

ECOSYSTEM BUILDING FOR SOCIAL INNOVATION SUCCESS

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Abstract:

Private funded social entrepreneurs mostly develop social innovations. Others are delivered in public institutions by social intrapreneurs in different forms. Social entrepreneurs inside and public funding institutions outside create together a structure in form of ecosystem which can be less or more preventing or promoting the level of social innovations. Integration of internal resources and ecosystem resources can split co-innovation risks and it could support social value growth. Use of ecosystem modelling can help explain social innovations where cooperation between many partners is needed and identify reasons for innovation success or failure. The main goal of this paper is to design possible supportive ecosystem to promote social innovations and speed up their development in the Czech Republic based on primary data evaluation in context of policy environment and Doyle's model of zones. The ecosystem suggestion is based on primary data collection among the beneficiaries of operational programs 2007-2013.

Key words:

Social innovations, support, ecosystem, policy

JEL: L31, O35, R58

1 Introduction

Social entrepreneurs or groups of social entrepreneurs mostly undertake social innovations. Such social entrepreneurs can be individuals found within for- and not-for-profit organisations as well as public sector organisations, central agencies, and policy-oriented organisations. It is not possible to forget on social entrepreneurs as individuals who try to actively influence policy measures which positively support social innovation. Social innovations can contribute to solving different types of social problems often involving innovations, which affect positively on the environment and sustainability. According to that definition, social entrepreneurs include individuals engaged in any type of social innovation as well as individuals who use policy measures to influence social innovations. In such a case, we regard them as political social entrepreneurs who can exist at local, regional, national, or international levels.

On the other hand, in modern economic theory of the firm we meet with the so-called alternative or alternative models. It is an approach stemming from a critique of neoclassical economics, which disregards to psychological or sociological factors. It ignores the separation of owners and managers, a complex organizational structure, variability of internal and external factors, uncertainties and other. There are two different large groups of alternative models namely managerial and behavioural, which could affect behaviour on the market and they could cause different results of proposed ecosystem.

Ecosystem is defined by Cohen (2006, p.3) as „an interconnected group of actors in a local geographic community committed to sustainable development through the support and facilitation of new sustainable ventures”. In area of not-for-profit organisations is suitable to use another type of

definition, based on interaction and support between “bricks” of that ecosystem (Mack and Mayer 2015) based on networking. Performance of each depends on interactions between three components: individuals, organizations, and institutions (Qian et al. 2013).

Many researchers believe that social entrepreneurs need better networking skills in ecosystem than commercial entrepreneurs (Purdue, 2001; Sharir and Lerner, 2006). This is because social entrepreneurs must work with different sectors including private, public, and civil society and deal with complex and different stakeholder relations (Nicholls, 2006; Yitshaki et al, (2008). According to Van Ryzin (2009) having connections and networks in the community to carry out the mission is the single strongest predictor of a social entrepreneur.

1.1 Role of Social Innovations

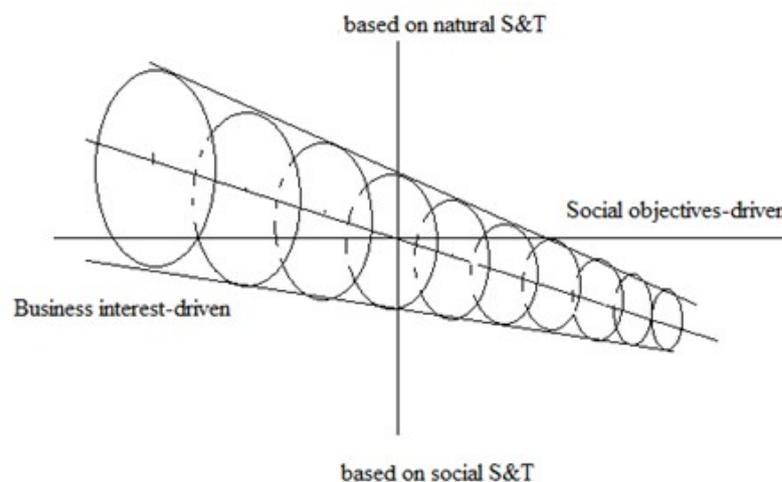
Social innovations were first mentioned by Drucker (1986). He argued that in the while previously years the dominant power in economies has been management, going forward social problems would dominate. Innovations should emerge to a higher degree in social sectors, rather than in business (Drucker,2002; Mulgan et al.,2006).

