

Balancing Social & Economic Objectives in Social Innovation

From Micro to Meso Level Impact




INTRODUCTION

A Process-based View on Social Innovation



Moving from **isolated initiatives** with individual/local impact to broader **societal impact**, i.e. bridging micro and meso level of SI, is crucial to achieve **institutional change!**

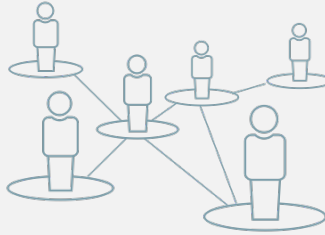


Focal Levels



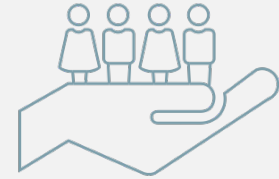
Micro Level

- **Single social innovation**, users, innovators, beneficiaries
- Individual impact



Meso Level

- **Organisations & networks** => transactional environment
- Institutional change



Macro Level

- **Society** => social structures & regulations (e.g. welfare regime)
- Social change

Actors & Interactions



Interactive | Open Innovation Models

emphasise
cooperation
between actors and
their functions in
the innovation
process

*(Chesbrough & Bogner
2014, Chesbrough &
Di Mini 2014)*

Relational View

points to
networks as
source of
competitive
advantage
emphasising
relation-specific
assets

*(Dyer & Singh 1998,
Dyer & Hatch 2006)*

Quadruple Helix Approach

stresses the shift
to knowledge
society in
which **relations to
knowledge
carriers** are crucial

*(Leyesdorff 2011,
HLG 2014)*

Objectives



Social

- Empowerment
- Social cohesion
- Inclusion
- Enhanced quality of life
- Social impact



Economic

- Profit/welfare maximisation
- Increased employability
- Cost reduction
- Discharge of public budgets
- Inclusion





