it is a concrete program occurring in parallel to the curriculum. It is an example of innovative ways to solve unemployment risks for young people, apart from traditional employment and training policies.

Initiatives such as BBL are carried out as a part of corporate social responsibility, and part of being competitive in ensuring that students perform well. In addressing the overall issue of employability, a network of universities needs to come together to list the action points with the higher education academy. There are lots of talks about evidence and research programs; there is no policy as such that allows/supports universities to embed the whole thing into one package, and institutionalization is needed for. Social change from the institutional perspective could then help to bring about change and impact to the wider community. The idea with such social innovations is to create social change within the institution to redefine what is being done as an institution, to be more responsible and create employable graduates.

2.2.5 Case 1.5: (ISMEK - Istanbul Metropolitan Municipality Lifelong Learning Centre)

Description, development of the Social Innovation Initiative

ISMEK's core idea is to provide a well-organized Lifelong Learning Centre to a wide variety of people free of charge, aiming to reduce unemployment and empower women. ISMEK (Istanbul Metropolitan Municipality Lifelong Learning Centre) is a mass education organization, which has been founded in order to increase the personal knowledge of Istanbulians, improve their vocational and artistic perceptions, equip them with the urban culture and increase their awareness about living in a metropolitan area, help them be actively included in production processes as opposed to simply being consumers, contribute to their efforts to have an income and hence increase their chances of employability. ISMEK is complementary to formal education and was founded in 1996. At first the project was aimed to reach women and train them in accordance with their skills and hence provide them opportunities to be employed. ISMEK has now 235 centres and more than 3.8 million students cumulatively. Students are at least 15 years old. Certificates are issued upon completion of programs. The curriculum followed in ISMEK lessons are based on Ministry of Education's lifelong learning program. Today, ISMEK has become a model organization both nationwide, and worldwide. The trainings are free of charge and anyone of age older than 16 can apply. The sources are supplied by Istanbul Metropolitan Municipality.

Actors, partnerships, alliances, networks

The umbrella organization is Istanbul Metropolitan Municipality. Istanbul Metropolitan Municipality is very institutionalized. There are 39 distinct municipalities under metropolitan municipality, which are all partners.

A protocol was signed with ISKUR (Turkish Employment Agency). Many chambers (mainly Istanbul Chamber of Commerce), associations and institutions who provide job opportunities for the trainees who successfully completed at least one of the programs are considered as (ad hoc) partners.

Innovative solution

The main innovative solution is to leverage the funding and pervasive access opportunities of a major metropolitan municipality for LLL purposes and fighting with poverty. Specifically, poor people apply to municipalities for help and

that is partly how they are located and channelized to ISMEK programs. A procurement auction is conducted every year for instructor and instruction needs.

Historically, similar training programs have been organized by Ministry of Education Public Training Centres, therefore ISMEK is not innovative in that sense. However, the programs by Public Training Centres have not been very successful in reaching a high number of people and providing a high number of distinct training and education programs.

The most important factor that distinguishes ISMEK is the ability to provide trainees employment opportunities. ISMEK helps launch their own business or find a job related to the field they are trained and certificated in and provides guidance and a social and professional network. ISMEK organizes events where its trainees can sell their products (paintings, sculptures, bags, accessories, blankets, food etc.).

ISMEK also provides training for disadvantaged groups such as those that are incarcerated, hospitalized or institutionalized in a rehabilitation centre or those enrolled in protective services for women as well as students staying in dormitories. Training can be done via distance learning techniques for remote counties.

Part of ISMEK's innovation is the friendly and civil society type environment which was lacking in Public Training Centres (PTCs), which were rather official and top down. ISMEK helps trainees be more self-confident by enabling them to socialize with other people to make new friends and by rehabilitating them so they can be more hopeful of their future. Another difference from Public Training Centres is that ISMEK training programs are more social demand driven rather PTCs.

The project started aiming to train women first but now trainees are of all genders, ages from 16-80, and different education levels. Recently, Syrian refugees are also covered.

Gaining momentum

ISMEK provides more variety for free and a diverse environment and utilizes economies of scale, both of which played a role in its success and momentum. ISMEK suffered from inefficient bureaucracy for a while. In recent years, the progress of the projects has accelerated. Competition from other training courses by Ministry of Education and by Public Training Centres were not significant and did not play a role neither in the establishment nor in the progress of the of the initiative. Some private training companies (such as Bilgeadam) may have been adversely affected. Main problems are is the arrangement of training places because of space limitations, and class discipline and absenteeism.

Charismatic leadership from the founder and then-mayor of Istanbul, Recep Tayyip Erdogan (the current president) was a success factor in the beginning of the project. Recently, ISMEK is working on a web portal so that trainees can sell their products online, and expects increased momentum with the establishment of this online portal.

Complementary innovation

ISMEK applies social media and online platforms and has a smart phone application through which people can apply to courses. High-Technology does not play a crucial role in the project otherwise.

Impact, diffusion and imitation

ISMEK does not follow its graduates' employment status systematically because this is very challenging and also because the number of applications and completions are considered by ISMEK as the main measure of success given that reaching out to as many people as possible is one of the main goals. From the perspective of success in terms of employment or entrepreneurship, there are no official reports or data. Based on one estimate though ISMEK was able to reach at least 1.5% of people below the poverty line in Turkey as of 2008.

Many other metropolitan municipalities and municipalities such as Ankara, Kocaeli, Antalya, Bursa were inspired by the project ISMEK and initiated similar projects. The ISMEK project became internationally popular supporting 30 countries, including training in four different subjects in Medina (Saudi Arabia) and Uganda.

Role of policy

ISMEK works under the Law for metropolitan municipalities but in cooperation with the Ministry of Education. Ministry of Education connection is sometimes useful, but ISMEK would rather be able to self-accredit its program. There is an ongoing litigation with Turkish Employment Agency regarding a placement guarantee clause. No further details were available regarding this litigation. It may be that the ministry is concerned about uniformity of education across the country, but lack of independent certification may have a negative effect on ISMEK and its efforts to increase female labour market participation.

Connectivity to the practice field

ISMEK relates to the practice field of vulnerable groups and youth unemployment. Female labour participation is low in Turkey due to not looking for work or being discouraged. In addition, there is significant unemployment in Turkey, especially youth unemployment has been recently increasing. Finally, it is a constant complaint from the business sector that they are unable to find middlemen such as graduates of vocational schools. Entities such as USIM (a centre in Uskudar, a major county of Istanbul), ISKUR, and KAGIDER (Association for Women Entrepreneurs) in this practice field along with ISMEK aim to help with matching in the labour market and believe to have helped increase female labour participation. To the end of alleviating unemployment, there have been some unsuccessful attempts between ISMEK and many other business associations (ISMER, ITO, ISO, TUTSA, IMESO). Within the practice field, there emerged a conflict between private teaching centres and ISMEK, which is because of lost profit opportunities. To benefit more from the activities of ISMEK and others in the practice field, individuals need to increase their entrepreneurial training and efforts.

2.3   Practice Field Conclusions

The practice field youth unemployment and vulnerable groups is not very coherent. What binds the practices is that often there is an institution that serves as a partner, such as a governmental organisation, a university, or companies. The practices are often embedded in an organisation, like a foundation, cooperation, a centre. The practices are in many instances about improving skills and competencies; this often can be connected to the policy domain of education as well. In some instances these practices stem from private initiatives, be they individuals or organisations, without any profit goals. On other occasions companies participate that do have economic goals, like sufficient well-educated labour supply. Due to differences like these, the practice field is rather incoherent, and therefore it might not be likely that this practice field lifts off in terms of scaling up, unless there is a firm connection with supporting employment policies of the more traditional policy bodies within this policy domain of unemployment.

On the other hand some examples are quite innovative, like BBL. BBL is not related to any traditional employment policy. And some affect the field in the sense of social change, like the cooperative SSI. Cooperatives have scaled out largely in Spain, also outside the field of employment (they are also an example of social entrepreneurship and worker control initiatives).

3 Practice Field B: 2 Social entrepreneurship & self-creating opportunities

3.1 Background: social entrepreneurship and self-creating opportunities

In the Policy Field Report on Employment[5] no particular attention was paid to social entrepreneurship and self-creating opportunities. Although much is known about social entrepreneurship and self-employment in general, this is not the case in relation to social innovation of *employment*. A unique feature of social enterprises is that they need to balance commercial and social objectives[6], here improving employment. Davies reports that some see social entrepreneurship as a subset of social innovation, because the last targets systemic, social change, while at the same time not all kinds of social entrepreneurship are socially innovative[7]. A complete empirical overview of social entrepreneurship as part of social innovation, and as part of social innovation in the policy domain of employment is not available. The Mapping 1 resulted in identifying 26 cases of social entrepreneurship out of the 136 employment cases in total (see Table 3), but a detailed analysis has not been carried out. And social entrepreneurship is, from a general perspective, (of course) regarded as a major cross cutting theme of social innovation. In 13% of all cases (more than 1000 in Mapping 1 across all policy domains) a social enterprise is a partner of the social innovation initiative[8].

3.2 Description of the practice field

This practice field consists of social entrepreneurship and self-creating opportunities. Social entrepreneurship has limited profit goals. Creating social value is deemed more important than financial gain. Social entrepreneurship is partly driven by the wish to alleviate social problems. To regard social entrepreneurship as social innovation of employment, requires to take into account social business innovation and overcoming unemployment. From the past, sheltered workplaces were well-known examples of job creation at the lowest level of the pyramid of the labour market, serving people with weak labour market competencies. These were subsidized jobs. Another, traditional example of non-socially innovative employment policies are to subsidize employers for hiring unemployed persons, mostly from vulnerable groups. Employees were given opportunities to acquire work experience and built up skills to strengthen their labour market position.

Social entrepreneurs comprise between 1 and 3% of the economy on average. Social entrepreneurship as social innovation of employment combines entrepreneurship with enabling job seekers to enter the labour market or improve their labour market opportunities. For instance, companies that employ persons who cannot find regular jobs on their own. Somewhat overlapping with this kind of social innovation of employment within this practice field is what we call self-creating opportunities. This is in fact also social entrepreneurship but it can be limited to the individual social innovator, for instance, as self-employed persons. One difficulty to tackle is, when is a self-employed person a successful entrepreneur and when is it a young unemployed person that is successfully escaping unemployment? Sometimes the social entrepreneur is helping others and not part of the target group; on other occasions the social entrepreneurs are helping themselves and, consequently, are no longer belonging to the target groups once the endeavour lifts off. Cases differ into that they have their own funding or depend on others, like being dependent on governmental funding. The cases in this practice field cover examples of all these aspects.

In this practice field we will discuss three cases, namely Mama Works, Xiezhi Hotel and Nova Iskra. These cases are led by people who perform as social entrepreneurs. Mama works is a Russian case to support young mothers in improving their labour market competencies through training, job search and even creating their own work. Xiezhi Hotel helps young graduates getting prepared for entering the labour market, provide them with housing (the hotel), and seek job opportunities. Nova Iskra is a Croatian case and in essence a design incubator platform, but the initiators have the additional objective to help vulnerable and marginalised groups through support, training, create work, and engage unemployed in (their) projects.

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[6] Anna Davies (2014). Social innovation process and social entrepreneurship. In: Howaldt, J, Butzin, A., Domanski, D., & Kaletka, C. (eds). THEORETICAL APPROACHES TO SOCIAL INNOVATION –A CRITICAL LITERATURE REVIEW (pp.60-78). Delivery of the SI-Drive project. Dortmund: Sozialforschungsstelle.
[7] Davies, Ibid.; see also Jürgen Howaldt, Dmitri Domanski, Michael Schwarz (2015). Rethinking Social Entrepreneurship: The Concept of Social Entrepreneurship under the Perspective of Socio-scientific Innovation Research, Journal of Creativity and Business Innovation, Vol. 1, 88-98.
[8] Jürgen Howaldt, Antonius Schröder, Christoph Kaletka, Dieter Rehfeld, Judith Terstriep (July 2016). Comparative analysis (Mapping 1): Mapping the World of Social Innovation: A Global Comparative Analysis across Sectors and World Regions. Delivery of the SI-Drive project. Dortmund: TU Dortmund.

3.2.1 Case 2.1: (Social Impact Enterprise/Enterability - SIG)

See: In Youth unemployment and other vulnerable groups

3.2.2 Case 2.2: (Servicios Sociales Integrados - SSI)

See: In Youth unemployment and other vulnerable groups

3.2.3 Case 2.3: (Mama Works)

Description, development of the Social Innovation Initiative

The primary objective of the project "Mama Works" is to help young mothers with many children, single mothers, mothers with children in a difficult life situation acquire education, find a job or start their own business (*social objectives*). "Mama Works" provides psychological support and a distraction from domestic chores. Besides, the project provides employment for women on maternity leave both at home and on-site (*economic objectives*).

The founder of the project, Olesya Kashaeva, was confronted with the problem of young mothers who are in need of employment. She communicated with other women on maternity leave in various forums and gave free consultations about finding employment. When the demand for such services increased she came up with the idea of establishing a social foundation "Road to Life" which became a starting point for the establishment of an innovation project. Over four years of the project's existence several focus areas have been developed, including the establishment of an internet portal and clothing manufacture and the creation of co-working, etc. More than 3,500 applications have been received from 64 Russian regions, more than 2,400 hours of consultations and training sessions have been delivered.

In 2013, a charitable shop „Shop of Good" was opened where people could give unwanted articles of clothing of good quality and famous brands which were later sold. The proceeds were used for the development of the project.

Since 2014, the project has been actively and successfully participating in various contests of social initiatives. As a result, it had additional financial opportunities for the implementation of new ideas. Thus, in 2014, "Mama Works" project was awarded a President's grant of the Institute for Civil Society Issues for the development of an educational project, won the Moscow Region Governor's Award, etc. In 2015, a subsidy from the Moscow Committee of Public Relations.

In order to provide the self-financing of the project "Mama Works" the clothing manufacturing "MamySami" was established, which produces accessories for children and eco-bags for children and adults, the proceeds of which are used for funding the project. The project also manages the operation of the "MamySami" clothing manufacture which produces eco-bags made of cotton. The use of such bags implies conscious refusal of everyday use of plastic and polyethylene bags which are not submitted to the process of biodegradation and damage the environment (*environmental objectives*). The business concept of the manufacture became the winner of the contest "Social Entrepreneur–2014", which helped receive an interest-free loan from the regional development fund "Our Future".

In 2014, a co-working centre was opened, where young mothers can come to work with their children.

The project currently microfinances young mothers' business projects (more than 120 business projects have been supported), helps women with small children become successful in business. In 2016, a social franchise was developed in order that the regions also have an opportunity to establish such kind of a project.

Actors, partnerships, alliances, networks

"Mama Works" is a project representing one of the focus areas of the charitable foundation "Road to Life". The founder of the project is currently the fund's and project's manager. The founder and manager of the project "Mama

Works" has got several university educations: legal degree and theatre degree and has a qualification "public relations". Moreover, she is a constant participant of various educational programs for social entrepreneurs.

The project was initially established on the altruistic basis, although the altruistic element is still present at the core of the project's activities. That is why support, both psychological and financial, was very important at the initial stages. First of all, support was provided by the "Greenhouse of social technologies", which provided assistance in developing the project's website.

An important stage in the development of the project was social entrepreneurship training which was delivered by "Impact Hub Moscow", a society uniting responsible entrepreneurs, business experts, non-profit sector and universities at the local and international level.

The project is supported by the *governmental bodies*, primarily, in terms of financial aid from various grants and awards. Thus, "Mama Works" is one of the winners in the grant selection contest for socially oriented organizations held by the Moscow Committee of Public Relations. As a non-profit organization, "Mama Works" has received support in the form of President's grant, the Russian Civic Chamber Award and the Moscow Oblast Governor's Award.

 "Mama Works" cooperates with the *Russian New University*. This cooperation is carried out in terms of the program "Mamaster". Education is carried out in 11 specialties. In this case, an individual program of full-time studies for young studying mothers is drawn up, which makes it possible to combine studying and childcare. Young mothers who completed their training are provided with assistance in employment in their field of study within the framework of the project "Mama Works".

Working with the *media* is an important focus area of "Mama Works" activity. The project's manager participates in various shows and, gives interviews to newspapers (for example, "Work and child-raising: how to combine?", 2014; "Good morning, World!", 2015). The project also publishes press releases and works with social networks.

