

# SIMPACT WP REPORT

Report # **T2.2**

## **3<sup>rd</sup> Small-scale Stakeholder Experiment Discussion Outcomes**

Bastian PELKA<sup>a</sup>, Mona MARKMANN<sup>a</sup>,  
Alessandro DESERTI<sup>b</sup> & Francesca RIZZO<sup>b,c</sup>

<sup>a</sup> TU Dortmund, sfs

<sup>b</sup> Politecnico di Milano

<sup>c</sup> University of Bologna

August 2016



## SIMPACT

SIMPACT is a research project funded under the European Commission's 7th Framework Programme from 2014-2016 and is the acronym for «Boosting the Impact of SI in Europe through Economic Underpinnings». The project consortium consists of twelve European research institutions and is led by the Institute for Work and Technology of the Westphalian University Gelsenkirchen in Germany.

## Legal Notice

The information and views set out in this report are the sole responsibility of the author(s) and do not necessarily reflect the views of the European Commission.

## Document Properties

<b>Project Acronym</b>	SIMPACT
<b>Project Title</b>	Boosting the Impact of Social Innovation in Europe through Economic Underpinnings
<b>Coordinator</b>	Institute for Work & Technology of Westphalian University Gelsenkirchen
<b>Deliverable</b>	T2.2 Small-scale Stakeholder Experiment
<b>Author(s)</b>	PELKA, Bastian, Mona MARKMANN, Francesca RIZZO & Alessandro DESERTI
<b>Document Identifier</b>	FP7-SSH.2013.1.1-1-613411-SIMPACT – T 2.2
<b>Work Package</b>	WP2 – SI Behaviour Scenarios
<b>Date</b>	19 <sup>th</sup> July 2016
<b>Dissemination Level</b>	Not disseminated – only for workshop participants and project members
<b>Dissemination Nature</b>	R – Report
<b>Document Status</b>	Final



The SIMPACT project receives funding from the European Union's Seventh Framework Programme for research, technological development and demonstration under Grant Agreement No: 613411.



## Table of Contents

<b>1</b>	<b>FEEDBACK ON SELECTED EMPIRICAL FINDINGS</b>	<b>1</b>
1.1	Thesis: «The Existing» is most crucial for «The New», but very often Neglected	1
1.2	Thesis: When « The Innovation» and «The Existing» meet, a crucial role is played by Gatekeepers	2
1.3	Thesis: Bricolage is a typical Working Attitude in SI	3
1.4	Thesis: Resource Scarcity is typical in SI	4
1.5	Thesis: SIs are often characterised by complex Legal Bodies in a later phase of Development	5
<b>2</b>	<b>FEEDBACK ON THE «CONTEXT UNDERSTANDING GUIDE»</b>	<b>6</b>
2.1	Understanding the Eco system of Social Innovation	6
2.2	Running a Social Innovation	7
<b>3</b>	<b>FEEDBACK ON THE «BUSINESS TOOLBOX»</b>	<b>9</b>
3.1	Accessibility and Language Comprehensibility	9
3.2	Targets of the Toolbox	9
3.3	Logic of the Toolbox	10
3.4	Gaps in the List of Tools	10
<b>ANNEX</b>		<b>11</b>
	Aims, structure and methodology of the workshop	11
	AGENDA OF THE EXPERIMENT WORKSHOP	13
	List of participants	14
	Photos from discussion results	15
	Snapshots	22



# 1 FEEDBACK ON SELECTED EMPIRICAL FINDINGS

The workshop was built on a discussion of selected SIMPACT research results. TUDO selected the five theses from SIMPACT's empirical research and asked the participants to respond to them.

Approach

## 1.1 Thesis: «The Existing» is most crucial for «The New», but very often Neglected

### BACKGROUND EXPLANATION GIVEN TO THE STAKEHOLDERS

Our empirical findings illustrate that the occurrence, diffusion and sustainability of social innovations depend to a great extent on the innovation's involvement with "existing factors", meaning e.g. solutions, actor constellations, actor interests, system logics and path dependencies.