Murray, Caulier-Grice et al. (2010) in the Open Book of Social Innovation defined social innovation: „ ...as new ideas (products, services, and models) that simultaneously meet social needs and create new social relationships or collaborations. In other words, they are innovations that are both good for society and enhance society’s capacity to act “.

Social innovations can be seen as innovations contributing society and also have an activated element for a local company or community "do something or change something" (Lauritzen, 2012). The social enterprise is an important kind of the social innovations.

Social innovations could be introduced by private commercial companies, private or public social entrepreneurs, politicians, policy institutions and so forth. Social innovations and social entrepreneurship (SE) have been of increasing research and policy interest during the last decade (Zahra et al., 2009; Boschee and McClurg, 2003; Emerson and Twersky, 1996; Reis, 1999; Thompson, 2002). These challenges and problems need models and tools to be created using different aspects of social innovations. There will also be a need for change suggestions both from a production as well as a consumption perspective, which considers account habits, discourses, strategies, and policies. In a future, there may be a shift in the existing imbalance of the innovation map towards more social objectives driven and based upon social and technological (S&T, figure 1).

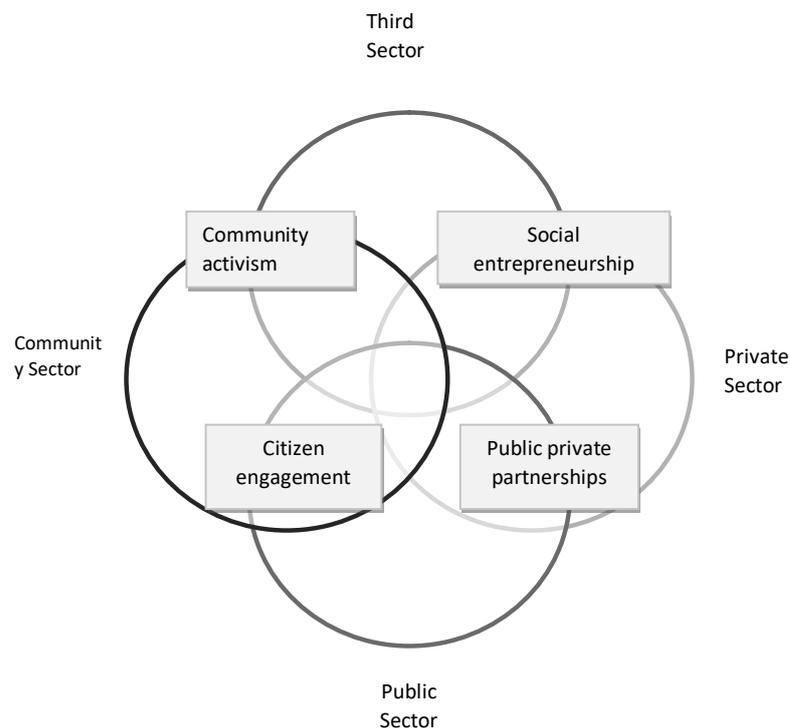
Figure 1: Innovations and its objectives



Source: Lundström and Zhou, 2011, p.5

The behaviour of social innovations is like technical innovations. Social innovations are not connected to any kind of organization or kind of business. Social innovations could be found anywhere. The social innovations are most often in the public sector in given services, such as education, social and health care. Social innovations are created especially on local level due to voluntary organizations, NGOs, societies, and social entrepreneurs. The social innovations are in all four sectors of national economy (TEPSIE, 2014). The social entrepreneurship makes up certain intersection between individual sectors (Fig. 2).

Figure 2: The status of individual creators of social innovation across sectors



Source: (TEPSIE, 2014)

Social innovations must have the potential to improve societies' capacity in all these areas. There is also a demand for a joint bottom-up/top down process. One reason for this is that some of the areas, which have been developed during recent years, have been discussed from a bottom up perspective, e.g. concerning societal entrepreneurship while other areas such as future transportation systems will be developed from a top down perspective. This process needs perspective type of supportive ecosystem to create value for beneficiaries (Porter and Kramer, 2011).