In the framework of the contest "Successful Mama", the project "Mama Works" cooperates with the *Community of Pedagogues and Psychologists of Early Child Development*. The purpose of the program is to support the activity of women with children in different fields, to develop and support women's entrepreneurship. The head of the Community of Pedagogues and Psychologists of Early Child Development is a jury member of the contest. The Community provides an opportunity of free education with subsequent employment in private pre-school educational organizations. The project "Mama Works" has gained support from the Fund of Regional Social Programs "Our Future" and became the winner of the contest "Social Entrepreneur– 2014". As a result of receiving an interest-free loan from the Fund it became possible to purchase equipment and materials for manufacturing, pay the rent and pay salaries to the employees.

Innovative solution

Discrimination of women with children on the labour market is confirmed in many scientific researches (Waldfogel, 1997; Hosking, 2010; Anderson et al., 2003; etc.). In Russia, a woman on maternity leave can work part-time and receive child care allowance. However, in practice, most employers rarely employ young mothers. That is why the founder came up with the innovative and social entrepreneurial idea how to solve this problem by establishing the project "Mama Works". Currently, Russian regions were requested to take measures aimed at creating conditions for women to be able to combine employment and childcare and organizing professional training (retraining) for women on maternity leave until the child reaches the age of 3. This means that times are changing and working mother become more accepted. The Russian government today supports social entrepreneurship initiatives.

- In addition to Mama Works some measures supported this social innovation:
- **New services -** *Job search and employment services* are provided when women are searching for remote work and job interview recommendations are given. *Clothing manufacturing "MamySami"* enables women with small children to work in the workshops, and the proceeds, after paying salaries to the employees, go to the project's financing (Road to Life, 2016). *Business-project microfinancing* are provided since 2016 to help young mothers starting their own business;
- **Process innovations -** *Transportation services:* for clothing manufacturing "MamySami" the delivery of production materials and finished products of mothers working at home is carried out in order to save their time. *Educational services:* "Mama Works" provides an opportunity for women on maternity leave to receive training in programs of higher and further education;
- **Organisational innovation -** *Co-working:* Currently a fully-featured co-working is availavle, which is absolutely free for the participants of the project "Mama Works". Mothers can come with their child, leave him with an

experienced teacher and work undisturbed in the next room while their children are engaged in enrichment classes. [Co-working thus points to childcare combined with outdoor working].

Gaining momentum

- **Drivers**
  Founder's initiative: the main driving force is the project's founder and her willingness to continue and expand.

  Strong demand: The founder of "Mama Works" has vast experience in consulting so she, being on maternity leave, communicated with other mothers who asked her for help in starting their own business. The number of appeals was gradually increasing, which resulted in the establishment of the charitable fund "Road to Life" and the project "Mama Works".

  Communication and competition: at the beginning of its activity the project was unique. Later, due to publications in mass media, interview, TV-shows and social networks, the project became more and more widely known, so many people wanted to create similar projects. Besides, in 2016, the project launched a social franchise in order to be able to undertake similar projects in other regions.

  Financial support: It was possible to launch sewing production thanks to several regional social programs such as "Our Future" that provided an interest-free loan.

  Charismatic leadership: Charismatic leadership is one of the most important factors in the success of the project "Mama Works".

- **Barriers**
  Insufficient amount of knowledge and skills: As the project "Mama Works" is developing, the project's founder needs to develop too, and it often happens that knowledge and competence are insufficient in some areas.

  Financial problems: Further development of the project "Mama Works" requires additional fundraising so that more young moms could work directly at the place of production. In this regard, fundraising was organized on the crowdfunding platform "planet.ru"; in the future, it is planned to shift to self-financing.

  Lack of experience in staff recruitment: The project was launched not long ago, so it still lacks staff recruitment experience. To attract employees it is necessary that they support the main idea of the project and have additional motivation, since the level of wages in the project is below that on the market.

  Economic crisis. When the exchange rate of the Euro jumped (due to economic sanctions), it hit hard on the production.

  Staff turnover. Staff turnover in the clothing industry is rather high. In addition, many moms are on maternity leave and upon its completion return to their main work..

Complementary innovation

Some developments support projects like Mama Works:
- Development of the non-profit sector: Russia is actively developing the sector of non-profit organizations (NPOs). The government continues to support socially oriented non-profit organizations;
- Absorptive capacity: Currently, there are many programs that support social entrepreneurs. Project managers receive training on a permanent basis;
- Role of technology: Technology played a role in the development of the project "Mama Works". First, when training young moms, webinar rooms and Skype were used. Second, the premises where moms work have necessary equipment, although it is not as high-tech as we would like it to be.

Impact, diffusion and imitation

Employment: The main socio-economic objective of the project is to assist socially vulnerable groups such as women on maternity leave to get employment. The project is based on the idea of changing the position of women in society. During the project's work it helped more than 2,000 women from several Russian regions.

Psychological support: Psychological support for young mothers is done with the help of various trainings, consultations, webinars that allow moms to find the inspiration and motivation to fulfil their potential.

Firm foundations: in 2014 the sewing production "MamySami" ("MomsThemselves") provided an opportunity for many young moms to work in their free time, and allowed part of the profits from product sales to be allocated to the development of the project, including the microfinancing of young moms' own projects.

Education: women on maternity leave have an opportunity to receive higher education under the program "Mamaster" and receive additional education in various fields.

Other aspects of diffusion: Diffusion is encouraged. A social franchise has been developed in order to provide an opportunity to start similar projects in other regions of Russia.

Role of policy

Governmental policy has not had any significant impact on the development of the project, but policy in general is now supporting social entrepreneurship strongly. The authorities provided their support in the form of financial assistance to several contests. Importance of adopting a supportive law is due to the necessity to make it clear who engages in social business and establish the regulatory measures for their support on the part of the state. As such this type of social innovation is as much top down, as the initiative has been bottom up.

Connectivity to the practice field

Currently in Russia there are several social innovation projects that address the issue of unemployment among young people and other socially vulnerable segments of population. They can be divided into two groups. The first one includes initiatives dedicated to promoting employment and job search. For example, these are various centres for additional education (non-profit organizations, as a rule), successful training in which leads to getting a job. Their target audience is mainly young and old generations, people with disabilities, and women with children. The second group consists of social entrepreneurs who create jobs for socially vulnerable segments of the population. Creative approach to the organization of production helps recruit those citizens, the employment which in ordinary conditions is virtually impossible. This relates to the practice field of social entrepreneurship. Mama Works and Mamy Samy together stress this practice field, but obviously Mama Works, improving female employment, has close links with the practice field of Vulnerable groups and youth unemployment as well.

The present social innovation project was created in a time when there were virtually no such initiatives in Russia; thus, it is possible to say with confidence that its role in shaping this practice field in Russia is very important. The set of actions for promoting young moms' employment that was developed in the project "Mama Works" has been later adapted by the initiatives for employment of older people, persons with disabilities, persons released from prison, and others. Currently, employment of persons with disabilities and women with young children is one of the main priorities of governmental policy, like more traditional employment policy in Western countries. Here much attention is paid to professional training.

3.2.4   Case 2.4: (Xiezhi Hotel)

Description, development of the Social Innovation Initiative

Xiezhi Hotel is an organisation that helps university graduates to find employment, and to improve employment competences. It started as a hotel, and still is a hotel, and provides university students seeking a job with cheap hotel rooms.

In China, over 5 million of university graduates look for jobs every year. Many of these job seekers spend a long time to search job opportunities in cities (far from their homes) with a high cost of accommodation in the targeted cities. This inspired hotel manager Mr. Shaobo Wen to think how to help for these young people to get employment and, in so doing, also help businessmen to find appropriate candidates. This resulted in employment services for those university graduates who look for jobs in the city of Hangzhou.

Mr. Wen provides information to his customers about employment and established an employment service agent to help these job-seekers. They additionally provide low rental service for these university graduates. Furthermore, when they just arrived, the hotel provides them free accommodation for the first night.

The core idea for this program is to develop social entrepreneurship in an innovative way to achieve both goals of business management and employment services. In the common practices, employment service is regarded as a public service which is beyond the business sector: social entrepreneurship in this context was new.

In the first stage (by July 2008), the hotel reoriented itself from a normal hotel to a special hotel opened for job-seekers with a name of Xiezhi (i.e., assisting job-seekers) hotel. Xiezhi additionally sets up a job agent who provided employment information and training on the skill on a job interview, and collected the information of employment with which to compose a so-called "map of jobs" for their renters.

The second stage (2012 to 2014) Xiezhi hotel operated well with two new branches , located in other areas of Hangzhou city. In addition to the employment services, it initiated a Park of Human Resource Service, and furthermore, organized a network of social enterprises in the region of the Yangzi river delta. In order to bridge the human resource and the company needs , this network produced a database of the university graduates as the online employment service.

In the third phase (2015 and 2016) Xiezhi hotel extended its social functions in collaboration with other social agencies in following steps:
A.   Build up the Xiezhi College of Employment (with an aim of occupational training and to update the employment skill of the university graduates;
B.   Build up a good relationship with public agents, such as the Zhejiang Bureau of Small-and-Middle Size of enterprises;
C.   The hotel finds some strategic partners with the companies including Alibaba company group.

Actors, partnerships, alliances, networks

The founder of Xiezhi hotel is Mr. Shaobo Wen, a business man with creative ideas and strong sense of social obligation. He has compassion for the university graduates, so the driving force is altruism and empathy.

In the process of development, Alibaba group becomes a partner, which is one of the largest companies (Internet shopping) in China. The hotel also collaborated with Zhejiang University (the 3rd ranking university in China) to build up Xiezhi Employment College. These partners engage in the program as the collaborators. The interaction between partners is promoted by a) the common goal of developing the social enterprise, b) the support from local government, and c) regarding the goal as a new idea that is worthy of support.

The finance of this project was managed by the firm (hotel) independently.

The Xiezhi hotel program is associated with the idea of social entrepreneurship. Xiezhi hotel tried to combine business management and employment service. However, Xiezhi hotel is an independent business. The present Chinese campaign for developing social enterprises encourages to strengthen the social function of business management; in the case of Xiezhi hotel the social function operates as a special form of networking for (other) social

enterprises. To develop social enterprises as a business model today is a national aim. This project met these demands and this is why this project can get general support from the authorities.

Innovative solution

The innovativeness is derived from the idea of social entrepreneurship, which asserts the need for combining business interest with the social interests. Mr. Wen insisted that business enterprises can engage in social actions in the public interest. Mr. Wen attended a training program on social enterprise in Beijing organized by the Culture Division of British embassy. Since then he re-oriented his work from hotel management to help the renters to search jobs by developing employment services.

By operating this Xiezhi hotel project, Mr Wen explored the potential for developing employment services in an innovative way, by organizing training programs on the skill of a job interview, composing the job map in Hangzhou City, and later on, to build up the platform of information exchange for university students and the companies.

The innovative solution included the three following aspects:
1. Hotel service: to offer cheap room rent for the renters and free accommodation for the renters in the first night;
2. Employment service: this hotel sets up a human resource park in cooperation with the commercial bureau of Zhejiang province. This agency provides the news of recruitment, arranging occupational training, teaching them the skills of personnel management and household regulations;
3. Cultural services. This hotel also encourages a spirit of mutual cooperation, by giving people a lesson that you are not struggling alone and we are working together for you. The residents of the hotel do the housekeeping activities and following rules of door-keeping, to cultivate a collective minding among them.

All these activities are outside of the traditional area of business management (and governmental employment services too). In this project, the innovation practices are as follows:
- service innovation: to combine employment service and hotel service,
- organizational innovation: to strengthen the different functions of the hotel management and leading the service into the social sectors,
- technological innovation: by using We Chat as the social media channel for communication, and to set up a database to get the information of university graduates which bridged the information gaps between job-seekers and employers.

New norms were introduced into the society:
- new believes: social entrepreneurship as the key idea for developing social enterprise,
- new values: social enterprise is not about charitable activities only, but combines the business with its social function,
- new expectations: to make employment service through social enterprise.

Gaining momentum

The initiator Wen Shaobo creates a new way of business management through breaking down the division between the business sector and the social sector (business employment service). The manager invited senior officers from the government agencies to visit this hotel, and to accumulate social capitals for broadcasting their efforts in social management. The spirit of entrepreneurship is the driving force in this program. Milestones were the establishment of the hotel and the extension of its functions from a rental service delivery to the employment service by set up a service agent, the set up of the information platform of employment on website, and building an employment college. This program is moreover well designed, efficiently managed and operated under proper planning.

Social recognition on the value of this project is a key factor driving its development. The project gets support from the local government and mass media. In 2009, for instance, the mayor of Hangzhou city visited this hotel and admired the program, and Hangzhou Bureau of Personnel also provided financial support to this program. This Xiezhi model was widely reported by all kinds of the national and local mass media and won several prizes in recent years, including Nandu Prize of social enterprise, the Innovation and Investment Prize for Social Enterprise from the British embassy.

Entrepreneurship of Mr. Wen is the key factor that determines the success. The key features of this program are its extension from the business sector into the social sector. In order to make a successful extension, the social capital and communications with different agents played a key role and the donations from government agencies are important drivers of the success.

There are different agents involved in this process. For instance, the job agent named "Maikesi Human Resource Co" established by Xiezhi hotel unified 22 human resource-related companies to develop employment service in Zhejiang province.

Charismatic leadership was a success factor at a local level for the hotel. However, to promote social innovation and social enterprises state action was crucial. In the last years (since 2013), the central government has taken innovation as the main strategy for the national development of economy. In this context , the encouragement for social innovation also affected the social sphere. Meanwhile, the state also encourages the efforts to develop social enterprises as a national goal. Both of these policy ideas create a favourable context for the Xiezhi Hotel program for its development.

There is no critical event recorded or observed that threatened the progress of this program, according to the partner-researchers.

Complementary innovation

Some additional renewal that played a role were the following:
- The public system of employment service was not effective enough and not very efficient. The program was bridging the business sector and social sector, but this required additional changes. At the macro-level, there has a huge need for accommodating the job-seekers; at the middle-range level, the demand for developing the social enterprise demanded support from different agents, especially the government agents; and at the micro-level, the increasing demand for developing employment services by the commercial venture was needed to replace the public system;
- A change in attitude and competencies was needed from the student-renters at the Xiezhi hotel; the renters and the staff had to increase the spirit of collaboration between the two, e.g. by adopting training methods of management sciences, it lets the renters become active participants instead of passive residents in this program; the hotel staff, the managers, had to learn human resource management from other chain hotels in China such as Rujia hotel group and "7-day" hotel group. They also learnt the experience of employment services from job agents with professional knowledge and job consultation skills. This knowledge is crucial to initiate a model of "accommodation +employment service";
- Technical innovations applied were that the e program uses We Chat as the channel for communication with their customers, to develop their own app(lication) for better communication between job seekers and employment service providers; and using Big Data, in setting up a database which contains the information of more than 2500 universities and 9380 technical secondary schools, and which bridged the information gaps between job-seekers and employers (with a network company named Kuaisoucai to construct the platform for cloud computing etc.).

Impact, diffusion and imitation

According to the manager the program operated with success, which can be illustrated by: a), the model of operation becomes mature and can make profits for its sustainability. b), its social function, within 8 years more than 30,000 university graduates were served, who resided in a hotel in an average of 8-10 days; C) successful employment service (the success rate of job seeking is around 70-80%, which raised from 52% at the beginning of the program; in the past, the hotel and its job agents helped 8,000 students to get jobs, recruited more than 10,000 students for companies, and build up partnerships with more than 300 companies with Xiezhi in a long-term run).

The impact of the initiative, and thus the success of this social innovation, can be defined by, the capability of making adventure and entrepreneurship, the ability of innovation, and the effect of making profits.

Xiezhi hotel established good contacts with many companies in Hangzhou, and played its role as an intermediary for the job-seeker. It provides employment service by social enterprise as a societal agents, rather than a part of the public service system. This feature enables the Xiezhi model to be duplicated.

For these innovative activities, the hotel got many awards in the past five years.

In the future chain hotels in Shanghai and Beijing are planned. Indeed, it is more like an extension instead of a wider diffusion of the Xiezhi's "accommodation + employment" model, as a new business model.

The manager regards that a new and different approach is needed. Social innovation programs need social investment to ensure that every stakeholder gets relevant benefits; otherwise it is hard to sustain. At present, the financial source of Xiezhi hotel is mainly from private resources invested by the hotel owners. There are some donations from individuals and non-government associations, but it is still desirable to have more investments for its development.

The contribution of mass media to the diffusion of this program is obvious. At present, more than 30 central media channels (the Xinhua News agency, people.com.cn, CCTV, etc.) and regional media channels (Urban Express, Qianjiang Evening paper, Wenzhou evening paper, etc.) broadcasted our model, and many network media (Netease, Tencent) and foreign media (Japanese NHK TV station, the British embassy, etc.) interviewed the hotel, and these mass media promoted the development of this program.