### COMMENTS

A discussion spun around the question of what actually makes an innovation "new": The stakeholders argued that much of what is seen today as a "social innovation" is a long established social practice and has only minimal aspects of innovation. These could be: a new technology employed, a new target group or a new sector to which an existing practice is transferred. Sometimes "old" practices are addressing "new" services ("what?"), are offered by new providers ("who?") or are delivered by new means ("how?"). The crucial question from the stakeholders' point of view is not "what is new?", but "what works?". In this regard, the stakeholders argue that research, economy and policy seem to favor "the new" to "the existing" for the sake of the innovation, while vulnerable people's perspective is much more on the added value in terms of improvement of living conditions. The stakeholders also identified a "long term" perspective (of existing organisations looking for vulnerable people) clashing on the "short term" perspective of organisations supporting innovation for the sake of itself.

### CONCLUSION

In the understanding of stakeholders – many of them representing established organisations in the field of care for vulnerable people – "the new" does not have a value in itself, but is rather seen as a challenge to established (and working) practices. This perspective is reasoning a more sceptical view on social innovation as a "short term oriented trend". With this background, the thesis is accepted – the relevance of "the existing" is crucial for innovations.

## 1.2 Thesis: When « The Innovation» and «The Existing» meet, a crucial role is played by Gatekeepers

### BACKGROUND EXPLANATION GIVEN TO THE STAKEHOLDERS

These are protecting systems (e.g. the health system or the education system) and can grant access to recognition, audience and budgets – for example by the means of norms, quality definitions, standards, discourse and platform control or resource allocation. SI actors should identify such gatekeepers and their inherent logics at an early stage.

### COMMENTS

The discussion on this thesis produced two strands of insights:

1. The notion of who could function as a gatekeeper is widened: The stakeholders pointed out that civil and public servants, stakeholders of vulnerable people and intermediaries (such as teachers and other) can be strong gatekeepers. Further research is needed to identify such gatekeepers and reflect on their very roles.
2. The general thesis was very much accepted by the stakeholders. Furthermore, a discussion spun around instruments that are used by gatekeepers in order to “keep their gates”. Typical instruments include:
  - a. Budget allocation
  - b. Loyalty chains
  - c. Recognition (formal and informal) of certificates, outcomes and activities e.g.
  - d. Access to political power
  - e. Awareness raising mechanisms (and denying access to them)
  - f. Over-application of regulation (as a barrier)

### CONCLUSION

The strong role of gatekeepers is underlined by the stakeholders. But this revealed different actors that could function as gatekeepers and different tools that are used by them. In conclusion, it is important to note that a gatekeeper can be a supporting or hindering factor by using the same instrument. For example, formal recognition can be used to support an innovation, but also to ban it from accessing the market. This ambivalent function of gatekeeping tools again emphasizes the strong role of individual gatekeepers.



### 1.3 Thesis: Bricolage is a typical Working Attitude in SI

#### BACKGROUND EXPLANATION GIVEN TO THE STAKEHOLDERS

SIs often fail due to a lack of management competences or professional knowledge regarding the respective systems. They are characterized by a way of functioning the authors do, with regard to Levi-Strauss, refer to as “bricolage” and which is characterized by its incremental development process.

#### COMMENTS

The general hypothesis regards to the lack of management approaches often being applied in SIs and thus an incremental development process characterized by a conduct based on “trial and error”.

New ideas often cannot be developed fully rationally. This might apply to SIs, but also in the context of other pressing needs. In SIs, the bricolage attitude can be ascribed to the fact that social innovators are often thinking and acting out of “passion” and are re-evaluating the outcomes of their action at a later stage of development. Another reason might be found in the management conduct, which includes the coordination of many different individuals with different backgrounds and interests, which impedes a structured planning. However, it is assumed that by the bricolage attitude and resulting conduct, an incremental development is taking place, which might result in a structuring process leading to the professionalization of management conduct and thus to a more structured approach, e.g. in planning, implementation and evaluation. A strong focus also lies on the relation to its ecosystem, especially the public sector, which is traditionally regarded as risk averse, however the SI is dependent on its support (see “gatekeepers”). The connected political imperative is often based on the duration of the legislative period, meaning that the political system often has a stronger focus on short-term results whereas the social innovator is aiming for his/her innovation’s sustainability. A change of perspective is applied to turn the public sector into a supporting seedbed for SI, rather than a hindering factor. Support should be given to social innovators, possibly in the form of a facilitating entity between the innovator and the public sector.