1.2 Connection to behavioural models

Alternative goal or set of goals (especially socially oriented) of organizations are based on the interaction of internal and external interest groups within their power or status of implementation of business strategies. Those alternative goals include tangible and intangible types of goals. They are measurable in monetary or natural units; unfortunately, social targets are difficult to measure. Vimrová (2015) distinguishes five basic alternative theories, such as (1) Management theory; (2) Behavioural theory; (3) Institutional theory; (4) Post Keynesian theory and (5) Employee theory.

The behavioural theory is the closest to the social innovations from the alternative theories above. Behavioural theories are based on the existence of various interest groups, which could affect type of social behaviour and amount invested into this action. Buchta and Kovárník (2006) described group of three models such as Simon's model, Behaviour theory of the firm according Cyert and March and Doyle's model of zones. Comparison of those models is made in table 1.

Table 1: Behavioural model comparison

	Main Goal of Behaviour	Influence on management of organization
Simon's model	Satisfy all interest groups in the company	Decision making processes are on the first place, rather than the results of these processes
Cyert and March model	To find compromise that is the result of social games between different interest groups	Decision-making processes inside organization in imperfectly competitive market with conditions of uncertainty
Doyle's model of zones	Minimum expectations of all key stakeholders are presented as "tolerance zone"	The task of management is to expand the room for negotiation in the interest of stable existence of the company in the market, e.g. finding common interests groups, improving communication between groups, strengthening informal links etc.

Source: comparison based on Buchta and Kovárník (2006), Cyert and March (1992) and Soukup (2001)

It can be said that the management of socially oriented organizations must consider the many external interest groups, respectively must acquire policy issues, so Doyle's model seems to be the most suitable for behavioural model of the organization supporting social innovations.

1.3 Policy and external environment context

Business expectations from external environment are different according the stakeholders. Socially oriented organizations have different expectations according stakeholders against the business companies (tab. 2). The individual differences could change according specialization of an enterprise (Bateman, 2003).

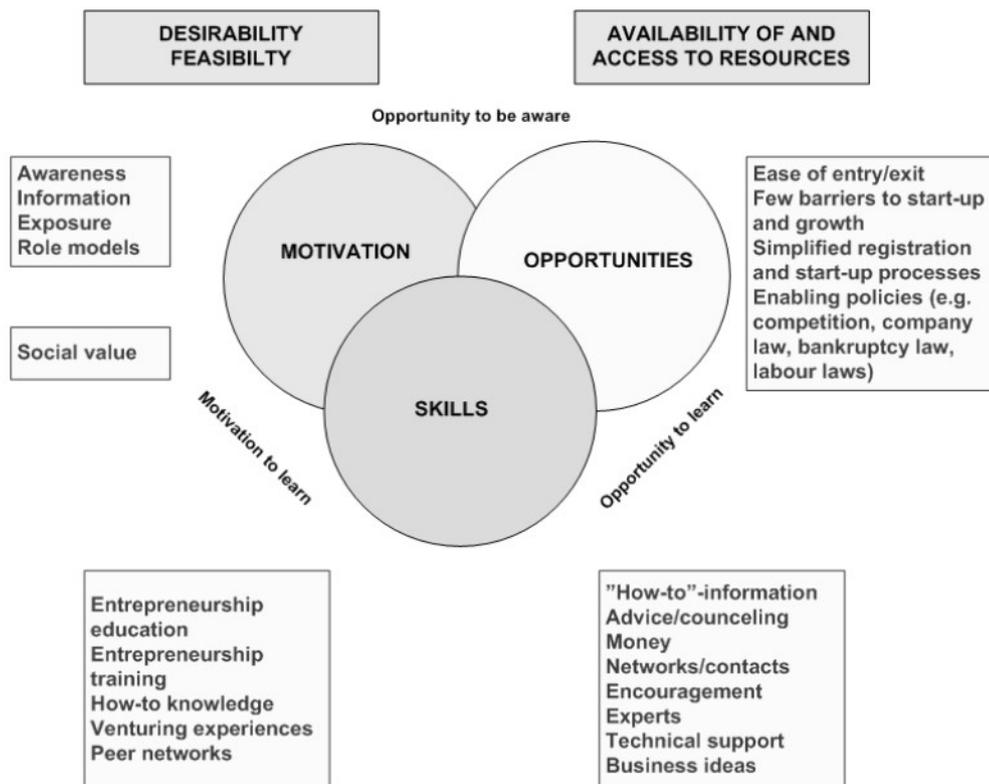
Table 2: Business expectation and expectations for social enterprises