Role of policy

Broadly speaking, the state policies are in favour to develop such social innovation and social entrepreneurial programs. This is also the part of the main agenda of development policies. The local government officers showed a deep interest towards this program. Such willing attitude of these officers has resulted in some limited financial support from the employment bureau of Hangzhou City.

Nowadays, the Chinese national government pays great attention to enhance employment and innovation issues more than ever, which is required by the conditions of current development. The state's macroeconomic policy is in favour of this social innovation project which targeted the employment issue. Therefore, there were not any political barriers.

As a social enterprise, this program is to promote social innovation on employment service for the university graduates. The central government pays great attention to the problem of university graduates, and at local level, the value of this program was acknowledged by the mayor of Hangzhou, and the director of Bureau of Commerce, Bureau of Human Resource and Social Security, Bureau of Education of the Zhejiang provincial government. However, material and financial support is limited.

The current policies have little interference with the actual program development; there is mostly the government's encouragement and moral support, but no influence on the practical matters of the program.

Connectivity to the practice field

Xiezhi Hotel is an example of the practice field of Social Entrepreneurship, where its main focus lies. Apart from that it has a link with the practice field of youth unemployment for the reason that it supports graduated students to find a job. For the unemployed Xiezhi Hotel offers a broad experience, as it is a platform of communication and exchanging ideas among these students, learning all kinds of skills, and building up contacts with companies. This implies that this process is not only limited to the matter of employment, but also affecting their future career. In that sense the social innovation is innovative. But the initiative is not only innovative for youth employment, it is also innovative for social entrepreneurship in that it blurs the boundaries between public implement systems and private enterprises that are economically sustainable, especially because this takes place within a communist economy, or perhaps better, a mixed-economy.

During these years, the declined rate of economic growth stimulates unemployment, and on the other hand, the amount of university graduates is increasing. Therefore, the employment service became more important than before in response to the demand of social innovation even more intensive. Thus, social innovation in the field of employment service is a crucial issue. The timing was good, as it coalesced with a new policy: the state promoted "Widespread entrepreneurship and innovation" as a campaign. This campaign encourages individual

entrepreneurship, which raised the demand for employment services. Especially, to promote employment through innovation, beyond the traditional employment services, is a new strategy.

The institutional structure of state authoritarianism has great impact on the relationship between partners. The state support is very important factor to influence the process of this program. On the other hand, China has a mixed economy in which the free-market economy co-existed with the state-owned economy. Thus, the interaction between the public and private sectors become very important issues, but the guidelines and institutions are developed top-down. The institutional context of this social innovation was laid out through the current policy of "mass entrepreneurship and wide innovation" to advocate employment, which enabled the innovative ways to find solutions like in the Xiezhi case. This reinforces the orientation of the program and for this same purpose, many local governments set up an innovation centre for entrepreneurs as an incubation base.

This program has a potential of promoting the practice as a model and to disseminate it to a larger scale in society. Through promoting and scaling this model, it can raise the level of institutionalisation of such social innovation practices.

The adaptation, diffusion and imitation are necessary components for creating innovation. For this program, Xiezhi Hotel learned and imitated some ideas of hotel management in the early stage from some group hotels (in the hotel chain) on how to provide low-cost services for the customers, and it learnt their experience on hotel management at the dormitory model. However, the function of employment services were formulated as their own model. This model has not appeared elsewhere and it kept its unique position.

To fully integrate the needs of employment and entrepreneurship, it requires help from Internet technology and the tools of modern communication. Thus, the use of WeChat or to develop an app is necessary. To release and obtain the information for employment the need of a larger internet platform is obvious, and the use of big data needs the technical instruments of analysis to play a role of significance in the near future.

3.2.5   Case 2.5: (Nova Iskra)

Description, development of the Social Innovation Initiative

NOVA ISKRA is a network of designers and creative consultants, a platform, and a meeting space, who carry out projects in which young, professionals (unemployed persons) can participate and built up work experience: it offers a space to meet and it creates opportunities for employment and self-employment, and it is targeting young (upcoming) social entrepreneurs. NOVA ISKRA, a hybrid, transdisciplinary platform and a fully independent venture that connects the creative community, links it to the potential businesses and supports the realization of their ideas on the market; it combines both organizational and service innovations. For many young professionals from the creative field in Serbia, where the youth unemployment is very high (almost 50%, at the moment), NOVA ISKRA is the place where they can both improve themselves and find a job (the same applies to SMEs). More importantly, they have been matched accurately (their particular skills mix and qualifications well-suited to jobs).

The initiative has been shaped by the detected needs of new and emerging young professionals, particularly in creative industries, and some other factors: new and emerging occupations and changing market demands, a lack of networking and opportunities for affirmation as well as the lack of accessible programs for skill development and knowledge improvement for both young professionals/entrepreneurs and small and medium-sized businesses (locally and globally). NOVA ISKRA addresses lack of economic opportunities and sustainable jobs, and brain drain as well as gaps between education outcomes and labour market requirements.

NOVA ISKRA carries out design projects for private and public organisations as commercial assignments. Tailor-made, transdisciplinary teams comprised of leading experts, professionals and creatives apply the design thinking as a starting point in developing problem-solving ideas, projects and services.[9] Their progressive ideas and

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[9]   Nova Iskra is conducting its operation on three levels (Nana Radenkovic, 2016):
-     COWORKING - Through running and renting an inspiring and dynamic space for work and creative collaboration;
-     EDUCATION PLATFORM - Through initiating projects and organizing various lectures, seminars, workshops and presentations for young professionals on various topics (sustainable production, alternative organization, green economy, new technology, design, architecture and entrepreneurship);
-     CREATIVE STUDIO - Through creating business connections between professionals from the field of creative industries and private and public sectors.
Their multifaceted platform embraces the design process as a starting point for developing problem-solving ideas, projects and services by joining them with tailor-made, transdisciplinary teams comprised of leading experts, professionals and creatives. They use progressive ideas and experiences

experiences have provided creative and business support and empowerment to both entrepreneurs and small/medium-sized businesses. By applying design thinking process and combining co-working, business incubation, social entrepreneurship, knowledge and skills development, networking, job matching and multisectoral linkages, NOVA ISKRA enables inclusive labour market, where emerging creative professionals and vulnerable groups (youth, women, rural households) have opportunities for employment and self-employment and be, along with forward-thinking businesses, agents of change and sustainable economic growth.

NOVA ISKRA started as a single innovation initiative, which introduced novelty.[10] This is an incremental innovation project that innovates along a particular trajectory. On the other hand, variation also comes from the spread of certain system of values and behaviours.

NOVA ISKRAs multifunctional space (opened December, 2012) has become the focal point for the local and regional professional communities related to all fields of design and enterprise, while it is at the same time the first functional co-working space opened in Serbia. In the first six months more than 3,000 freelancers and co-workers visited NOVA ISKRA workspace.

In late 2011, the project NOVA ISKRA found two main sponsors that promised to cover 10% of the projected total; but the team of now four members started with the first stage of the project implementation anyhow. In the early stage, the project was supported by the Municipality of Savski venac and the companies (Telekom Serbia, Erste Bank, IKEA, Simpo-Šik, JTI and Guardian Inglass) joining with mainly in-kind donations, becoming in that way "the examples of good practice." The main technical partner of NOVA ISKRA was Samsung, while further technical partners included companies such as SBB, Dremel, Canon, Division, Art Media Group, Geze, Global Press, AWS, Doncafe, Pavle glass company, Ecolab and Beohouse. Each subsequent stage of the initiative was conducted with co-financing. The co-investors were mostly companies that have already been NOVA ISKRA users.

Actors, partnerships, alliances, networks

NOVA ISKRA collaborates with many individuals, groups and organisations and private and public institutions, including seven universities in Belgrade. The commercial sector, however, had a crucial role in the initiative's development. NOVA ISKRA prefers that their supporters take a role of implementing partners, not just taking the role of a sponsor or a funder. Kulturni Kod (Culture Code) initiated the Nova Iskra Design Incubator about three years ago. They are running the incubator as a meeting point for an ever growing membership of 250 creative individuals and forward-thinking businesses from the region of South East Europe.

A very important role in the initiative development also has its membership or participation in several global, regional and local networks and movements, such as the European Creative Hubs Network (where NOVA ISKRA is on the leadership team) and Co-working and Commons movements. NOVA ISKRA is closely connected and collaborates with an ever-growing network of their over 250 affiliates, creative individuals from the region of SouthEast Europe.

Co-working is one of the core activities of NOVA ISKRA. Since the very start, this **space** was conceptualised as a permanent stage for collaborative work, exchange of experience, personal development, meetings, inspiration and for forming of a specific community of creatives. Co-working means more than just workspaces; it is an idea about community-building and sustainability built upon a set of values (collaboration, community, sustainability, openness, and accessibility) and with a potential of permanently changing work-style and lifestyle of young professionals and, eventually, culture of the society. The initiative is a part of the Commons movement. The "Commons" is a general term for shared resources in which each stakeholder has an equal interest.

Innovative solution

NOVA ISKRA, a hybrid type of organization consisting of three legal entities (NGO, design agency, Limited company), binds together the fields of creative industries, commerce and civil society and uses design thinking and

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from the creative domain as tools to empower, update and develop small and medium-sized businesses, as well as to provide creative and business support to entrepreneurs, on a local or global level.

[10]   It took more than two years to turn the initial idea into reality. In 2010, after defining the needs of the creative community, two young professionals, Marko Radenkovic and Nikola Grujic, made a project proposal hoping to find funding for the realisation of the project. At that time, they named the initiative after a former publishing company, Nova mladost (New Youth), whose space they wanted to put to use for their initiative. The initial response from potential users, donors and sponsors was not good. It was a critical moment when the initiators could have given up, but they decided to redefine the project and try again.

user-centred creation as main methods in creating solutions. Organizational innovation and workplace innovation play a key role for the actors and the users of NOVA ISKRA as well as in the practice field.

Organisational innovation requires a culture of innovation that supports new ways of doing business. It encourages individuals to think independently and creatively in applying their knowledge to organisational challenges. At the core of organisational innovation is the need to improve or change a product, process or service.

The initiative's workplace innovation means a change in business structure, management, relationships with users and other stakeholders, and in the work environment itself. Co-working space is a vibrant working space that provides flexibility and choices for where, when and how to work, but it is also a workplace design tactic to recruit and retain the best talents.

Training and education has always been one of the most relevant programs because they help creatives to stay informed, gain or improve skills, learn, and network. Realizing that life-long learning is the core precondition for the development of innovative ideas, NOVA ISKRA will continue to foster their education program, which has been realized in cooperation with corporations, SMEs, 7 universities, a wide and diverse network of local, regional and global experts from different fields and, with one state agency.

Gaining momentum

The initiative's approach to social innovation was social design (service innovation), which includes new or improved ways of designing and producing services, innovation in services and service products, organisational innovations and the management of innovation processes. The approach also includes empowerment of people at local level, looser practices, various animation techniques, interdisciplinarity, co-production and co-creation, thinking out of the box and builds cohesion. There seemed to be a demand for this, so the initiative was on the right spot, on the right time. In 2012, when the project and the new space were publicly presented, there were no other co-working spaces or incubators. When it comes to sources of funding, however, competition has been an issue.. It takes time and observable results to gain credibility, establish the right partnerships, learn about available funding mechanisms and tenders and gain additional necessary skills, which would be much harder for NOVA ISKRA if they were not so well-networked.

A foremost driver of the social innovation initiative was the fulfilment of needs of the creative industries professionals that emerged as consequences of both economic crises and the general lack of support. Several factors determined the success: team-building, financial stability, community involvement, a number of new programs with different aspects of social innovation, recognition by the state (financial support) and, very important, a network of partnerships (across all sectors).

The initiative's charismatic, skilled and open to learning and feedback leadership of Marko Radenković, one of the key success factors can take full credit for successfully solving rare critical events in the life of their organisation. Other than the hardships with finding the initial funding in 2010 and a couple of team conflicts (one in the relatively early stage of the team development), there were no major crises or critical events that had threatened the initiative's survival or growth.

NOVA ISKRA continues the progression by new products/brands like FOLKK and SIDE EFFECTS, which provide job opportunities for social enterprises around the region.

Complementary innovation

It is too early to talk about social change(s) that are the result of this particular initiative, but the main ideas and the initiative's processes have been well adapted by the users and all those participating in any way in the initiative. Since NOVA ISKRA is a part of networks and uses new forms of collaboration across all sectors, the initiative can be, and it is, quite effective as a single innovation. In the social sphere, however, systemic innovation is rarely achieved through a single initiative.

The initiative's absorptive capacity is a part of their network where all share information, knowledge and resources. Both the initiative's team and their users need to constantly improve their skills. For the initiative, a huge inspiration comes from the field of commons for new projects or resources and development: they see people and knowledge as one of the main resources for their business.

This kind of social innovation, which is targeting young entrepreneurs, could neither develop nor operate without technology. One of the obvious reasons for the introduction of technology (social media, digital connectivity and online and mobile technology platforms, digital commons & tools) that altered their tasks and roles is the phenomena of nomad workers, global citizens who are using technology to do their work from different geographical locations. Technology increases efficiency and effectiveness, facilitates new types of bottom-up and decentralised forms of collaboration, and helps configure new types of social and business models. This leads to the transformation of existing processes, roles and relationships.

Impact, diffusion and imitation

NOVA ISKRA is an alternative model of economic organisation, potentially an important source of employment and growth. Success is perceived by the number of people empowered through their capacity building program, the number of new initiatives (solutions) and the sustainability of the initiative and created solutions: 9,.000 beneficiaries and topics varying from entrepreneurship and design management to R&D, innovation and sustainable development.

NOVA ISKRA emerged as a pragmatic response to needs experienced by individuals and groups in their daily life, bypassing bureaucratic procedures. The initiative's undertaken actions at community/local level improved their users' quality of living by meeting the needs that were not met by the public or traditional private sector alone. Within the last 3 years, NOVA ISKRA has conducted more than 120 educational programs (lectures, presentations, workshops, study visits, mentorship and consultancy programs) with more than 9,000 beneficiaries and topics varying from entrepreneurship and design management to R&D, innovation and sustainable development.

As a new principle of innovative form of organisation, hybridity changes the "way of doing" and promotes a new type of governance. Consequently, hybridity itself can be seen as a distinctive impact of NOVA ISKRA.

Further, NOVA ISKRA changed the way in which social needs are conceptualized. At *macro* level, the crisis has acted as an opportunity for societal change. The initiative puts forward the creation of goods and services within social enterprise for profit as well as non-profit organisation as a new way to create wealth and redistribute it. It also creates alternate models of economic organisation, which is trying to solve the social problems that are associated with sustainable development. Secondly, the initiative's focus is on empowerment, which can eventually change roles and relationships in society. By transforming the ways in which the society thinks and building new social relations, NOVA ISKRA is evoking systematic change.

A framework for capacity building is social (collaborative) learning, "learning by doing." The initiative's INNOVATION PLATFORM and the INDUSTRY HUB both help participants (individuals or groups) to achieve their full potential. Additionally, out-of-the-box solutions offered by the initiative to public institutions, policy makers and market-oriented companies help change their mindset and approach to problem solving and outcomes for mutual benefits.

Social innovations are powerful only if they are successfully adopted by people. The initiative has been very successful and well adopted by the users because of its ability to meet four crucial requirements for adoption: advantage (people perceive the advantages they get from the initiative), affordability (people can afford it), awareness (a sense of aspiration around the initiative), and access (it is easily accessible). Adoption was accelerated through social media.

Role of policy

While there is a growing consensus on the importance of social entrepreneurship for inclusive growth, the notion of "social economy" is not widely understood in Serbia. As the result of a series of awareness raising campaigns, trainings and projects of support to social enterprises, many by NOVA ISKRA and their partners, the concept of social entrepreneurship is becoming more popular and increasingly used by public officials, government officials involved in the social entrepreneurship policy making, CSOs and funders. However, there is still lack of a strategy or other policy document that would organise the strategic action for the promotion of social entrepreneurship, and the existing legislation is limiting the development of social entrepreneurship.

Serbia is preparing for a membership in the EU, which also obliged the policy makers to adopt the policies to EU standards. Also, because Serbia has been using several funding programs, some ministries and agencies are promoting youth policy and social innovations.