REALITY OF SI

Empirical Evidences

Mapping Approach



Desk Research



Screening of publicly available materials by national experts



Online Questionnaire



Data collection in 2015; average answering time = 1h



1'005 Cases



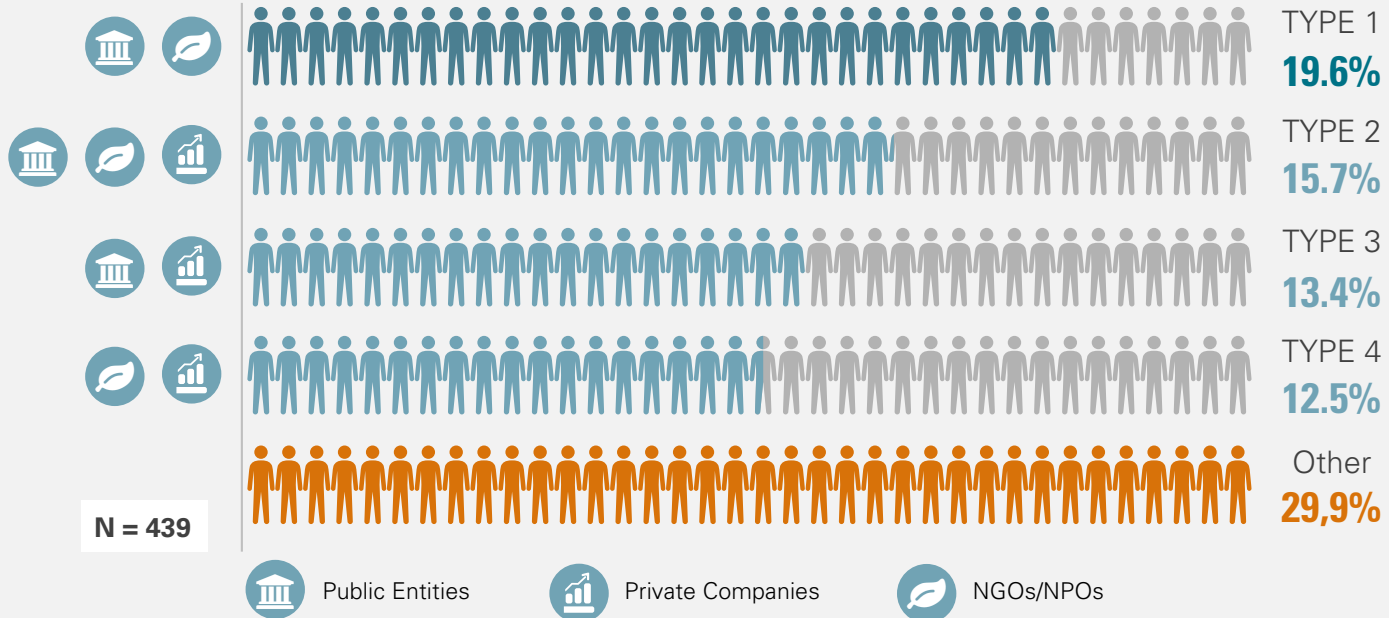
Micro-perspective on social innovation

Type of Actors



N = 928

Alliances by Type of Actors



Mapping Approach



Meta-Analysis

Systematic summary & integration of findings from existing case studies and analysis of differences through **QCA**



SIBs & BCSs

SIBs: Deepening the understanding of processes & interactions at the micro level through reconstruction of the innovation process

BCSs: Identification of economic aspects of SI



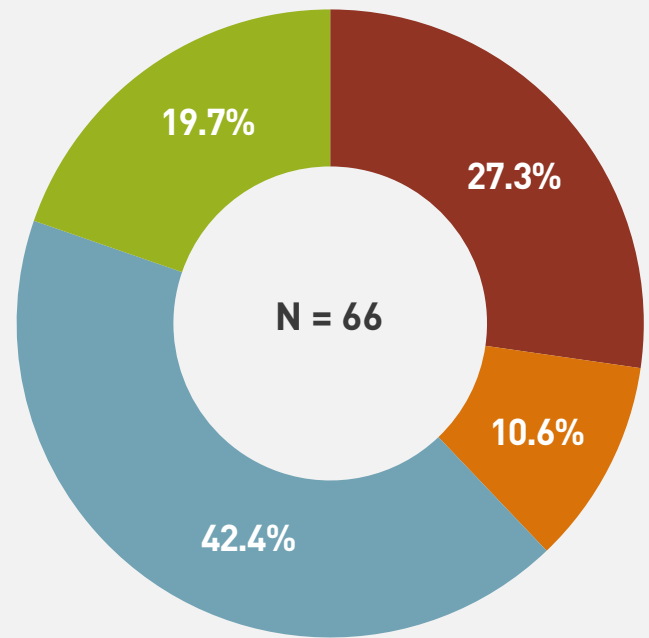
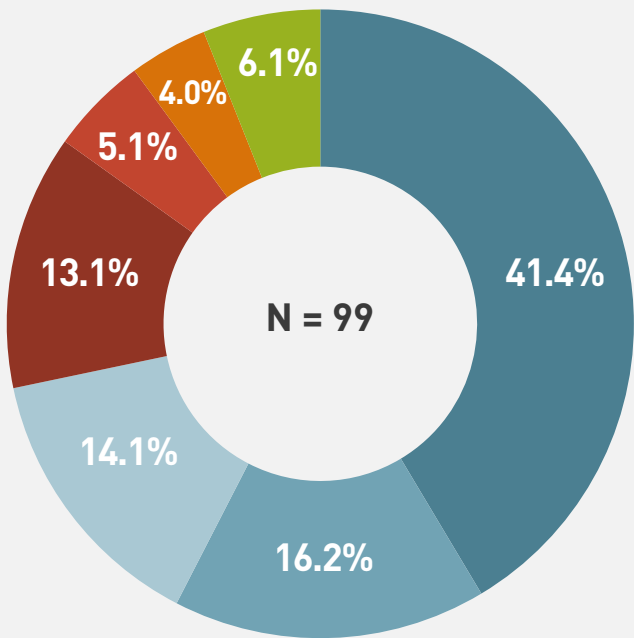
60 Cases

Micro-perspective on SI including problems addressed, actors involved, motivations, objectives etc.