Stakeholders	Business expectations	Different expectations for social enterprises
Owners and Investors	profit, growth in enterprise value and transparency	to achieve social goals
Customers	quality products and services, reasonable price, and after-sales service	social responsibility of buyers
Business Partners	quality contracts and negotiations, the prompt fulfillment of commitments	social responsibility of partners, the social and finance advantages for business partners
Employees	reasonable salary and non-financial benefits for work, professional development, and educational opportunity, reconciling professional and personal life	specific approach employers to employees with disabilities
Local community	financial and material support, obtaining the know-how from corporate volunteers	---
Environmental NGOs	organic production, products and services, minimal burden on the environment	environmental approach and its implementation are mentioned in the founding document social enterprise

Source: own comparison based on Bateman 2003

Those expectations relate to an influence of business environment and policy, closely connected with start-ups and innovative actions. Entrepreneurship policy is mainly about measures influencing individuals in a society, in our case behaviour of socially oriented entrepreneurs to be motivated to create social innovation. As the most suitable ecosystem proposal we found out Lundström's and Stevenson's "MOS model" (2005), which is concerned on stimulation of entrepreneurial activity to meet social and societal needs. Authors propose model based on Motivation, Opportunity and Skills (MOS), which aggregate entrepreneurial choice and motivation to change the situation on the market (Figure 3).

Figure 3: Entrepreneurship policy foundations – MOS model



Source: Stevenson and Lundstrom (2002), p. 26

This system could be classified as ecosystem proposal, because of an existence of inputs (motivation), supporting infrastructure in area of skills development and output in form of opportunity. This behaviour leads to social value growth in form of social innovations. In order to do this, the system of entrepreneurship must logically focus on all parts of the individual entrepreneurial process from awareness of the entrepreneurship option to early stage survival and growth of an emerging firm. "Opportunity" is operationalised by Lundström's and Stevenson's in terms of the support environment for entrepreneurship, in our case to support socially oriented behaviour and creation of social innovations.

Finally, the main goal of this paper is to design possible supportive ecosystem to promote social innovations and speed up their development in the Czech Republic based on primary data evaluation in context of policy environment and Doyle's model of zones.

2 Methods

The impact of social innovations varies across regional and country contexts and is also influenced by the extent of the social and environmental problems they seek to discuss. There is a need for specific model to influence social innovations creation. Lundström and Stevenson (2005) refer to this problem as the MOS-model of policy development supporting social innovations and we will use this tool in our research. This impact can be measured by considering the Motivation to create social innovations (M), the ways in which social innovations influence existing Skills (S) and institutions and how their contribution to encouraging Opportunities (O) across problem areas.

2.1 Research methodology

Given the objectives of the study – to generate and collect widely intelligible and comparable quantitative data of social innovation activity in the region – we opted for a survey method using a short and highly standardized questionnaire, designed for easy completion and return to achieve a high response rate. Researchers conducted several random checks for internal consistency in responses. The authors chose the following regions: the Moravian-Silesian Region, the Usti Region, the Hradec Kralove Region and the Plzen Region (NUTS III). These regions were chosen because these regions met the conditions of (1) not sharing a border, (2) they differ in regional competitiveness indicators (Viturka, 2007) as Hradec Kralove (HK) and Plzen Regions (PR) are both classified in B group (in good competitive position) and the Moravian-Silesian Region (MSR) and the Usti Region (UR) contrast with them (“C” group – in less favorable position). This classification was supported by Melecký and Staníčková (2011) when they divided the NUTS II regions (8) as follows MSR (8th place), UR (part of the Severozápad region, 7th place), HK as part of Severovýchod (4th place) and PR as part of Jihozápad (3rd place). Those data were a primary source for ecosystem evaluation.

At the time of examination, the database contained data on 1,820 applications in the Human Resources and Employment Operational Program (HREOP) program and 1,665 applications in the Operational Program Education for Competitiveness (OPEC). A questionnaire survey was distributed to all the 3,485 program applicants in the selected regions at the beginning of 2016. Some of the applicants applied for EU funding several times. The survey obtained 158 valid responses from the OPEC and 165 valid answers from the HREOP program (Table 3). It was a statistically representative sample at a confidence level of 95% with a 5% margin of error.