Connectivity to the practice field

The focus in this chapter is on the practice field social entrepreneurship and self-creating opportunities. The initiative, however, fits in other practice fields as well: to an extent is youth employment and vulnerable groups (job search and matching, training and education) and even in workplace innovation. NOVA ISKRA offers a platform where professionals can develop their business as entrepreneurs or self-employed persons, which make the *whole* initiative one of social entrepreneurs. The initiative's workplace innovation means a change in business structure, management, relationships with users and other stakeholders, and in the work environment itself. Co-working space is a vibrant working space that provides flexibility and choices for where, when and how to work, but it is also a workplace design tactic to recruit and retain the best talents, thus getting people employed. Training and education has always been one of the most relevant programs because they help creatives to stay informed, gain or improve skills, learn, and network.

The initiative's programs have contributed to the practice field by proving that, despite the unfavourable economic situation and complexity of stakeholders, it is possible (with the new thinking and practices) to create opportunities and to reach sustainable solutions. Human-centred innovation, as social innovation, begins with an understanding of users' unarticulated or unmet needs. Design thinking is "learning by doing". With the emergence of a more individualised way of life, the importance of community is progressively eroding (especially in troubled and poorer communities), and trust in representative government is declining. At the same time, social networks and socialising are increasingly virtual (indirect). By diffusion of new values, behaviours, and solutions (offline and through online social networks), the initiative builds and strengthens social cohesion at the local and national level, which can lead to increased citizen engagement and participation, as well as to policy change.

The social innovation initiative, NOVA ISKRA, can be realized and exploited by its users successfully, but to be fully effective and create a true systemic change, a systemic approach should be applied in the future to the system: since systems exist at different levels, it could be a single town (Belgrade, were the initiative has been located) or Serbia (the whole country). Institutionalisation of change involves upscaling (by the government or other large-scale organizations). Right now it is not certain what the future brings.

3.2.6   Case 2.6: (ISMEK)

See: In Youth unemployment and other vulnerable groups

3.3   Practice Field Conclusions

The practice field social entrepreneurship and self-creating opportunities is not very coherent. What binds the practices is the entrepreneurial character where initiators are really taking the initiative to improve social issues for others (create jobs, provide training, etc.) or themselves (create a social entrepreneurial business). Most practices are set up by a charismatic initiator or a small group of people. Often they cooperate with existing organisations, because the main aim is to see that the target group, (e.g. young, or female) unemployed people, get work as soon as possible, or that they get funding for carrying out assignments. Such organisations are on the one hand companies and organisations that provide work; on the other hand there are educational organisations that provide training and skills development. Some practices function without any subsidies, as they can live from what they earn, produce and sell. Others are funded, mostly by governmental bodies, funds or awarded grants. Successful practices are being copied in other regions and cities, so one can speak of a certain degree of scaling out. The examples of social entrepreneurship are sometimes profitable, sometimes they are not, but their social value is deemed more important than their profit. In some instances national policies boost social entrepreneurship and social innovation (notably Russia and China), which means that the practices in those countries emerged at the right moment in time. The practices often combine economic goals, a sustainable business at least, with supporting underprivileged groups on the labour market, notably young persons and women. Some practices are directed at low skilled work (e.g. young mothers without jobs) while others are targeted at high skilled work (young professionals in creative hubs for example). While not all practices may be certain to be sustainable, their economic outlooks are mostly not bad, as

long as they address a economically viable need in conjunction with social needs; the practices have at their minimum a positive effect on building the skills and competencies of participants.

Social entrepreneurship is new in certain countries (Mama Work, Xiexhi Hotel) but not new to the world; design platforms are relatively new too, but not always social innovations of employment, but simply new business models of entrepreneurs. The concept of platform economy and sharing economy is new, and could be seen as a social innovation.

4 Practice Field C: 3. Workplace innovation & working conditions

4.1 Background Workplace innovation & working conditions

The practice field Workplace innovation and working conditions contains 36 cases out of the 136. Both topics are concentrated at the organisational level where the first points at performance, quality of work and innovative capacity, while the latter deals with working conditions and environment related to flexible working times, child care, ageing and disabled workers[11]. Despite being placed at organisational level the field is highly diverse and no representative empirical overview is at hand. Apart from the social innovation cases in the SI-Drive database (Mapping 1) it is relevant to mention that in the literature and practice both topics have an additional meaning. Working conditions is referred to in the world of work and management studies as the physiological and socio-psychological work environment or climate of workers (see below). Workplace innovation is connected to topics like high performance work systems, organisational innovation, employee-driven innovation and 'social innovation in the workplace' (see below). In this practice field we link workplace innovation and working conditions to employment: retaining and creating employment, using and improving human talent and capabilities, regarding the human factor in terms of decision latitude, voice and democratic dialogue. In most cases it is related to (inter-)organisational levels, so there is a major role for employers, branch associations, and institutions related to this level (in education for instance). The focus of cases here is on workplace innovation, in particular at organisational and interorganisational levels.

4.2 Description of the practice field

This practice field of workplace innovation and working conditions is targeting the organisational level of employment issues. A general issue is what organisations, companies and firms (can) do to optimize opportunities for employment, like creating new jobs and maintaining employment. The challenge is to find a balance between this goal and external pressures to be cost-efficient, competitive and innovative in these days. Organisations are often forced to act flexible and apply the newest technologies, like digitisation and robotization. Such developments might on the one hand eliminate jobs, while on the other they are creating new activities and businesses that require new human skills. Therefore workplace innovation is a double sided sword. Workplace innovation is the renewal of organisational and personnel issues, in order to on the one hand improve organisational performance, and on the other, to improve the quality of working life. It can enhance innovative capability and the adoption of new (inevitable) technologies[12]. Working conditions, which are partly a subtopic of workplace innovation, are the circumstances under which people are working, like temperature, lightning, substances, and ergonomic effects of handling tools, machines and equipment. Working conditions affect the physical and psychological condition of people in terms of stress, workload, and health and safety issues. Workplace innovation interventions and measures can affect working conditions, for example, in how jobs and tasks are designed, production and working processed are designed, leadership is being effectuated, and employees are being engaged and involved in playing a role when organisational change is at stake. As a consequence, workplace innovation interventions and measures can also affect the quality of work in terms of employment and remuneration conditions, such as a fair pay and the flexibility of labour contracts. Simply put, organisations can choose for employee commitment or for employee control, with the first being the best option to create good quality jobs with humanized working conditions.

There are several scientific publications about the positive effects of WPI on companies performance and quality of working life: case studies, experiments and statistics. Still, adoption, diffusion and imitation are not very wide spread in the practice field, only on a more theoretical level ideas are spread. There is quite some lack of awareness about workplace innovation and best employment practices, and lack of adoption and innovation. For that reason, some companies, social partners, national governments and universities & research institutes started to cooperate to develop and share knowledge, instruments, best practices, evaluation research and documentation. With this

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[11] Van der Torre et al., Ibid.
[12] For a recent study of over 50 cases see: Oeij, P., Žiauberytė-Jakštienė, R., Dhondt, S., Corral, A., Totterdill, P. & Preenen, P. (2015). *Workplace innovation in European companies*. Loughlinstown: European Foundation for the Improvement of Living and Working Conditions.

knowledge they intended to support companies and their employees to innovate the jobs, the work organization and the management culture in most European countries[13].

Workplace Innovation is a scattered practice field; working conditions, however, is a field with much support from policy making in the last 50 years, and can be seen as an elaborated practice field. While working conditions in advanced economies are very well developed, other parts of the world still have to catch up. But the knowledge is there, so in terms of social innovation it is not 'new to the world' but can be 'new to the firm'. Workplace innovation as a field is developing under the influence of growing attention for innovation and the acknowledgement that innovation more and more requires the deployment of human talent (EUWIN stands as a clear example). Workplace innovation is nonetheless not broadly seen as a loot of social innovation for employment. This requires another mindset perhaps.

The three cases that are discussed here are Media Group Limburg (MGL), Young Dogs (YD), and Software Netzwerke Leer (SNL). MGL is a Dutch case in which employees had a say in renewing work processes and redesigning their own jobs. YD is a case from Netherlands where young professionals can learn on the job by doing; graduated students participate in projects but also co-manage the YD organisation as a springboard for their careers. SNL is a German example where IT-companies and the city of Leer work together to offer IT-students jobs and education.

4.2.1   Case C1: The Media Groep Limburg (MGL)

Description, development of the Social Innovation Initiative

The Media Groep Limburg (MGL) with approximately 250 employees, publishes a newspaper (also a digital edition) under two titles for the region Limburg, which is a Province of The Netherlands.

MGL was formed at the beginning of this century by a Dutch media publisher (Telegraafgroep), bringing together the two existing newspapers in Limburg in one media group. In 2006, the company was taken over by an English investment fund: Mecom and at the end of 2014 a takeover took place by the Belgian publishing group: Concentra. In 2017, MGL will be integrated in the Mediahuis, a joint venture of Concentra and Corelio, also a Belgian company.

Already since the nineties local management and employees at MGL face the continuous loss of subscribers and advertisement incomes and - in the following more than 10 years - tried to develop and implement innovations in the work organisation and job and team design to adapt to and anticipate on the digitalisation of the media landscape.

Workplace innovation practices

The main workplace innovation (WPI) measures were the redesign of the teams and jobs of the journalists and the commercial staff and – during a specific period – employee driven innovation (EDI) leading to five cross functional project teams developing new business.

The work organisation was streamlined in three main departments: Editors, Marketing and Sales and supporting departments in order to focus on the main products. The commercial jobs were enlarged and empowered; for instance, an advertisement seller was trained and coached to work as an account manager who - together with clients - actively discusses, creates, realizes and evaluates an advertisement plan. Many of the original commercial staff with a relatively low formal education, were trained to do the new jobs with much more professional competences and autonomy. New commercial staff is acquired among a higher educated population. The existing local frontline editor teams were reduced. The majority of the journalists moved to the research department or started to work in a theme-group (health care, education, social cohesion, etc.) working on in-depth articles that need research. They got a much more interesting job, more autonomy to organize their own work and were empowered in their job.

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[13] The initiatives to disseminate practical knowledge by publishing best practices and cases via knowledge banks are rather significant examples, e.g., the overall term Workplace innovation was used EU-wide since the establishment of a EU-wide network of organisations practicing and/or studying WPI: EUWIN (European Workplace Innovation network) and its knowledge bank. WPI cases can be found in most European countries, yet the maturity level among those countries and cases differ in maturity level. This means that some companies are quite good in realising good organisational performance and good quality jobs simultaneously, but for most companies this is still a big challenge.

With the entrance of a new CEO medio 2013, the use of the talents and ideas of the employees was combined with how to find new earning opportunities: Employee driven innovation (EDI). Out of the eighty ideas that were collected, five were selected to be developed by a team each. These multifunctional and multidisciplinary teams of commercial and editorial staff were supported, trained and coached to do their new jobs for which they were exempted temporarily. This is a form of 'employee driven innovation of the business model'.

MGL staff grew to the idea of employee driven innovation of the business model. A considerable number of the employees of MGL were empowered in their jobs. They became aware and got engaged in the struggle of the local management and the Works Council to keep publishing a quality newspaper and to maintain employment of a high standard in this company and in the province.

Actors, partnerships, alliances, networks

Actors were several succeeding CEOs, the local management (heads of the editorial and commercial departments and head of the department HR), the Works Council, and employees. Also local authorities got involved. The Works Council and workers' engagement depended on the owner and CEO and the culture and the strategy they were bringing along. The takeover (end 2014) by Concentra (a Belgian Publisher with an investment strategy) from Mecon (with a destructive strategy) succeeded also because the Province facilitated it by putting a financial guarantee on the acquisition deal.

In the company itself there were several actors operating:
- The new CEO (entering medio 2013): The local management and several employees encouraged to provide their ideas for new business opportunities; Employees working in the multi-disciplinary teams that were responsible for the elaboration of the five selected ideas.

Several external partners involved in those projects, such as:
- The broadcasting company; a University College and its students, representatives of a city council, young entrepreneurs co-creating new initiatives; third parties that want to pay for certain articles about their business.

At times different actors were taking the initiative, but in general no one could effectuate change without the other: cooperation and dialogue were crucial to change.

Innovative solution

The CEO, who came in medio 2013, realised that employees from all different departments and disciplines at MGL should be empowered to enhance the chance of survival for MGL as a whole. They were requested to provide their ideas and collaborate in developing those ideas that promise to bring new earning opportunities for this newspaper publisher in the digitalized media landscape.

The case shows a company that is both reacting to several forms of innovation and tries to find out how to practice and use new forms or dimensions of innovation. The first dimension is a technical innovation: the digitization of the media landscape that erodes the old business model. However this innovation at the same time provides new opportunities for new services. Therefore the second form of innovation is a service innovation. The question for MGL is: how to use the Internet and social media to provide consumers with actual, qualitative high, local news. This also means business model innovation because it is not easy to find out how to get income out of these new services, since others provide news for free via social media and even distribute MGL's articles for free. To be able to innovate the service workplace innovation was applied: 1) improving job design (research time and facilities for Journalist and the development of advertisement sellers to account managers) and, 2) a simple and flat organizational structure (three departments with a head and a deputy), 3) starting multidisciplinary projects for innovation across all departments, 4) collaboration with external partners.

Gaining and losing momentum

There was not so much competition with other newspaper publishers. But there is a growing competition in news providing by other (electronic) media. This is the economic context that was decisive for this initiative. The initiative did gain momentum when a new CEO entered who had experience with open and employee driven innovation.

In the last period (medio 2015 and later, since the departure of the CEO who promoted EDI) the initiative lost momentum and especially support from the majority of employees because the parenting company follows a top-down investment strategy and does not any longer encourage employees to come up with ideas for business innovation.

- *Drivers*
  The driver for the initiative was the eroding business model of the newspaper publishing company. The former owners Telegraafconcern and Mecom reacted with a short term cost cutting strategy, that resulted in mass layoffs between 2000 and 2013. Contrarily the Works Council and the local management advocated a long term quality and innovation strategy as response to the trends. A new innovation minded CEO was supported to sell the company to a new owner who was willing to invest in innovation. End 2014 this succeeded in the take-over by Concentra, also thanks to a financial guarantee of the Province. This new CEO also started the employee driven innovation of the business model.

  And at the background there was policy influence: the provincial authorities were concerned about the distribution of independent local news and information that might contribute to regional social cohesion. Therefore they supported the long term quality and innovation strategy of the local management and the Works Council.

- *Barriers*
  The barrier for the initiative was the unwillingness of the former owner Mecom to invest in MGL. The current owner is willing to invest, but there is the inhibitory effect of the critical evaluation, in the latest stage, assessing whether the employee initiatives are consistent with the long term strategy of the parenting company.

- *Success factors and critical events*
  A success factor certainly was that the local management of MGL, and the Works Council supported by a growing group of engaged employees, persisted in enforcing a quality and innovation strategy and succeeded in implementing such a strategy within the boundaries put by senior management and the means available.

  A second success factor was the presence of a charismatic leader in the person of the CEO who entered medio 2013 ad left 2015. And in some of the projects there was a crucial successful collaboration with external partners.

  There were several critical events that polarized the internal relations. Important were the several rounds of redundancies. in the recent past There was the forced and later failed merger of the MGL with Wegener, another publisher in the Mecom group, which was feared by many employees). And there were the difficult negotiations (because Mecom wanted a high price) with several optional buyers and at last successful negotiations with the Belgian publisher Concentra who was promising to invest in the company. The entrance of a new CEO in 2013 was also critical - he showed to be a charismatic leader who encouraged employees to provide ideas for new business and supported the development of a selection of those ideas.

Complementary innovation

The initiative is legitimised by a demand for reporting independent local news, a proposition that is assumed to be valid by the Works council, the local management and by the provincial authorities involved. The public-private experiments that followed were successful in a sense. For instance the website and app "1Limburg" shows popular with the public and provides employment in the region. However, 1Limburg is not profitable. This as well as the other experiments demand innovative financial constructions (which are not yet found for MGL, which is the reason to stop its participation in 1Limburg on the 1st of February 2017).

- *Absorptive capacity*
  The knowledge of new information and communication technologies is an issue. Journalists have to know how to do research using these media and how to write an article and/or use image material to get their message across via the new media. Marketing and Sales people should know how to use these new opportunities for

commercial purposes. With this knowledge these employees would be capable of developing good ideas for new business models. This knowledge is important to lift off the new workplace innovation in a successful way. For employee driven innovation of the business model knowledge had to be acquired and developed about long term earning opportunities and business models for local news providing. And this appeared not (yet) available in the case of MGL.

- *Role of technology*
  Practically all roles and jobs were altered by Internet and social media in the past two decades, but changed all the more quickly due to changing business models. Journalists have to write in-depth articles and do much more research, since the short news messages are taken over by social media. The marketing and sales people have to proactively communicate intensively with their clients to find a multimedia way for them to reach their clients, instead of responsively taking an advertisement at the telephone. That is why the CEO of the newly formed Mediahuis said 'we have to digitalize faster'.