SOCIAL OBJECTIVES

ECONOMIC OBJECTIVES

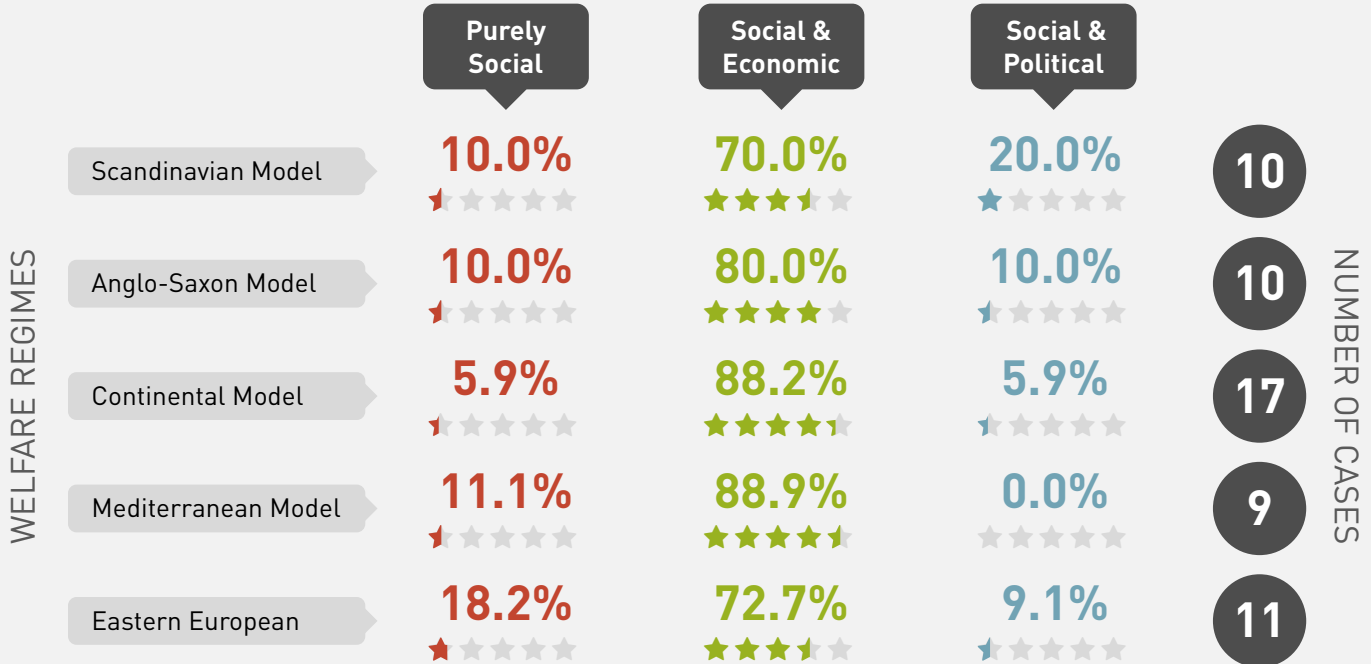
(% of citations; multiple answers possible)



- Empowerment
- Social Cohesion
- Participation
- Quality of Life
- Social Value
- Equality
- Environment

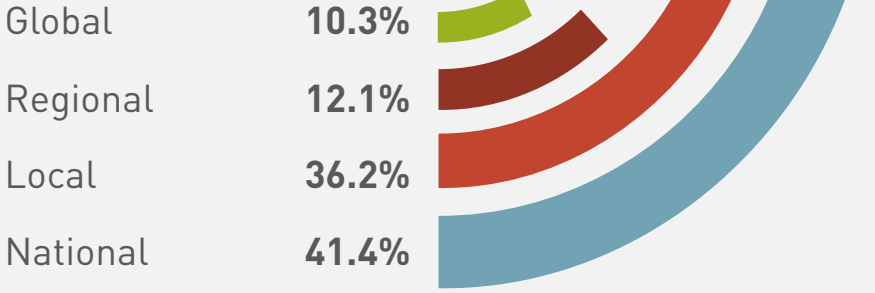
- Profit Maximisation
- Cost reduction
- Increasing Employability
- SI as «vehicle»