Table 3: Structure of research data in percentage shares

	HREOP		OPEC	
	Percentage share in economic entities	Percentage share in of social innovations	Percentage share in economic entities	Percentage share in of social innovations
Nonprofit organizations	46 %	43.66 %	81.8 %	77.6 %
Business entities	52 %	54.54 %	8.8 %	12 %
Universities	2 %	1.8 %	9.4 %	10.4 %
Total	100 %	100 %	100 %	100 %

Source: Šebestová, Palová, 2017

Economic entities were divided into five groups per size according to the EU definition of small and medium sized companies (28% up to 9 employees; 28% up to 49 employees; 26% till 249 employees and 18% in size of 250+ employees).

3 Social innovation and its determinants

The most active segments in the area of social innovation are entities with up to 49 employees (56% of the sample). Based on the questionnaire survey, the minority of projects (30.3% in HREOP and 37.3% in OPEC) at the time of realization declared some type of social innovation to contribute to regional development as sufficient output. To get widely comparable data for future research a classification of social innovations by Caulier-Grice et al. (2012) was used (Table 4).

Table 4: Types of social innovations

Type of social innovations	HREOP	OPEC
New products	20 %	38 %
New services	5 %	17 %
New processes	22 %	40.8 %
New markets	0 %	0 %
New platforms	38 %	4.2 %
New organizational forms	0 %	0 %
New business models	15 %	0 %

Source: Šebestová, Palová, 2017

The most important innovation for beneficiaries of the HREOP program were new platforms and cooperation to share knowledge from and to support their business ideas. Opposite to that, the OPEC program focused on the development of new processes, especially new methods of education and support for the education of disadvantaged persons. Those connections (the relationship between the focus of the program and social innovations) were evaluated by correlation analysis. A very strong, direct correlation (correlation coefficient was 0.69, Sig. 0.00, $\alpha = 0.05$) between the amount of financial support (divided by priority) and number of social innovation (divided by priority axis) was found. This data represents motivation (M) part of the model MOS.

3.1 Determinants of Social innovations

Opportunities (O) were evaluated as a linkage between financial support from the Operational Program and the creation of social innovation, when correlation analysis was used. The interpretation of correlation analysis results was based on the Liebetrau scale (1983). Other assumptions were tested in a partial dependency with cross tables, depending on the region and implementation of the priority axis.

Table 5 summarizes the various factors of relationships. The evaluation was based on the value of Cramer V for nominal values (Sig. 0.00, $\alpha = 0.05$) If a relationship between values has been statistically significant, the sign of "+" was used. In the opposite case, when the significance level was above 0.05 (the factor wasn't statistically significant, $\alpha > 0.05$) a sign of "0" was used.

Table 5: Vitality evaluation

Variable	HREOP				OPEC			
	Relationship to the region		Relationship to priority axis		Relationship to the region		Relationship to priority axis	
	Cramer V	Sig.	Cramer V	Sig.	Cramer V	Sig.	Cramer V	Sig.
Legal form of beneficiary	0.271	0	0.444	+	0.390	+	0.851	+
Number of employees	0.243	0	0.328	+	0.535	+	0.327	+
Main business activity	0.297	0	0.486	+	0.571	+	0.261	0
Type of innovation	0.221	+	0.380	+	0.188	0	0.605	+
Amount of innovations per project	0.229	0	0.159	0	0.526	+	0.517	+
Willingness to continue in 2014-2020	0.220	0	0.187	+	0.283	0	0.218	+
Networking	0.325	+	0.471	+	0.590	+	0.181	0
Total community impact (total "+")		2		6		5		5

Source: Šebestová, Palová, 2017

In summary, better effectiveness in outcomes was measured in the OPEC program, because there is an equal relationship between regional development and program priority. On the opposite end, the HREOP cared only in the effectiveness axis, not in regional development; this was confirmed in the efficiency part as well. On the other hand, the HREOP program showed more suitable ties for the sustainable support of social innovation, not only in relationship with the priority axis, but also about the region a Skills (S) part of the model MOS.