Impact, diffusion and imitation

The general aims of the promotors of the initiatives were to guarantee the independent news provided by a newspaper in the region (quality news) and to find a business model that enables this goal, while also keeping high quality employment in the company (and avoid more unemployment in the region).

- *Economic sustainability of MGL*
  Until now MGL publishes a regional newspaper of a high quality under two titles. The revenues are acceptable for the owner and good compared to other regional newspapers. There also is a future for the newspaper in the newly formed Mediahuis, that will integrate MGL in 2017.

  The WPI initiative, the actions of the Works Council, the local management and employees and the employee driven innovation of the work processes and the business model directly or indirectly have resulted in an economic survival of the MGL, for the time being.

- *Employment in the region*
  Between 2000 and 2013 approximately 500 jobs were lost at MGL. Since then there is no considerable loss of jobs in the commercial or editorial departments. The relative stabilization of the employment for the journalists and commercial staff since 2013 cannot be ascribed to the workplace innovation only, it is the whole (economic) situation that has led to a long term innovation strategy.

- *Institutionalization at company level*
  WPIs were institutionalised, in the company, in a way that three new departments were created and the new jobs for the commercial staff and for the journalists formalized. Secondly, after the selection of five ideas, multifunctional project teams were installed to develop those ideas.

- *Diffusion*
  In the world of newspaper publishing all companies and groups are experimenting with the same concepts and ideas with a lot of imitation. Only at local level the forms are unique and exclusive and there the employees can contribute very well.

  The job redesign as it was done at MGL seems to have become quite common in the sector. MGL was certainly not the last one in implementing this workplace innovation that empowers employees. But you cannot say that others followed MGL or that the concept was distributed or scaled out.

  Later there was an active diffusion at the company level of the practice of idea collecting. 80 ideas were collected of which 5 were elaborated and implemented up to the present. However, none of these can be called a success from the business side yet, even though they attract many users and the role they play in the community is significant.

  There were some barriers for diffusion: discontinued idea of employee driven innovation because the CEO that supported it left, and innovation is now managed top-down, with employee participation. There was no feedback on the 76 ideas that were not chosen to be developed. As a consequence many of the MGL staff focus on the nice sides of their current job and hope that it will last their time (avoidant behaviour).

  Finally, the diffusion process is hampered in this company and elsewhere in the sector by the fact that up to

the present nobody has found yet a promising business model for publishing a local newspaper or exploiting multimedia for the providing of qualitative and independent local news on a commercial basis.

Role of policy

Provincial politicians have played a role supporting to the long term quality strategy that was stimulating the WPI initiative. The provincial authorities are represented in the Supervisory Board of the company. The Province had offered a financial guarantee when the takeover of MGL was likely to fail. More directly, there is public – private cooperation in some of the projects that MGL is developing (Media Valley, together with the city Sittard-Geleen and the Province of Limburg).

Connectivity to the practice field

In the 2013 study of the European Company Survey, the Media Group Limburg (MGL) was one of the 51 company cases of workplace innovation that were analysed. This company appeared to score high on the WPI-index in that study (Oeij et al, 2015 a and b). MGL is a good example of the practice field of WPI.

The interviewed people in the company, however, were themselves not aware of practicing WPI. Local management and employee (representatives) just fight for autonomy and power to be able to adapt their work to the developments of a digitalized media landscape. They seek to save jobs, meaningful and high quality work and to save a permanent, high quality, independent newspaper for the region. They did not talk about Workplace innovation and did not participate in any network of organisations discussing WPI. There was, however, a social demand for saving high quality jobs in the region and for an independent, high quality newspaper. And there is a growing tendency (in several branches) that companies begin to understand that innovation requires engagement of workers. Just as in the case of social innovation: human talents and their motivation is badly needed.

Mechanisms of social change

The change impetus is external: pressure on economic performance. One response is cost-driven (old owner and CEO), but another response is quality driven (new CEO and local management, backed by Works Council, employees and provincial representatives). This leads to power play, negotiation, convincing each other, and the like, because actors differ in interests and means.

At MGL the local management and the employee (representatives) were not aware that they were implementing WPI practices. Therefore they did not actively seek for information and knowledge or good practices about WPI. Except probably that the head of the HR department had learned from the professional circuits in which he participated. So, there might be some 'imitation' present.

In the case of the MGL there is a unique newspaper that provides independent and informative news about items that matter for the region, by journalists and commercial people who know the region, live there and are very much engaged and motivated to contribute to the regional development and social cohesion. So, there is commitment with a regional need and identity.

A collaborative culture is a precondition for WPI. It just fails if one side does not feel satisfied. But there are conflicts when initiatives are stopped by some stakeholders while others want to continue it. In the case of MGL there was a conflict with the foreign owner Mecom since he did not want to invest in any innovation and did in fact follow a destructive strategy. So, there is tension between cooperation and one-sided interests.

The competition MGL encounters is actually not with other newspapers but with the news providing by digital and social media (e.g., Google, Twitter). There is no selection between equal partners anymore, no level playing field. And that appears to be a very difficult struggle. So, external technological innovation affects the room to choose.

For the MGL the tension was very clear: in fact the digitization of the media landscape is a disruptive innovation. There are several strategies to cope with that. One is adaptation: just wait until it is over and try to earn as much money as long as it lasts, which was the strategy of Mecom. The other strategy is investing in the development of new opportunities combining the competences developed for the old technology (writing high quality informing

articles) with new technology (supporting the dissemination of the articles by using internet facilities and social media). This seems the strategy of the Belgian owner Concentra also in the Mediahuis. The last strategy showed to be a good basis for employee driven innovation, when a CEO who supported that idea was there for MGL. In more recent period however, this strategy is more determined by the top of the concern. So, there is a tension between short term and long term and a tension between bottom-up and top-down vision and strategy.

Technological innovation, i.e. the digitization of the media landscape is the driver for change at MGL. If no new business models for regional news providing are found (no business model innovation), there will be no medium in the end to disseminate qualitative regional news and information in the province, no medium for journalists to use their competences, even though there might be a (small) market demand for it. So, technology defines path dependencies and limit choice (but there is no 100% technological determinism).

In the case of MGL there has been a delegation of some decisions especially about how to do your own job (job autonomy) and this is still practiced. Decisions about the strategy and investments in new business opportunities were partly delegated for a short period. However, old and new owners determine the strategy in general, while some participation of the Works Council is accepted. So, there is a strategic management choice to either change top down or bottom up.

4.2.2 Case C2: (Jonge Honden/Young Dogs)

Description, development of the Social Innovation Initiative

Jonge Honden (English: YoungDogs) is a secondment (outsourcing) and consultancy firm for high educated young entrepreneurial professionals who recently graduated from university. Jonge Honden is founded in 2000 and currently employs 34 workers. Jonge Honden is especially active in spatial planning, healthcare and education. Graduates can be employed as researchers, organizers (project managers), communicators and consultants. Entrepreneurship, pro-activity and responsibility are core values for their services and this is stimulated by the way the company is managed. The core idea is to manage a business with all employees together. In almost all decisions and management tasks employees are involved. There is as little hierarchy as possible. Jonge Honden is doing a new way of work, workplace innovation, but also a kind of social entrepreneurship: helping young professionals entering the labour market. And as such it affects employment for youth.

- *Problem addressed*
  There was a social need - creating employment for youth- and market demand for temporary employment of young entrepreneurial professionals. The company was founded to employ entrepreneurial young professionals, and because they were entrepreneurial, these professionals wanted to be involved in the management of the organization (acquisition, strategy development, HR, etc.) and have the opportunity to become a 'real' entrepreneur inside the company themselves. Therefore the company was divided into different limited partnerships, each with a different entrepreneur. All entrepreneurs can only stay temporary (approximately 4 years). All employees are employed temporary as well, because their service is based on *young* professionals. Most of the employees stayed for 2,5 or 3 years. Legally an employee could only be employed on a temporary bases for 3 years, until 2016. Some of the temporary employees become entrepreneurs inside the company (for a limited period of time), some continue their career outside the company (as entrepreneur or employee).

- *Short biography*
  One of the founders of the organization was employed as young professional for a (temporary) commission of freelance engineers which had to give advice to the government. While working with these freelancers he found out that there was a need for young entrepreneurial professionals to work for more experienced freelancers. These freelancers had difficulty finding young professionals and only had temporary tasks for them. Together with a partner they started the Jonge Honden in 2000. As more entrepreneurial employees entered, there was a need to give them the opportunity to become entrepreneurs inside the company as well. In 2004 Jonge Honden consisted of 10 young professionals and the structure with different limited partnerships was created. As a small company it was easy to manage the organisation together with little hierarchy, as all workers (founders and employees) were of the same generation, they spoke the same language and treated each other equally.

  In 2016 the Jonge Honden employed 34 young professionals. They have 4 limited partnerships. They do not want to grow too fast, because the culture and the values have to be kept intact. They had a bad experience

with growing too fast in the past. Today (2016) the company is not only a secondment agency, but also a consultant and training company.

Actors, partnerships, alliances, networks

The founders of Jonge Honden were two young professionals who knew each other very well. Both were motivated to start a business with other young professionals to fulfil the need for young professionals. There was almost no investment needed.

Innovative solution

- *New ideas*
  There are two (relatively) new ideas: managing the company with all workers together (workers' control, employee governance) and focusing the secondment of young professionals only. There were no companies specialized in the secondment of young high educated professionals and consultancy by young professionals.

  Regarding the management: Jonge Honden plans every Friday free of activities for clients. On Friday all Jonge Honden-staff come to the "Doghouse" for the management tasks and the professional development of the workers. Activities like acquisition, strategy, hiring new employees, trainings, etc. are organized on Friday. For training and development a budget of 2,500 Euro is available for every worker in total.

  Regarding the succession of entrepreneurs, all entrepreneurs sign a contract in which is stated that they leave the company after a couple of years (often 4 years), so other employees can take over the limited partnership. The two founders of Jonge Honden are still "silent partners". They receive income for the amount of money they have invested but do not have a management task.

- *Forms of innovation*
  Jonge Honden knows a service innovation and an organizational innovation. The service innovation was to focus on the secondment and consultancy of young high educated professionals only. The organizational innovation is, to attract and retain entrepreneurial employees, to give the employees autonomy, management tasks and the possibility to become an entrepreneur inside the company. By genuinely empowering the employees, their engagement increases and thereby their productivity (services towards clients). The organizational innovation points to workplace innovation, which goals are to both improve performance and the quality of jobs.

Gaining momentum

- *Innovation strategy and competition*
  A lack of competition helped the company in the beginning. Employment agencies also select and match young professionals but often these jobs are not challenging and the business is not managed together. There was a market niche.

  The salary of the Jonge Honden-staff is often less than a junior employee earns in the organization of clients (municipalities for example). However, clients find it difficult to select and attract these young professionals. It does happen that after the temporary contract at the Jonge Honden, an employee goes to work directly for a client, which is good for the professionals, and good for the growing network of Jonge Honden.

  A third form of competition is the company is attractive for young professionals because of the way the organization is managed (little hierarchy), the learning opportunities which are created in that way and the possibility to work with other young professionals. Jonge Honden furthermore has good relationships with some universities, who provide training for free to students and sponsor some student associations.

  The existing context which influenced the possibility to only employ young professionals was the legislation regarding contemporary contracts. An employee could, in the past, only receive three times a temporary

contract or only for the maximum of three years. Recently this has been reduced to two times a temporary contract or a maximum of two years. They do not know how to deal with this challenge yet.

- *Drivers and barriers*
  A number of drivers and barriers can be extracted.

- *Drivers*
  - An innovative culture, entrepreneurial employees, is a driver for the way they manage their business.
  - Solidarity, treat everybody as equal, is important as well. The company has as little hierarchy as possible.
  - A new idea, or unmet need in the market. There were no competitors .
  - Being able to attract, select and hire the best graduates (is critical as well as they are the core of the service).
  - Keep the groups small (10-12 persons) in a limited partnership .
  - Network of potential clients and network of former entrepreneurs and employees.

- *Barriers*
  - Growing too fast is difficult if the culture is very important, because new members cannot be absorbed without losing some of the core values of the company.
  - Legislation. Young professionals only stay young temporary, so therefore employees of Jonge Honden get temporary contracts. Since 2016 this is limited to a maximum of two years. This is a barrier for their business model to employ only young professionals.

- *Critical incidents & juridical context*
  There were two critical incidents. Between 2010 and 2012 the amount of workers which were employed grew very fast. In 2012 they had 40 workers and had opened a second location. However, the fast growth has caused the quality of their work to decline, as they had been less selective of who to employ and the large numbers of new employees could not be absorbed by the existing culture. The other critical incident happened in 2016 when the labour law was changed. From 2016 on, temporary employees could only be working on a temporary contract for a maximum of 2 years, instead of 3 years. One possibility is to employ the workers as self-employed professionals (without personnel), and another possibility is to give them a permanent contract, and hope that the employees will still leave after a limited number of years. As it is part of the business model only to work with young professional.

Complementary innovation

Besides the combination of service innovation (secondment of young professionals) and organizational innovation (manage the company together, i.e. distributed leadership) there are no other innovations which are crucial for the initiative. Employees are being selected on the basis of being entrepreneurial, responsible, and pro-active, which is, perhaps not innovative, yet crucial. The role of technology to develop this initiative is not important, although for some jobs candidates should be skilled in certain technology, for instance, when they are hired to organize the communication via social media.

Impact, diffusion and imitation

All former employees and entrepreneurs, as far as the respondent knows, had good opportunities on the labour market after their time at Jonge Honden. Scaling up is not a desire, because being involved with the company, the organisation needs to remain small enough to know everybody. The concept could however be copied by other locations, which are independent of the original company.

Another company started a similar business, thus the concept of secondment of young professionals is imitated. Persons who first interviewed some members of the Jonge Honden, afterwards copied the idea. This company "Frisse Blikken" (English: Fresh Perspectives) is different because the founders 'always stay' in charge and the employees have less possibilities to become an entrepreneur inside the company. Besides, the culture cannot be copied, e.g., Frisse Blikken is more focussed on making profit, according to the director of Jonge Honden.

Furthermore, because all employees and entrepreneurs stay temporary (and after they left they are still enthusiastic about the company and the way it is managed), the company has a big network. This is useful for finding clients (or clients find you), but also very important for spreading the idea of workplace innovation (running the business together).

Role of policy

Recent changes in the Dutch labour law forces the Jonge Honden to change their way of contracting young professionals (to be able to employ employees on a temporary basis for more than two years). It is a barrier, but the professionals themselves think they will find another way. E.g., give them a permanent contract but trust that the employees will leave after three years or employ them as self-employed.

Connectivity to the practice field

This case is an example of the practice field workplace innovation. Workplace innovation is geared to the performance of organisations and the sustained improvement of employment quality. Workplace innovation is about how organisations structure and direct their activities and deploy people, namely engage them in how an organisation evolves. It focuses on organising work practices in ways that challenge employees to reflect on the 'how' 'what' and 'why' of their work, facilitating continuous learning and ensuring employee commitment.

The practice field and the (loosely connected) community of advisors, researchers and practitioners did not have an important influence on the initiative. The initiative has evolved without being aware of the practice field. However, recently the workers of Jonge Honden did watch a documentary of another employer who is active with workplace innovation. Also, without being informed about the concept, other companies borrow WPI ideas from Jonge Honden and adapt to their own situations. It could be said that some tacit interaction between the case and the practice field, even though small, seems to exist.

4.2.3 Case C3: Softwarenetzwerk Leer e.V. (SNL)

Description, development of the Social Innovation Initiative

The SNL, Software Network of the city of Leer, is a project aimed at reducing the skill shortage of IT-specialist in the Leer region, and raising the interest of pupils in apprenticeships as well as the applications in the software engineering sector in Leer. It is a particular form of WPI as it is an interorganisational network installed through the initiative of an employee.

It started when Orgadata AG, a rapidly growing software engineering company, experienced a high demands for skilled IT personnel who were not available on the labour market (In 2010). Soon Orgadata, six competitors and the city of Leer discussed how the competitors handle the scarcity of skilled personnel and where exactly cooperation could be useful. This was the point of origin for cooperation. The *institutionalization*, i.e. founding a network organisation, was initiated after about nine months later when the SNL association was founded with three targets:
1. Regional Lobbying to attract professionals coming to Leer,
2. Training in a dual education system,
3. Addressing the range of studies in-depth.