SOCIAL INNOVATORS' OBJECTIVES



Geographic Scope

Coverage of the social innovation
N = 60






*Empirical research indicates
a **gap** between the **broad
range** of locally embedded
social innovation initiatives
and their **impact on social
change!***






Balancing

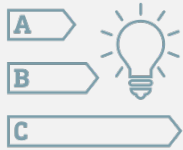
Towards a Typology of SI



Changing contexts put enormous pressure on social innovators to **manage their operations effectively** by achieving **short-term survival goals and long-term strategic positioning** without losing track of their social objectives!



Efficiency & Effectiveness



Efficiency



Trade-offs

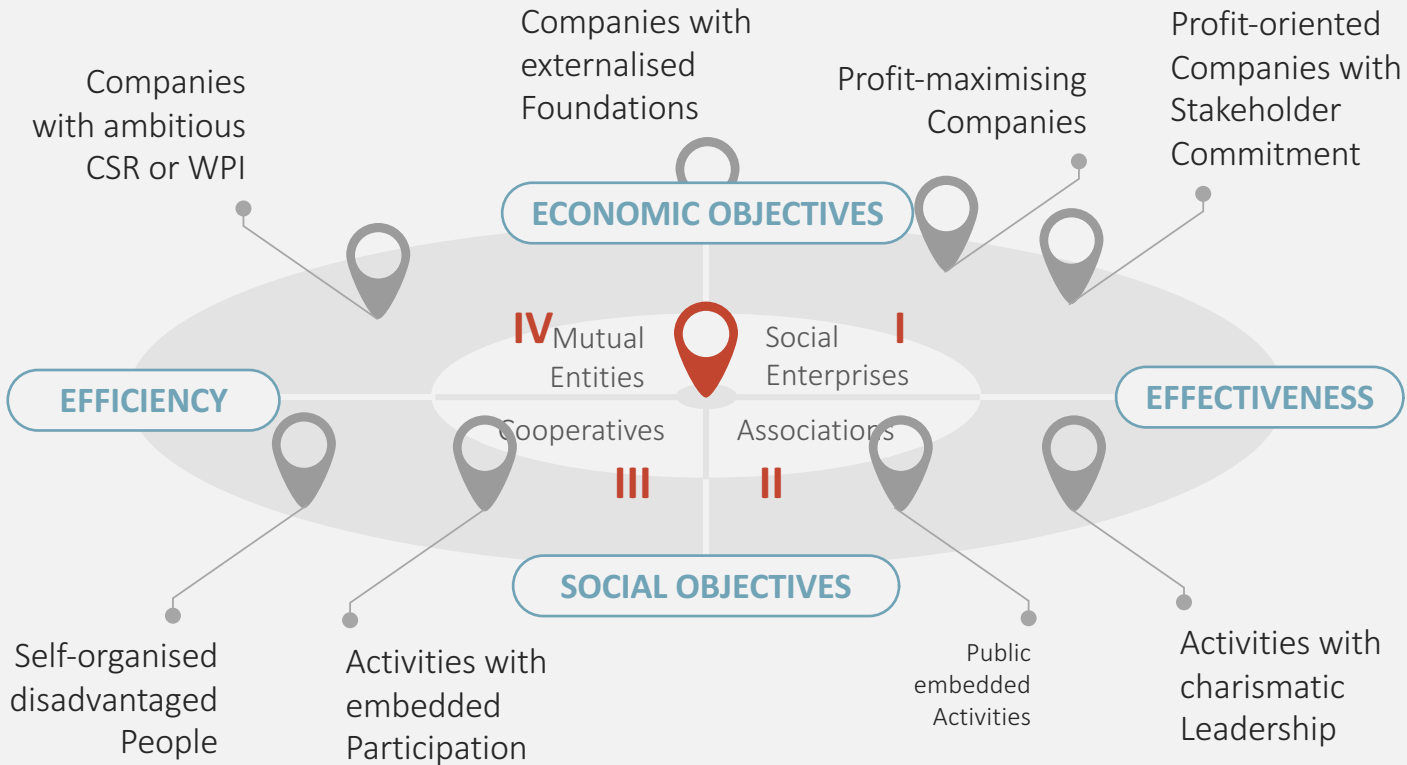


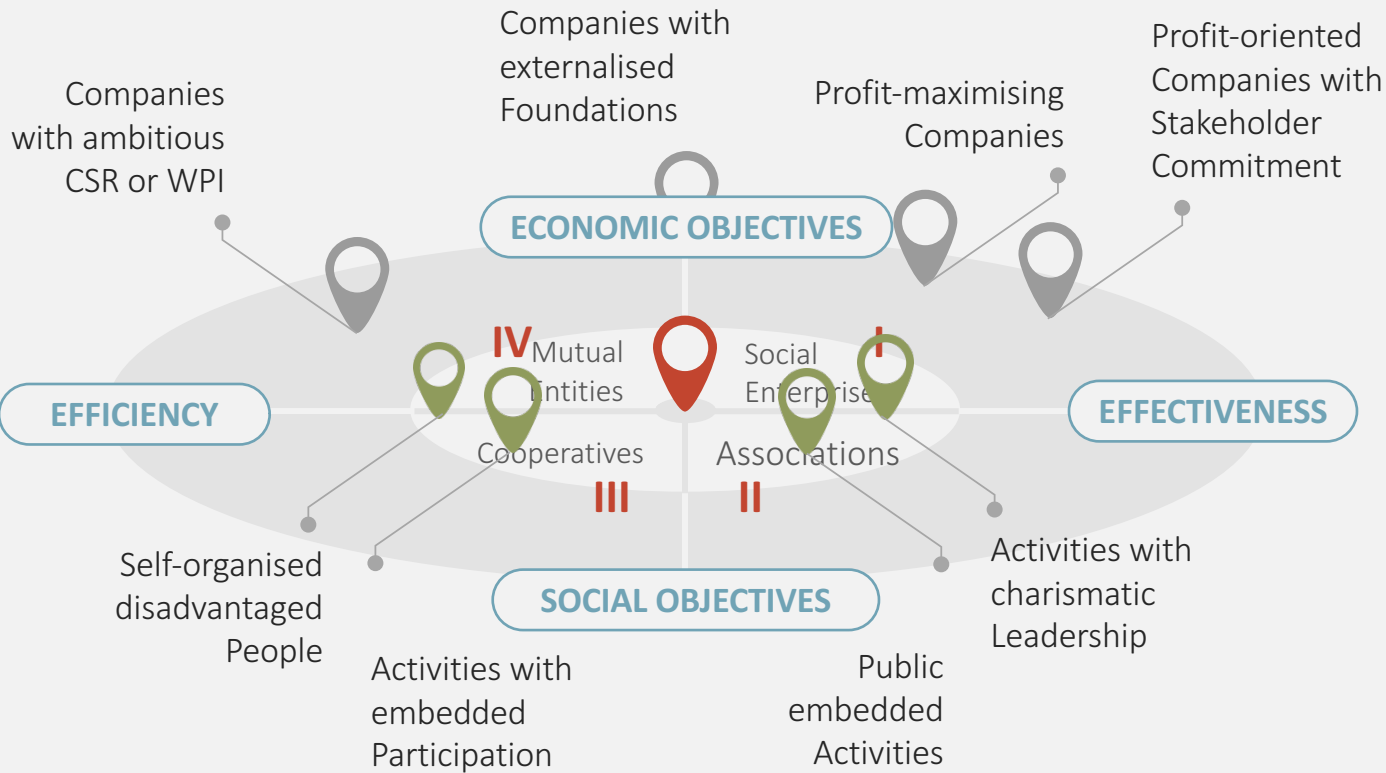
Effectiveness

- Accomplishment of plans with the smallest possible resources
- Measure of operational excellence

High efficiency does not necessarily imply high effectiveness !

- Goal attainment
- Social innovators own recipe to generate value





References

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