3.2 Ecosystem suggestion

The effectiveness of the ecosystem is therefore closely connected with overall stability, respectively the ability and the possibility of predicting individual factors. In times of turbulent changes (which is unfortunately the present day) analysis may be used as a tool for a negative recommendation ("what not to do") rather than the positive option ("what to do") to provide sustainable operations in area of social innovations. Therefore, according previous findings would be better to develop second generation of the model, previously presented by Lundström and Stevenson (2005), when the structure is replaced with the most important brick "network". Our suggestion is to connect Output - Networking and Value (ONV model). Doyle's model of zones could be seen in part of "possible problems", which need to be negotiated and all stakeholders need to find "minimum" output and comfort zone (Table 6).

Table 6: Ecosystem O-N-V

Main stream	Type of member (brick in the ecosystem)	Product	Possible problems
Output	Governmental bodies, municipalities	Unified methodology of social innovations, statistics	Red tape growth
	Networks of socially innovative organizations	Support, clarification of relationships	
Networking	Governmental bodies, municipalities	Subsidies	Savings from public budget, innovative approach needed
		Public tenders	New product, low experience with public needs
		EU project support	Depending on demand and supply on project calls in area of social innovations, social business etc.
	Banks, investors	Socially responsible investments	New product, risky, low interest rate could
		Microloans	High interest rate, there is not connection with socially responsible investments
	Non-profit organizations	Membership fees	Builds responsibility on activities when you have to pay membership
		Products and services development	(1) Brings socially responsible customers into the market (2) Original, meets community needs
	Producers, socially responsible organizations	Support of re-selling products	Supports cooperation
	Citizens	New ideas, brainstorming	Own goal no added value for society
	Value	Social innovation parks	Support of cooperation
Coworking centres		Support of cooperation	Meeting the societal needs, speeding up, accelerators

Source: own suggestion

Creating social value in suggested ecosystem is crucial for involved society in the region. Especially, form of social innovation parks (SIP) work with idea generation as with structure improvements, one idea being about real change of existing structures instead of marginal improvements of these structures. SIPs are new concepts and in many ways not an extension of more traditional technical social parks, which are about reindustrialization, regional development, the creation of synergies and are concerned with commercial innovations (Castells and Halls, 1994). We would claim that policy can influence the number of social entrepreneurs by understanding their role in a changing society (Mack and Mayer, 2015).

This activity brings risks, which could be eliminated, when they are identified and described. In area of ecosystem planning we recognize execution, co-innovation and adoption risks (Adner, 2012).

4 Discussion and Conclusion

Working with established organizations in an ecosystem allows a new entrepreneurial organization to gain legitimacy (Suchman, 1995) and to reduce risks (Eisenhardt and Schoonhoven, 1996). Collaboration with customers and suppliers helps to define the new value proposition around a seed innovation (Helfat and Peteraf, 2003; Moore, 1993). On the other hand, the role of social innovations will vary for each problem area in a future. These challenges and problems need models and tools to be created using different aspects of social innovations, not only general ecosystem models (Mulgan, 2006). One reason for this is that some of the areas, which have been developed during recent

years have been addressed from a bottom up perspective, concerning societal entrepreneurship will be developed mainly from a top down perspective so O-N-V model is suggested as main result that paper.

Consequently, estimates of the impact of individual factors for closer time periods must be formulated as inherently unquantifiable statements, therefore, only in the form of the qualitative determination of decreasing or increasing influence of each member in ecosystem (Sebestova, 2014). As form of social innovation is different social innovation parks are suggested as accelerators of social innovations in the society.

The ecosystem view and comparison (MOS model and ONV model) enriches the social innovation construct, allowing analysis to include external challenges and benefits experienced by partners in these networked relationships, included in the new generation of the model (Adner and Kapoor, 2010). The idea of ecosystem creation is that all as these factors influence the level of social innovations, when some innovations can be seen more important, some as more radical, some more incremental, some long term oriented, some short term oriented, some more dependent of the sector and some not. To make an influence on the level of social innovations we have to know factors, which have an influence the level of entrepreneurship in a very broad and dynamic perspective on regional level.

One way to expand this work is to analyse how one region or municipality could solve problems if did not have any existing structure in the ecosystem. In summary, social innovations closely connected location, where the entrepreneurs operate.

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