During the further procedure the member companies reached the consensus that regional lobbying should take place in a broader context and other appropriate regional organisations or networks should take over this issue.

Starting with the IT Summit in 2010 the *identification phase* was closed after about two years by the consensus to concentrate on training. The association is funded by membership contributions and some companies dispense their employees for specific actions such as events, teaching or job fairs. Besides, the City of Leer supports the network also by providing premises (guildhall) and catering service for events.

In 2012, the *next phase* began when the member firms *actively* started to increase the pool of potential employees through image formation and actions. The SNL members inspire young people for information technology, inform

about the occupations of the industry and the IT location Leer and improve the quality of training. To this end, they cooperate with schools, universities and other educational institutions.

A number of instruments were gradually implemented:
a. The network invites pupils during their school holidays for a one-day visit to get to know the IT professions as well as a working day in the SNL companies;
b. In order to improve the quality of IT courses at schools on a sustainable basis, the software network supports teachers;
c. Some companies in the network started an educational cooperation with schools;
d. Furthermore, the SNL is member of the "TalentO" initiative to track IT talents;
e. Jointly with the vocational academy of Leer, the SNL offers remunerated dual vocational training in business informatics and business administration;
f. The SNL implemented a recruiting instrument: Job applicants, reach all network companies by just one online application, labelled "one application – 100 jobs". The SNL members offer 100 jobs and only one online application is sufficient to apply.

These activities and instruments are operated since 2012. In *2014*, the SNL organized a *first graduation party for apprentices* which attracted great attention and politicians from European, national, regional and local level participated. Now in *2016*, the SNL increased and is composed of 13 members.

Impacts are the increase of apprenticeship interest for all network companies. Girls however are still lacking. And in the field of teacher training and educational cooperation with schools first steps are taken.

In May 2016, a new IT-Competence-Centre (ICC) jointly with "Growing Region Ems-Achse" (GREA) was opened based on the work of the SNL. The ICC is a cooperation of regional IT Companies including actors such as education institutions including the university Emden/Leer and regional development agencies. IT companies as well as the regional IT site shall be strengthened and developed. As the centre is based on the work of the SNL, it can be seen as the *diffusion* of the initiative.

Furthermore, there is the impact that companies no longer suffer from skill shortage, as well as the improved well-being and regional prosperity. There are two layers of *Diffusion* related to the SNL initiative, namely (1) the scaling of the initiative itself in sense of growth and spread, and (2) The transfer and imitation into other regions (even to neighbouring Netherlands) and other initiatives.

Furthermore, a big local IT association "Chance AZUBI" - primarily organizing job orientation fairs - is initiating to copy the instrument "one application – 100 jobs".

Actors, partnerships, alliances, networks

The participating companies faced demographic change and skill shortage. Orgadata AG was the initiator. The CEO of Orgadata, Bernd Hillbrands, pushed the idea and is chairman of the network and the new media spokesman of Orgadata, Andreas Meinders, is the contact person of the SNL.

The initial partners were local software engineering companies located in Leer: Orgadata AG, Bünting Informationtechnologie, Connedata, Hiltes, Tridem and S&F Datentechnik. The City of Leer was also member of the initial network including the development agency. The City of Leer has a supporting but no financing role. Additional partners are based in the field of education and training.

The initial and further SNL members are software engineering companies, are located in the administrative area of Leer (hence the geographical proximity) and are active in training.

The SNL companies initiated a new network of trust, and they are all members of the Network "Growing Region Ems-Achse" (GREA). The association GREA was founded in 2006 and is an alliance of companies, municipalities, education institutes, chambers and business associations of Eastern Friesland. SNL soon dropped the subject of attracting skilled personnel from other regions, as SNL realised that GREA is more effective and the SNL too small for that purpose.

Innovative solution

The idea for the first IT summit was based on the knowledge that even in a competing field, trust and network building instead of fighting each other can be better economically. Moreover, partners are convinced that levering IT education on the local level is more profitable than competing for scarce skilled personnel.

Furthermore, the SNL implemented as service innovation a new and very specific recruiting instrument: Job applicants, in particular apprentices reach all network companies by just one online application ("one application – 100 jobs" based on the fact the SNL members offer 100 jobs and only one online application is sufficient to apply for these jobs).

The foundation of the SNL is an organizational innovation, namely for cooperation instead of coopetition for scare IT personnel. Formally competing companies in the software engineering sector joined forces to reduce skill shortage. They even institutionalised their cooperation by founding an association. In that sense it is a form of workplace innovation that goes beyond organisational borders of the company, it is a kind of network organisation where resources are pooled and shared. As such it resembles a bit the present 'platform- and sharing economy' or the former 'shared support centres'. It also resembles to a certain extent the concept of 'labour pools', a pool of employees with similar qualifications that are scarce, and whose members are evenly distributed among participating partners (who are in demand of their scarce skills) that contribute to those pools financially.

Gaining momentum

Competition played an overarching role between the SNL companies, but the partners realised that cooperation was to be preferred. In a rural area lacking a university but exhibiting a concentration of software engineering companies, the competition for skilled personnel was enormous. The local companies harmed each other by fighting for applicants. The strategy to implement the network was based on trust and cooperation to jointly increase the number of potential employees, optimize training and education and therewith – as a side effect - laying the ground for a prospering area/region.

The idea of implementing a network between competing companies seems to be a result of eventualities. The idea arose based on the experiences of an Orgadata employee from his former political job. After agreeing on targets and founding the association, the actions seem to be carried out consciously and deliberately as economic actors ordinarily do. They made a plan and concentrated on core competencies and pushed on with the diversification of their actions respectively instruments.

Drivers and even milestones were predominantly the events that were organized by the SNL. They increased the public awareness of the initiative and therewith the interest in IT jobs. Starting from the first IT summit in 2010, going on with the formation of the association and the implementation of training days. The number of interested potential apprentices of SNL companies raised from formally six on average to about 200 participating the training days. Moreover, the first graduate party in 2014 with political prominence and therewith well-covered by the media is also seen as a further driver for awareness and growth. These events are predominantly financed by the companies through exempted employees under support of the city of Leer through offering premises and catering. This keeps membership contributions low but postulates trust and convincement of the members.

Barriers or critical events in raising the number of potential apprentices are seen in the option of IT courses at school. The companies would prefer informatics as compulsory courses at school in order to raise the interest even of girls in IT jobs and to prepare the young ones more efficiently. This is one reason why the SNL also intends to participate actively in educational politics.

On the one hand, the key success of the initiative is substantiated by trust and continuous exchange of the network members. On the other hand, the success originates from the concentration on core issues and the elimination of subjects that can better be solved by others, e.g. attracting professionals from other regions. Concretely, the success of the SNL is determined by the growing interest in the SNL as well as the increasing number of applicants at each stage of the progress.

Charismatic leadership was a local success factor. Bernd Hillbrands and Andreas Meinders (Orgadata AG) presented as charismatic and proficient characters convinced of the SNL and its success.

There is a strong awareness of skill shortage in the region Ems-Achse. The local and regional politicians are involved in the networks and support the economic actors.

Complementary innovation

No complementary innovation is recorded.

Impact, diffusion and imitation

The SNL defines success as reducing the skill shortage, raising the interest of pupils in apprenticeships as well as the applications in the software engineering sector in Leer.

The impact was declared as an increase of interest in apprenticeships for all network companies was seen. But the participation of girls in IT are still lacking. In the fields of teacher training and educational cooperation with schools first steps are taken but there is still a huge potential to initiate.

In May 2016, a new IT-Competence-Centre (ICC) jointly with "Growing Region Ems-Achse" (GREA) was opened based on the work of the SNL. The ICC is a cooperation of local IT Companies including sector affined actors such as education institutions including the university Emden/Leer and regional development agencies. IT companies as well as the regional IT sector shall be strengthened and developed. As the centre is based on SNL, it can be seen as diffusion of the initiative.

For the SNL scaling was desirable on the broader regional level. Founding the ICC can be seen as a kind of scaling because it is based on the work of the SNL and the SNL was also involved in the foundation.

Role of policy

The idea for the first IT summit in Leer originated from an employee who formerly was the media spokesman of a politician of the Federal German Parliament and experienced in network building. Local politicians had been involved into the network right from the beginning. The City of Leer operating an own IT department is an ordinary network member, participates the meetings and pays its membership contributions. The idea to initiate the instrument of training days for pupils in the network companies stems from a political actor of the City of Leer. Moreover, the City supports the network with catering and premises such as the guildhall for events but contributed no further financial support. The SNL is under the patronage of the mayor. Likewise, the local development agency of the City of Leer advises the network. But there is no financial support or public funding.

Connectivity to the practice field

This case is a special example of workplace innovation, namely organising a process in a network (here: combating skill shortage), largely initiated and set up with employees. In this case an idea of an employee evolved into a strong and successful network that brought benefits not only to the company, but also to the whole network (of partner companies) and area. This case thus underlines the importance of networks and cooperation. Here we see workplace innovation as an activity to combat an unemployment issue, and the workplace innovation consists of an overarching organisation (i.e. SNL goes beyond the level of one organisation) that aims for better performance of organisation (supply of skilled IT-workers) and good quality jobs for the IT-workers themselves. As conflict (fierce competition over personnel) was a shaping factor in this innovation, it teaches to be open-minded and innovative while making decisions and looking for solution.

The case has hardly a link with the practice field of youth employment or social entrepreneurship.

4.3 Practice Field Conclusions

The conclusion of the practice field workplace innovation and working conditions are focused on workplace innovation (WPI). It is not a well-established practice field yet, as the practice field is still developing – even those companies, that could be considered as great examples of WPI, often do not know that they are (see the earlier mentioned Eurofound study of 2015[14]). A pushing driving force of WPI is market pressure on firms or cost-efficiency demands for non-profit organisations. A pulling driving force is the acknowledgement of organisations that they should be pro-active and responsive when needed. In that perspective we observe the importance of leadership in taking initiatives. The examples show that individuals took the initiative for WPI practices. In start-up organisations there is often an entrepreneur who sets the practice in motion; in existing and larger organisations it can be management and management in cooperation with employee representatives. Also cooperating employers in a region can set up a practice. The SNL case was an initiative to set up network of cooperating competitors. The purpose of these practices is to serve the company goal, t0 create or preserve jobs and employment, or a combination of both; or to serve a 'company cross border' purpose. Sometimes networks can speed up processes – in the situations where different organisations work together; however, it seems such networks are very local or rather little known and their potential is not fully used, especially in terms of shared/sharing knowledge. For WPI practices in existing organisations to develop and implement support from workers is essential, so, engaging employees in the process is a leverage factor. Helpful in this regard are the organisation's receptiveness to bottom-up initiatives and an innovation oriented culture.

Awareness and attention from politicians could be of big help to disseminate good examples and urge hesitating organisations to take initiatives; legislation might have big impact but that seems to better fit working conditions (to minimise health and safety risks) than WPI practices (although labour market & social security legislation can affect employment preservation, see YoungDogs). In that sense it can be stated that conflicts are rare, but tensions are very common, namely different interests of stakeholders on the labour market. A situation of economic growth or economic decline influences trade-offs that labour market stakeholders make: invest in WPI or keep your purse closed. From those tensions different options may emerge that are hard to predict. The MGL case shows that different CEOs can choose different solutions. It can be concluded that WPI at MGL is a way to deal with the competition in the market, and that the need to be advantageous creates room for new, innovative ideas. But to not only focus on economic goals, and also be receptive for social goals, requires a mindset that is open for the stakes of employees and job seekers (i.e. the benevolent CEO at MGL).The WPI cases at organisational level are difficult to copy. They can be imitated by hindsight, but would lose their competitive, innovative advantage. The SNL case differs in that perspective, as it is a network to combat a common and shared problem, which serves well to be copied in other areas or regards others topics than skill shortage.

The practice field of workplace innovation and working conditions and its growth could be evaluated from at least two points of view: on one hand, the ideas of humanized working environment, social innovations and good quality of work are not new, even counting decades of age, on the other hand, workplace innovation as a unifying term is relatively new. Pan-European networks of workplace innovation and the establishment of knowledge banks could be seen as the major shift in the development of this practice field. Singular cases of innovations that are targeting quality of working life and company's performance are being recognised as workplace innovation, yet more often than not the companies themselves do not acknowledge their innovativeness, thus the sharing of best practices is impeded.

Current situation can be seen as the beginning of clustering: an increasing number of companies start to recognize good practices that they have been implementing and the knowledge sharing is spreading. The practice field seems to be growing and spreading, the definitions and applications of workplace innovation becoming more evolved and useful for both, practitioners and researchers. There is growing attention for WPI among EU and national (innovation) policy makers, in the world of applied research and science, and among practitioners of the side of employers and employee representatives and unions. However, much still has to be done in the area of informing the broader society and strengthening the networks that enable the growth of workplace innovation awareness and adoption.

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[14] Oeij et al, 2015, ibid.

5　Summary and Conclusions for the Policy Field

5.1　Summary across all practice fields

In this chapter we try to capture the developments in the three practice fields of employment in terms of the mechanisms of social change. These are defined and explained in Annex 1.

We start with a summarising overview based on the cases and the three practice fields; and in the next sections we focus on mechanisms of social change (5.2) and research foci (5.3).

The scheme below illustrates the main concluding viewpoints, either divided along the lines of the practice field, or, when possible, from an overall perspective (last column). The future issues could be considered by policy makers.

Description (overall view)	Practice Field A Youth employment	Practice Field B Social entrepreneurship	Practice Field C Workplace innovation	Overall view
Actors	Often 'usual suspects' (traditional actors) play large role	Committed individuals want to combat a social issue	At company level employers and employees align interests	
Innovative solution	Replacing public policy	Focus on public value	Engaging employees	Either shift risks or share interests
Gaining momentum				Getting the right people together
Impact	For members of target group	Broad reach to target group members	Organizational competitiveness + maintaining jobs	Quantification not easy to assess
Role of policy	Policy responsibility taken over by others	Policy stimulates practice as a replacement for public institutions	Almost absent	
Role technology				Mainly social media and communication support
Maturity practice field	The decline of the welfare state leaves a void filled by SI initiators	Self-propelling power of socially responsible entrepreneurs and self-employed persons; institutional support from governments (RU, CH, UK)	Advanced and upcoming economies better understand the crucial role of human talent and a social responsible attitude to worker engagement	Most SI initiatives are scattered, unconnected, isolated and not articulated as a social movement
Future issues	Balancing shifting risks with enhancing resilience related to new governance structures	As PF A, but also: shifting risks of welfare state to social entrepreneurs?	Linking innovation in general to worker engagement	

5.2   Mechanisms of social change across the three practice fields

Learning

> 1. Learning: Evolutionary theories in social sciences stress the cumulative nature of human knowledge. Actors realize mistakes, apply new ideas and engage in processes of learning, which results in tacit and codified new knowledge.

Learning is crucial to innovation, as is, in general, the cumulation of knowledge. The three fields differ in this respect. In the practice field youth employment, for instance, social innovation can stand on the 'shoulders of giants' because there is such a long history of traditional employment policies. The cooperative SSI in Spain can look back at a long history, while BBL is UK seems to develop its innovation from scratch. As the innovation examples in all three practice fields are scattered and rather unconnected this particularly type of learning, however, affects social change only in a limited way. For practice field workplace innovation learning has another context. There is much knowledge about the topic but it is present in organisations that are – as competitors - not contributing to the cumulation of knowledge where everyone can go and get it (despite the existence of knowledge institutes, libraries and data/knowledge banks). Many organizations reinvent the wheel perhaps. For instance, there are social entrepreneurs who sometimes start with a clean sheet, especially when they are young professionals (as in YoungDogs) without limited historical knowledge. While knowledge do accumulate inidivudally, it does not say much about how it is shared and disseminated.

Variation

> 2. Variation: Variation can range from 1) new (collective) ideas to 2) single innovation projects which introduce novelty and hence variation. Ad 1) Collective ideas are the cause and consequence of social change. The spread of beliefs, values, value systems, of fashions, of religions, of cultural symbols, of rules of behaviour. Ad 2) Single innovation projects are on the one hand incremental innovation projects that innovate along a given trajectory; on the other hand, radical innovations that deviate from the trajectory and may lay the ground for a new trajectory.

Variation can introduce novelty and thus change. In social innovation variation is a typical feature because most activities address individual problems. In the cases SIG, SSI, Mama Works and ISMEK there is variation because every new client, participant requires another (personalized) approach and over the years programs and trajectories get refined in ways that become more effective. Due to this successful examples social change is affected gradually over time. Variation can also come from collective ideas which then spread new values and beliefs, and subsequently become copied. ISMEK is an example that got copied, and Mama Works is an example that changed ideas about working mothers. Another type of variation comes from 'Neue Kombinationen' and these can be found among cases of workplace innovation: different combinations of organizational measures together (for example combining different HR, IT , financial, marketing and organizational elements) create new patterns and accumulate variations of patterns under which companies can perform better in combination with good quality jobs. Variation thus is a building block of social change, but perhaps not of systemic change and 'upscaling'.