#### CONCLUSION

The “bricolage” attitude of SI can be seen in conjunction with the insights on the relation between “the existing” and “the innovation.” For those contributing to the function of gatekeepers, the bricolage attitude can be placed on a development path of social enterprises: The more a social enterprise is connected to established actors and procedures of their ecosystem, the more it seems to adopt their working

schemes. Management approaches are not explicitly forced into social enterprises, but seem to become a feature of the process of exchange between the innovation and the existing systems.

## 1.4 Thesis: Resource Scarcity is typical in SI

### BACKGROUND EXPLANATION GIVEN TO THE STAKEHOLDERS

This refers especially to (financial) capital but also to knowledge and land. “Work” in contrast is to a great extent contributed by volunteers which is in fact observable as “hyper-efficiency”: measured against the (very small) economic input, high impact is achieved

### COMMENTS

The hypothesis was discussed in regard to volunteer work which was an emphasis when describing the aspect of “hyper efficiency”. There is a strong connection to the “bricolage” hypothesis: Due to the strong dependency on volunteers which normally do not follow the same code of conduct as regular employees, strategic planning is exacerbated and thus, results are difficult to predict. This hampers also the adaptability to change, e.g. when “key players” in a SI are leaving and the loss cannot be fully compensated. Thus, resources should be diversified to ensure the SI’s sustainability.

However, it is pointed out, that this thesis is based on the assumption of volunteer work as “happy volunteering”, this means that non-skilled volunteers are working only on the basis of their high motivation for the subject. This kind of volunteering does indeed require just a very small economic input. In contrast, very often some kind of “professional volunteering” is deployed which requires a quite high financial investment, e.g. in the form of a specialized training and the build-up and maintenance of a support network. This approach may ensure a higher level of sustainability but at the same time also a higher level of personal and interpersonal as well as financial effort so the conjuncture of “hyper efficiency” is not applicable on compulsion in this case.

### CONCLUSION

The stakeholders agree to the general resource scarcity of social services, but also point to a differentiated picture: Volunteers are not “for free” for a social enterprise, but are connected to specific investments (e.g. time, training). Social enterprises are using other resources than for profit enterprises.

## 1.5 Thesis: SIs are often characterised by complex Legal Bodies in a later phase of Development

### BACKGROUND EXPLANATION GIVEN TO THE STAKEHOLDERS

We found in our cases numerous examples of charitable LLCs, cooperatives, associations (in all European varieties) and other non-profit legal forms, connected with for-profit forms.

### COMMENTS

Editorial change: The previous thesis was, in its exact wording, “SIs are often characterized by complex structures”. The additional, “in a later phase of development”, refers to the circumstance that in its stage of emergence, the SI is forced to choose a rather “simple” legal form and, as a consequence, has to align its activities in accordance with the requirements of the chosen legal form. The choice of the legal form may also constitute a conflict between the innovator’s ideological aims and pragmatic implications, e.g. regarding issues of ownership, profit and public perception. Only later, after a development to a certain stage, does SI have the capabilities to create a complex structure of legal bodies, sometimes as an urge to apply to standards set by the ecosystem. Often, there is the goal to reinvest profits in the SI to ensure its sustainability, which is often achieved by hybrid structures. Nevertheless, the innovator is dependent on the existing legal framework, which requires an adaptation of his/her choice of the structure of legal bodies to existing norms and regulations. Vice versa, the ecosystem is referring to existing structures and practices and associated needs when developing new legal forms.

### CONCLUSION

Again, these insights can be linked to the findings of a “pathway to establishment”, as described in the conclusion above: In later phases of development, SIs seem to differentiate their bodies and actions in order to better comply to the ecosystems’ needs.

## 2 FEEDBACK ON THE «CONTEXT UNDERSTANDING GUIDE»

In the second discussion round, the participants were giving feedback on the “Context Understanding Guide”, a self-reflection questionnaire for social innovators and supporters of social innovation, developed in the context of SIMPACT’s Deliverable 4.2. For that purpose, the questions were presented to the participants and editorially altered during the group discussion.

**Approach**

SIMPACT’s deliverable 4.2 (D4.2 Criteria & Recommendations to Strengthen SI)<sup>1</sup> proposed a “context understanding guide that should bridge theoretical insights on drivers and barriers for SI and the practice of social entrepreneurship. The guide provides questions that actors involved in social innovation should ask themselves in order to understand the ecosystem of their SI and to identify driving and hampering factors.