Selection

> 3. Selection: This incorporates processes of adoption, diffusion and imitation, but also processes of decline and death of initiatives.

Selection cannot be seen apart from learning and variation as good examples get imitated and diffused, and bad examples decline. Our database is of course biased by this selection effect as mostly 'good cases' got recorded in Mapping 1. Nonetheless, some initiatives are copied widely, like the growth of ISMEK reflects and the interest shown in Mama Works and Xiezhi Hotel by other regions/cities. A negative selection effect is observed of institutions that do not work, like the public employment offices in Spain and Russia for example. Social innovation initiatives in fact replace them partly, as they get better results. For that reason there is also resistance from existing public bodies, as they see newcomers as a threat. Selection implies making choices about adoption, diffusion an imitation. A crucial role in this regard is (charismatic) leadership and personality. Many cases mention the importance of such leadership, and it would be right to state that leadership is often a strong leverage factor, for example when such leaders are in the role of entrepreneur, manager or politicians. Most if not all social innovations require leadership that selects (i.e. grab opportunities), guides and motivates. Selection means that the best in adapting to circumstances will survive. Social innovation does that of course, when it is successful. Other studies showed that the success of social

innovation depends largely on leadership, craftsmanship and sustainable resources[15]. In the employment domain that is no different, with the additional remark that cooperation and collaboration (co-innovation or open innovation if you prefer) is indispensable too. In Youth employment and social entrepreneurship collaboration with existing public organisations for example, and in work innovation for example with branch associations. Selection thus requires some institutionalization that can effectuate such collaboration and support. One of the most important questions for further research is why and when politics adapts or supports new ideas from social innovators.

Conflict

4. Conflict: Group conflict has often been viewed as a basic mechanism for social change, these include revolutions, but also minor conflicts. Social change in this view, is the result of the struggle between a predominant class and a dominated class which strives for (radical) change. (cfr. The conflict model of society by Ralf Dahrendorf)

Conflicts between stakeholders can stimulate social change. Regards employment issues and the labour market in general we see in the arena employees and employers, and their representing originations and associations, as the main stakeholders who sometimes share interest (they need each other) and sometimes differ in interests (acquiring income and security versus costs and risky investment in HR and employment relations). Regards employment issues changes evolve slowly along the lines of those conflicts with regard to, for example, law and regulations, employment and industrial relations, and external factors that influence their relationship (competition, technology, economic ups and downs, etc.). Therefore, legal conflicts and decision by courts are an interesting indicator for the strength of social innovations. In the case of workplace innovation not conflict but dialogue is a driver to engage workers and create trust; overt conflict (polarization) would make such innovations impossible. Conflict drives social change and containing conflicts leads to agree rules and regulations., and thus implies social progress, aiming to guarantee a certain level of well-being and welfare for all.

Competition

5. Competition: seen as a powerful mechanism of change as competition makes it more likely to introduce innovations in order to have competitive advantages.

Competition regards social innovation often concerns who is getting subsidized and which social innovation idea is awarded (scarce) funding. In these cases completion runs the danger to hinder a broad knowledge flow. Once a social innovation project is accepted and installed, there is no competition but a search for partners and knowledge to develop and execute the plans. The reverse can happen as well. SNL, the software network, brought companies together who were competing each other over scarce IT-workers. But in general competition, even in the case on social entrepreneurship, seems to be made subservient to public and social value of employment issues. Perhaps ambition instead of competition is of more importance on occasions, as there are individual entrepreneurs who set up companies to have social impact, like YoungDogs. But on the other end of the spectrum, in Russia social entrepreneurs have to compete with public services or other social entrepreneurs as they must ensure that the goods they produce can find their way to the market. In the case of workplace innovation competition is more clear than in other practice fields a main driver. In fact workplace innovation should help companies to remain their competitive advantage.

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[15] See SIMPACT publications: http://www.simpact-project.eu/

> 6. Cooperation: Although competition as a driver dominates theories that put individualism, individual utility at the fore, where social change is the results of individuals pursuing their self-interest, other strands of literature have shown that cooperation (e.g. literature on innovation systems, game theory) or altruism (e.g. Ernst Fehr) also lay the basis for human action.

Cooperation contrasting individualism as a driver, can drive social change when actors work together (SNL) or when they have altruistic motives (Xiezhi hotel, SSI perhaps). In many projects actors work together, help the initiator, bundle forces to make a plan lift off, as we saw at almost every case. Often, public bodies and policy makers support social innovators, albeit not always financially, but by providing facilities and venues (SNL, NOVA ISKRA, Mama Works). Cooperation also comes from partners who have related interests, like educational organisations (much cooperation is with trainers and educational institutes), as they want to train unemployed persons for example. For social innovation as social change cooperation is indispensable and likely more effective than competition and conflict, as social innovation is less market driven than private initiatives for which competition and pricing are main drivers.

Tension and adaptation

> 7. Tension and adaptation: In structural functionalism social change is seen as an adaption to some tension in the social system. E.g. a gap between fast-changing technology and necessary associated institutional change of some type (see W. Fielding Ogburn)

In structural functionalism social change is seen as an adaptation to a social systems' tension. Examples of these are the embracing of social entrepreneurship in collective, mixed economies with central governance (Xiexhi Hotel, Mama Works), institutional renewal as an answer to poverty and lack of governmental vigour (cooperatives like SSI) and building networks as a buffer against competition (SNL, SIG, NOVA ISKRA). In Western countries one could reason that the decline of the welfare state enabled social innovators to fill a void when social risks were shifted from the state to civilians. Social innovation, thus, is a social change itself, triggered by tensions caused by austerity politics. For workplace innovation it can be said that companies must enhance their capacity to innovate in order to survive. Tension thus stimulates 'constructive destruction' as an impetus for renewal and survival.

Diffusion of (technological) innovations

> 8. Diffusion of (technological) innovations: Some social changes results from innovations adopted in society, may be technological invention, scientific knowledge, but also new beliefs, ideas, values, religions, in short ideas. High uncertainty, most innovations disappear, those that survive follow an S-curve of adoption.

Technologies that affect social change in these practice field of employment are notably social media which are so widely adopted. These technologies are used by almost all cases, and it helps to make themselves visible and to communicate. In addition other ICTs support relevant work processes, for instance databases and algorithms improve the matching of supply and demand on the labour market. But technology is never a decisive factor in the studied cases. This is however different in the context of workplace innovation, where technology affects competitive advantage, and where technological changes can urge companies to respond appropriately to hold their market positions. Not dealt with extensively is the relation between new technology and how this affects employment, the job content, and the required qualifications. Obviously digitization and robotization have a strong impact on work in general.

Planning and institutionalization

> 9. Planning and institutionalisation of change: Social change may result from goal-directed large scale planning, by governments, bureaucracies, and other large scale organisations. The wider the scope, the more the competencies needed, the more difficult to reach goals and the more likely that unforeseen events interfere. Planning implies institutionalisation of change, but institutionalisation does not imply planning. Included here are changes in the organisation of the state, interstate relations, laws and directives, programmes etc.

Planned social change is observed regarding state policies to support social entrepreneurship, notably in China, but also in Russia and perhaps in Turkey as well. Here social innovation and social entrepreneurship are seen as

opportunities to meet both social and economic needs. Observe that Western and non-western welfare systems seem to converge in this perspective, but coming from opposite directions in terms of welfare (and political systems). Again for the practice field workplace innovation the picture is another one as renewal is supposed to be realized in collaboration with employees and with an open mind for ideas emerging bottom-up (MGL, YoungDogs). This requires the institutionalization of decision latitude at lower organizational levels. Goal-directed top-down planning is inconsistent with this thinking. On the other hand, it must be said that sometimes top down planning does work for certain companies and branches, and certain types of organisations. In a broader perspective successful social innovation needs a fruitful interplay between bottom-up and top-down activities.

Summarising the mechanisms of social change:

Below is a summary table of the social changes mechanisms. It seems that cooperation is indispensable and that economic competition is not driving social innovation as social and public value are deemed more important (except perhaps for WPI).

Mechanisms of social change	Practice Field A Youth employment	Practice Field B Social entrepreneurship	Practice Field C Workplace innovation	Overall view
Learning	Based on employment policy 'histories'	Much reinventing the wheel	Not shared due to competition and 'isolated' company policies	Limited effect as change mechanism
Variation	Gradual built up of effective improved ways to solve social issues	There may be some 'contagion' of ideas/idealist entrepreneurs	'Neue Kombinationen' are a feuture of every WPI intervention	Mostly incremental innovation, hardly anything that is disruptive
Selection	Imitation and copy behavior occur	Imitation and copy behavior occur	Selection is based on economic survival goals	The behaviour of initiators of SI is a crucial selection moment
Conflict				Classic conflict between employers and employees dominate change
Competition	Competition for funding plays a role	Public value is more important that to compete	Competition is crucial for economic survival	Competition is not a driver for social innovation
Cooperation	Actors support SI initiators (not per se financially)	Altruism and social responsibility are drivers	Organizational stakeholders cooperate	Cooperation is an indispensable driver for social innovation
Tension and adaptation	Decline of welfare state and shifting risks	Institutional renewal to fill a void	'constructive destruction'	Forced adaptation
Diffusion of (tech) innovations				Mostly limited to social media and communication technology
Planning and institutionalisation		Supporting rules and regulations (China, Russia)	Restricting labour regulations	No clear role, it can work positive as well as negative
Crucial leverage factor				In all cases (charismatic) leadership is mentioned

5.3   Research Foci

The critical literature review[16] opened the view on a theoretically sound concept of social innovation grounded in theories of social change, innovation studies and social innovation research. Based on the results of the critical literature review eight, first research propositions were elaborated and became the basis for the empirical work of the global mapping. We will discuss these research foci in the perspective of the domain of employment.

Research Focus 1: Concepts and Understanding

> Social innovations in the perspective of SI-DRIVE encompass new practices – concepts, policy instruments, new forms of cooperation and organisation – methods, processes and regulations that are developed and/or adopted by citizens, customers, politicians etc. in order to meet social demands and to resolve societal challenges in a better way than existing practices. The emergence of such new social practices, often based on patterns of imitation and adaptation, will be subject to research of SI-Drive.
>
> In this perspective, research will be focused on analysing the process of invention, implementation (introduction to a context of use), diffusion and institutionalisation of new social practices in different areas of social action. A great deal of attention should be devoted to better understanding the relationship to technological innovation as well as innovation oriented at creation of economic rather than social value.

In the Employment domain the process of invention is characterised by initiators taking the initiative to support underprivileged persons on the labour market or entrepreneurs starting a business that helps others (and themselves). The implementation is partly 'just do it' behaviour of charismatic individuals with the help of partnering organisations often stemming from government or education. Through these canals of governmental and educational bodies institutionalisation takes place (sometimes based on national policies to support social innovation and social entrepreneurship with policymaking and funding). Diffusion then depends strongly on institutionalisation. Diffusion by copy-cat behaviour appears but is limited due to fragmentation and isolation of examples that do not get media coverage. This is especially so for examples of workplace innovation and of local practices that remain largely unnoticed. The role of technological innovation is not clear cut. For many practices the new IT and social media technologies are widely applied. In the case of employment new technologies affect job elimination and job creation. How this plays out in the studied cases is not very clear. There is a relationship with production costs and remuneration and salaries of employed persons (e.g. in WPI cases employment and layoffs can be related to cost saving policies). But for many practices the financial aspects are more often mentioned in relation to keep the practice as a whole sustainable: funding goes partly to subsidize employees (i.e. employers who take on new people) and to the costs of the organisation carrying out the social innovation practice. Obviously, most examples create social value, especially and most visibly in the practice fields of youth unemployment and social entrepreneurship.

Research Focus 2: Ambivalence

> Referring to both the normative and analytical concepts of social innovation (cf. Critical Literature Review of SI-Drive) highlights the importance of identifying to whom a social innovation is ‚desirable' – whose objectives and whose demands are being met and whose objectives and demands are being overlooked?
>
> This difficulty is reflected in heterogeneous and conflicting interests in different societal sectors, e.g. in civil society. We also have to consider *"unforeseeable social side effects"* of social innovations. Their impact may differ according to different actors or groups of actors and there may be winners and losers of social innovation, e.g. according to *"different perspectives of development"* (e.g. Western against native). Establishing a new social practice can mean – using a Schumpeterian term – 'creative destruction' of another previously dominating social practice. In this regard the empirical research will put more emphasis on analysing the ambivalence of the outcomes of social innovation (i.e. social side effects, unforeseeable consequences, different perspectives), also in relation to actors' intentions.

The only obvious ambivalence regards social innovation of employment is the tension of labour market interests between employees and employers. In a shrinking economy employers wish to save costs, make work more flexible

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[16] Howaldt, J, Butzin, A., Domanski, D., & Kaletka, C. (eds). (2014). THEORETICAL APPROACHES TO SOCIAL INNOVATION –A CRITICAL LITERATURE REVIEW. Delivery of the SI-Drive project. Dortmund: Sozialforschungsstelle.

and are often forced to lay off personnel; in a booming economy there is a shortage in skilled personnel shifting the balance of power to employees. Social innovation of employment aims at preserving and creating jobs in new ways, yet not at the detriment of economic goals: fully subsidised job creation is not a purpose. Still, there may be differences in perspective across socio-economic systems and types of welfare states. Our sample includes cases from China, Russia, Turkey next to cases from West, East and South Europe. In these areas the system differs in terms of type of capitalism, governance and social security system, hence, the condition to support the unemployed differs as well. This implies a heterogeneity of interests and power and thus differences in who is being served or not.

Research Focus 3: Process Dynamics

Considering the experiences in the field of technological innovation a pending task would be thinking towards a concept of Social Innovation Assessment, as one aspect of policy recommendations to be developed.

The successful implementation and/or active dissemination of a new social fact *usually* follows targeted intervention but can occur also through unplanned diffusion – how much this is the case will be subject to research.

From this perspective one of the main objectives of the empirical work of the SI-DRIVE project should be analysing the process dynamics of social innovation (idea –implementation – social practice – institutionalisation).

To trace back a social innovation practice is confronted with the issue of 'hindsight logics', which means that a historic report of a case is often flawed with the underrepresentation of setbacks, difficulties, conflicts and all kind of unwelcoming events that persons tend to 'forget' (confirmation bias, tunnel vision, groupthink). Also in our sample some partners reported that there were *no* critical incidents that hampered the practice. Being aware that many innovations fail and that many social innovations have much difficulties to sustain, it is quite hard to believe that any successful social innovation could have achieved good results without any setbacks. Tracing back a case is probably a hazy road on which such setbacks are played down because they are simply overcome in the end.

Nevertheless we could observe that the process dynamics of social innovation often starts with an idea of an inspired individual; this person is in many cases the one, with or without others and other institutions, to not only develop the idea but also implement the first 'prototype'. This person is often a hard precondition for a social innovation practice to materialise (leverage factor). Along the road these initiators obtain support (money, knowledge, hands, facilities, media coverage, etc.) which enables them to sustain the practice. Each case is however unique in how relationships evolve, and whether or not there is one-way interaction (receive help) or two-way interaction (recursive help, for instance in the case of co-creation, co-innovation, open innovation, etc.). Institutionalisation seems to come into existence when the practice gets accepted (cooperation partners in producing the service, identifiable customers of the service provided) and becomes embedded (establishing and formalising an organisation), and when it gains support from policy and governmental bodies (legalisation, funding). The practice field of Youth employment and Social entrepreneurship, differ in that the first is strongly related to institutional unemployment policies, while the second needs to do more pioneering before it takes root (although some countries support it with new regulations). Workplace innovation, the third practice field, has its process dynamics each time within an organisation once a measure develops from idea to implementation. Its institutionalisation comes in the form of knowledge building (knowledge banks) and imitating good examples by followers. The major driver for institutionalisation seems when (EU) policymakers identify a practice as worthwhile to support and disseminate or scaling it up.

Research Focus 4: Relation to Social Change

While social and economic problems identified in public discourse are increasingly prompting a call for extensive social innovation, the relationship between social innovation and social change remains a largely under-explored area in the social sciences as well as government innovation policies. To better understand the relationship between social innovation and social change we have to analyse the mechanisms of social innovation processes (e.g. imitation and social learning).

Special attention will be devoted to social innovation as a mechanism of change residing at the micro and meso level. In the context of the broad debate surrounding sustainable development and necessary social transformation processes the question of the relationship between social innovations and social change arises again. To better understand this relationship we have to analyse the social embeddedness of any innovation in a dense network of innovation streams.

Taking into account the micro-foundation of social change we have to analyse how processes of social change can be initiated which go beyond the illusion of centralist management concepts to link social innovations from the mainstream of society with the intended social transformation processes.

With regard to the cases of social innovation of employment we observe a main difference between bottom-up initiatives and initiatives that are supported by national policymaking (top down). From the latter there are examples from China and Russia, where since recent years governments support social entrepreneurship and social innovation initiatives. In the examples the initiative, however, started bottom-up by charismatic individuals. In these countries social initiatives are regarded as a welcome manner to help alleviate social issues and guarantee stronger social stability. In European countries employment practices, if successful, seem to become embedded in social networks and communities and become entangled with the existing governmental and public, and educational organisations. To the extent to which these practices really bring about social change one can disagree. The labour market (and free mobilisation within the EU), for instance, opened opportunities for self-employment during the 2008-2016 economic crisis, driven by lack of security of income and fixed labour contracts. Entrepreneurial individuals and non-fixed hiring organisations created flexible labour markets with the support of governmental liberal politics in many western countries. Apart from that, the open borders policy in the European Union, induced substantial labour mobility across Europe, which further stimulated automation, digitization and robotization to produce both cost effectively and with high quality. Hence, what elements of social innovation practices actually are creating social change cannot be seen apart from how that is related to other phenomena, and other social and technological elements. In addition, the direction of social change can be a shifting of risks to individuals and communities. If that is the case, it is elevant to consider how this align with the European Social Model of decent social security. In conclusion, we have to be aware that social change is not a linear process and the more we leave the limits of the single social innovation activity the more complex the dynamic of the process turns out.

Research Focus 5: Governance

To understand the modes of governance of social innovation, one focus should be on networks, including social networks, and their actor constellations, modes of cooperation and communication channels.

The literature review has provided starting points of how diverse modes of governance might be according to the mode of innovating. For example, governance structures might differ according to the intention or purpose of actors (i.e. the formation of a strategic alliance to communicate interests, to have access to various resources in the process of innovating/community of practice, etc.). As with innovation management within firms, the role of employees and the governance of employee involvement in innovation processes at the work place is a central question. Concepts such as frugal and reverse innovation originating from the global south describe alternative innovation logics (downscaling and innovations diffusing from the global south to the global north) with supposedly different governance structures that need to be understood to grasp the variety of types of social innovation and vice versa.

As a task relating to the diverse forms of governance we suggest studying the specific governance in different types of social innovation processes and assess the particularities as compared to other innovation processes. To develop an integrated understanding of the role of various actors in social innovation, a broader concept is needed that appreciates social entrepreneurship but also takes account of other actor types. Further on, it is important to differentiate between the governance of the single social innovation activity (i.e. the modes of interaction between social innovator, supporter, beneficiaries and so on) and between the governance of the interplay of different, partially conflicting actors in the process of social innovation within the practice or policy field.

In the light of governance what one can learn from the employment cases is that many initiatives mimic a kind of self-management in the beginning, which grows towards what looks like network-steering as soon as more partners start to cooperate once a social innovation practice is becoming implemented. This is not the case in the practice field of Workplace innovation, where organisations have their own structure of governance, unless one is willing to see the development of eco-systems and innovation/smart industry field-labs as forms of network governance. Co-innovation and open innovation are developing in a similar vein: from self-managing endeavours towards steering in in networks. Partnerships occur between several stakeholders with a private and public and also a civic (or community) background. In Spain the governance model of cooperation, as an example of network steering, have become wider spread than elsewhere. The modes of interaction within a practice or policy field needs further research because our sample of cases is not broad enough to study the interplay between all actors that are involved.

Research Focus 6: Actors

> The different roles and functions of actors will be studied by SI-DRIVE. Especially in comparison to social entrepreneurs, there is an under-representation of the various other actor types and their specific impulses and impacts as generators of social innovation. As a conclusion, different types of actors and their roles in the generation and spread of social innovations will be discussed.
>
> Furthermore, a research focus on diverse actor types relates – again – to the issue of adequateness and transferability of existing concepts. While actor constellations in innovative environments have been conceptualised by triple and quadruple helix models, there should also be openness towards the potential of developing new conceptual models describing actors' relations and functions in social innovation.

The social entrepreneurs or initiators in the cases of Employment are people that are socially committed, enthusiastic, industrious, go-getters, willing to learn and taking unconventional roads to arrive where they want to go. They differ from 'normal' entrepreneurs in that they are socially committed to a social issue or target group (public value-minded). Some of those entrepreneurs, notably in the practice field of Workplace innovation, they can be hybrids, targeting both their own business goals and helping others simultaneously. The present time (2017), after the economic crisis, has made persons perhaps more self-serving, individualistic, and self-managing; actors have become mature under the crisis much faster than otherwise, so it seems. At the same time, especially younger generations, are environmentally aware, open to the sharing economy (commons), motivated for sustainability, and maybe less materialistic (at least in the West, but perhaps not in the East). As actors they might have different interests as consumers and producers. How this will work out in new helix models is far from clear, but actor constellations and relations will definitely evolve on this path.

Research focus 7: Drivers and Barriers

> In order to establish a systemic view upon social innovation, it is suggested to put an additional research focus on the drivers and barriers of social innovation - including the influence of power, the role of conflict, and the relation to inequality.
>
> Various concepts reflected in this report have been helpful to understand drivers, barriers and governance of innovations and because of their pertinent clarity they are also widely diffused in political programs and strategies to support innovation.
>
> There is a lot to learn from these concepts for scholars of social innovation and it should be thoroughly tested, in how far concepts of innovation studies are applicable to study the systemic dimension of social innovation and thus are of relevance for better understanding of particular drivers, barriers and governance.

The cases of social innovation of employment suggest that the main drivers are charismatic leadership, endurance for sustainability, and the fact that the 'what's-in-it-for-me?'-question can be positively answered for the target group (unemployed), the customer (organisations taking unemployed or clients buying their goods/services) and the social innovators themselves (having a profession, an income, satisfaction from the outcomes). To sustain a practice it in first instance needs proper income or sufficient funding, and manpower (including craftsmanship); and in second instance knowledge development for new ideas, products and applications, and institutional embeddedness (governmental and legal right to play). Further on, there is a need of appropriate business models to balance the different needs and targets. In general, there must all the time be a sense of urgency, namely, what the practice delivers is fulfilling a social and/or socio-economic need.

Barriers are often the opposite of drivers, namely inadequate leadership, lack of knowledge and experience, insufficient means and absent support from policy and institutional embeddedness.

Conditions to help flourish social innovation practices are heavily dependent on policy programs or the emergence of lucky, but unplannable, events. This requires policymakers to acknowledge its relevance in the first places, and consequently act on it.

Research Focus 8: Civil Society and Citizen Empowerment

We have to put a strong focus on the role of civil society (citizens, NGOs, social movements, communities) in the innovation process. In particular, we should analyse how the social innovation cases in SI-DRIVE have diffused and whether this facilitated the empowerment of citizens.

However, given the fact that SI-DRIVE is a research project of global reach, the conception of what is considered as civil society might need adjustment to the specific contexts of the diverse world regions. Alongside civil society, the social economy is environment equally often mentioned as an important source of social innovation. It is thus suggested to pay particular attention to the environments of civil society and the social economy in order to understand their particular distinctions. Studying these distinctions is of special relevance for public decision makers, as it provides the relevant background against which supporting infrastructures can be developed. So the research focus will be to understand the particular distinctions of these areas/fields, especially related to the set-up of supporting infrastructures for social innovation.

On the basis of the cases of social innovation of employment we are yet not able to delve into this topic. But there are hints that a well working social innovation eco-system could facilitate and improve the rise, professionalization of social innovations as well the their diffusion.

ANNEX 1   Social Change Mechanisms

Mechanisms of social change which can be found in the literature (based on Wilterdink 2014[17])

1. **Learning**: Evolutionary theories; in social sciences stress the cumulative nature of human knowledge. Actors realize mistakes, apply new ideas and engage in processes of learning, which results in tacit and codified new knowledge.

2. **Variation**: Variation can range from 1) new (collective) ideas to 2) single innovation projects which introduce novelty and hence variation. Ad 1) Collective ideas are the cause and consequence of social change. The spread of beliefs, values, value systems, of fashions, of **religions**, of cultural symbols, of rules of behaviour. Ad 2) Single innovation projects are on the one hand incremental innovation projects that innovate along a given trajectory; on the other hand, radical innovations that deviate from the trajectory and may lay the ground for a new trajectory.

3. **Selection**: This incorporates processes of adoption, diffusion and imitation, but also processes of **decline** and death of initiatives.

4. **Conflict**: Group conflict has often been viewed as a basic mechanism for social change, these **include** revolutions, but also minor conflicts. Social change in this view, is the result of the struggle between a predominant class and a dominated class which strives for (radical) change. (conflict model of society by Ralf Dahrendorf).

5. **Competition**: seen as a powerful mechanism of change as competition makes it more likely to **introduce** innovations in order to have competitive advantages.

6. **Cooperation**: Although competition as a driver dominates theories that put individualism, individual utility at the fore, where social change is the results of individuals pursuing their self-**interest**, other strands of literature have shown that cooperation (e.g. literature on innovation systems, game theory) or altruism also lay the basis for human action.

7. **Tension and adaptation**: In structural functionalism social change is seen as an adaption to some tension in the social system. E.g. a gap between fast-changing technology and necessary **associated** institutional change of some type.

8. **Diffusion of (technological) innovations**: Some social changes results from innovations adopted in society, may be technological invention, scientific knowledge, but also new beliefs, ideas, values, religions, in short ideas. High uncertainty, most innovations disappear, those that survive follow an S-curve of adoption.

9. **Planning and institutionalisation of change**: Social change may result from goal-directed large scale planning, by governments, bureaucracies, and other large scale organisations. The wider the **scope**, the more the competencies needed, the more difficult to reach goals and the more likely that unforeseen events interfere. Planning implies institutionalisation of change, but institutionalisation does not imply planning (Wilterdink[18]). Included here are changes in the organisation of the state, interstate relations, laws and directives, programmes etc.

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[17] See also: Nico Wilterdink, Social Structure and Social Change. In: Encyclopaedia Brittannica , 1987.
[18] See former footnote.

ANNEX 2 Research foci derived from key dimensions

The critical literature review opened the view on a theoretically sound concept of social innovation grounded in theories of social change, innovation studies and social innovation research. Based on the results of the critical literature review eight, first research propositions were elaborated and became the basis for the empirical work of the global mapping.

Research Focus 1: Concepts and Understanding

Social innovations in the perspective of SI-DRIVE encompass new practices – concepts, policy instruments, new forms of cooperation and organisation – methods, processes and regulations that are developed and/or adopted by citizens, customers, politicians etc. in order to meet social demands and to resolve societal challenges in a better way than existing practices. The emergence of such new social practices, including patterns of imitation and adaptation, will be subject to research of SI-Drive.

In this perspective, research will be focused on analysing the process of invention, implementation (introduction to a context of use), diffusion and institutionalisation of new social practices in different areas of social action. A great deal of attention should be devoted to better understanding the relationship to technological innovation as well as innovation oriented at creation of economic rather than social value.

Research Focus 2: Ambivalence

Referring to both the normative and analytical concepts of social innovation (cf. CLR of SI-Drive) highlights the importance of identifying to whom a social innovation is ‚desirable‘ – whose objectives and whose demands are being met and whose objectives and demands are being overlooked?

This difficulty is reflected in heterogeneous and conflicting interests in different societal sectors, e.g. in civil society. We also have to consider *“unforeseeable social side effects”* of social innovations. Their impact may differ according to different actors or groups of actors and there may be winners and losers of social innovation, e.g. according to *“different perspectives of development”* (e.g. Western against native). Establishing a new social practice can mean – using a Schumpeterian term – ‘creative destruction’ of another previously dominating social practice. In this regard the empirical research will put more emphasis on analysing the ambivalence of the outcomes of social innovation (i.e. social side effects, unforeseeable consequences, different perspectives), also in relation to actors’ intentions.

Research Focus 3: Process Dynamics

Considering the experiences in the field of technological innovation a pending task would be thinking towards a concept of Social Innovation Assessment, as one aspect of policy recommendations to be developed.

The successful implementation and/or active dissemination of a new social fact *usually* follows targeted intervention but can occur also through unplanned diffusion (Greenhalgh et al., 2004) – how much this is the case will be subject to research.

From this perspective one of the main objectives of the empirical work of the SI-DRIVE project should be analysing the process dynamics of social innovation (idea –implementation – social practice – institutionalisation).

Research Focus 4: Relation to Social Change

While social and economic problems identified in public discourse are increasingly prompting a call for extensive social innovation, the relationship between social innovation and social change remains a largely under-explored area in the social sciences as well as government innovation policies. To better understand the relationship between

social innovation and social change we have to analyse the mechanisms of social innovation processes (e.g. imitation and social learning).

Special attention will be devoted to social innovation as a mechanism of change residing at the micro and meso level. In the context of the broad debate surrounding sustainable development and necessary social transformation processes (Geels & Schot, 2007) the question of the relationship between social innovations and social change arises again. To better understand this relationship we have to analyse the social embeddedness of any innovation in a dense network of innovation streams.

Taking into account the micro-foundation of social change we have to analyse how processes of social change can be initiated which go beyond the illusion of centralist management concepts to link social innovations from the mainstream of society with the intended social transformation processes.

Research Focus 5: Governance

To understand the modes of governance of social innovation, one focus should be on networks, including social networks, and their actor constellations, modes of cooperation and communication channels.

The literature review has provided starting points of how diverse modes of governance might be according to the mode of innovating. For example, governance structures might differ according to the intention or purpose of actors (i.e. the formation of a strategic alliance to communicate interests, to have access to various resources in the process of innovating/community of practice, etc.). As with innovation management within firms, the role of employees and the governance of employee involvement in innovation processes at the work place is a central question. Concepts such as frugal and reverse innovation originating from the global south describe alternative innovation logics (downscaling and innovations diffusing from the global south to the global north) with supposedly different governance structures that need to be understood to grasp the variety of types of social innovation and vice versa.

As a conclusion relating to the diverse forms of governance we suggest studying the specific governance in different types of social innovation processes and assess the particularities as compared to other innovation processes.

To develop an integrated understanding of the role of various actors in social innovation, a broader concept is needed that appreciates social entrepreneurship but also takes account of other actor types.

Research Focus 6: Actors

The different roles and functions of actors will be studied by SI-DRIVE. Especially in comparison to social entrepreneurs, there is an under-representation of the various other actor types and their specific impulses and impacts as generators of social innovation. As a conclusion, different types of actors and their roles in the generation and spread of social innovations will be discussed.

Furthermore, a research focus on diverse actor types relates – again – to the issue of adequateness and transferability of existing concepts. While actor constellations in innovative environments have been conceptualised by triple and quadruple helix models, there should also be openness towards the potential of developing new conceptual models describing actors' relations and functions in social innovation.

Research focus 7: Drivers and Barriers

In order to establish a systemic view upon social innovation, it is suggested to put an additional research focus on the drivers and barriers of social innovation - including the influence of power, the role of conflict, and the relation to inequality.

Various concepts reflected in this report have been helpful to understand drivers, barriers and governance of innovations and because of their pertinent clarity they are also widely diffused in political programs and strategies to support innovation.

There is a lot to learn from these concepts for scholars of social innovation and it should be thoroughly tested, in how far concepts of innovation studies are applicable to study the systemic dimension of social innovation and thus are of relevance for better understanding of particular drivers, barriers and governance.

Research Focus 8: Civil Society and Citizen Empowerment

We have to put a strong focus on the role of civil society (citizens, NGOs, social movements, communities) in the innovation process. In particular, we should analyse how the social innovation cases in SI-DRIVE have diffused and whether this facilitated the empowerment of citizens.

However, given the fact that SI-DRIVE is a research project of global reach, the conception of what is considered as civil society might need adjustment to the specific contexts of the diverse world regions. Alongside civil society, the social economy is environment equally often mentioned as an important source of social innovation. It is thus suggested to pay particular attention to the environments of civil society and the social economy in order to understand their particular distinctions. Studying these distinctions is of special relevance for public decision makers, as it provides the relevant background against which supporting infrastructures can be developed. So the research focus will be to understand the particular distinctions of these areas/fields, especially related to the set-up of supporting infrastructures for social innovation.