The workshop discussed this guide. The feedback of the stakeholders produced a much easier to read version of this guide by editing the language of the guide and proposing simple words and short questions. Scientific expressions such as “actor” or “system” were replaced by spoken language expressions such “people and organisations”. This is the improved version of the guide:

### 2.1 Understanding the Eco system of Social Innovation

1. What is the purpose of your SI?
2. What are relevant people and organisations in the field the SI wants to address? How are they guarding established practices?
3. Which solutions do already exist to tackle the problem the SI addresses?
4. What else and who else might influence you?
5. What are local/regional actors relevant for your SI?
6. Who or what are barriers to your progress?
7. How does your SI add value and to whom? How do you improve people’s lives or prevent them from harm?
8. How do you know you are adding value? Think about:
  - a. Quality measurement

---

<sup>1</sup> [http://www.simpact-project.eu/publications/reports/SIMPACT\\_D42.pdf](http://www.simpact-project.eu/publications/reports/SIMPACT_D42.pdf)

- b. Norms, standards and regulations
  - c. Recognition and certificates
- 9. Who is the addressee of the SI?
- 10. Who are stakeholders?
- 11. Who is involved in the innovation process? Who should? Or who wants to be involved?
- 12. Who are potential partners?

## 2.2 Running a Social Innovation

- At the beginning of the discussion, it was pointed out by the participants that the difference between social entrepreneurship and social innovation should be emphasized more clearly as the Context Understanding Guide focuses more on the entrepreneurial aspect of social innovations and not on the SIs themselves.
- The production factors in need to perform a social innovation were complemented with the factor of “social capital”, as it is assigned a key role to this factor in the development, e.g. when it promotes access to financial capital or knowledge. Furthermore, the connection between the factors “knowledge” and “labour” should be outlined, as the workforce can be seen as one way to gain specific knowledge into the organization and, in the guide’s original version, the accrual of knowledge is focused only on knowledge from external sources.
- The different types of support actors were complemented with individuals of civil society as a fifth type of actor. The denomination “charities” changed into “civil society organisations (CSOs)”, as the understanding of these organisations is based on a complex mission, exceeding the practice of simply giving means to people in need.
- The denomination “for-profit” should be avoided, as there are many SIs that are generating profit but do not follow the goal of enlarging their profit margin for a simple increase of capital. Rather, they follow the goal to become financially efficient, to maintain and improve their self-sustainability by reinvesting the generated income nearly fully into their business.
- When asking about the management procedures performed within the SI, it should be differentiated to explicitly mentioning official and unofficial management procedures.
- The question regarding the involvement of the target group is based on the assumption of a hierarchy between the SI and the vulnerable people or

beneficiaries. However, an interdependency between the SI, the target group and other stakeholders, generated by the actions of these different actors, should be assumed in contrast. Thus, this question – as well as the following question regarding the various stakeholders – should be rephrased accordingly.

- The question regarding the innovator's objectives, motivations and ambitions refers to the SI's history and the reasons for its emergence. This kind of hindsight could be utilized to examine future implications of these motivations regarding the SI's modus operandi. However, one should be aware of the fact that this question implies a kind of oversight over the process as a whole and the present situation that often is not existent in that way.

## 3 FEEDBACK ON THE «BUSINESS TOOLBOX»

### 3.1 Accessibility and Language Comprehensibility

Stakeholders clearly stated that the language used to introduce the tools is often technical: they believe that this characteristic could prevent people from using it. Stakeholders' suggestions were:

- To change the name of some tools, also using paraphrases (to make language closer to the users of the tools);
- To simplify the titles of the Business models boxes;
- To consider that people operating in the field of SI are often against “economic language” also due to ideological or political reasons (it was suggested to avoid terms like customers, surplus, revenues ...).

The second discussion group came to similar conclusions (the whole toolbox has a “business flavour” that could become a barrier to its adoption), but also discussed the possibility that explicitly referring to business could be a useful provocative approach to sustain the need to more carefully take into account the economic aspects of SI. It also discussed the difficulty of finding applicable terms (e.g.: “user” or “beneficiary” could not grasp the proactive role that people may have in SI, while “target group” sounds weird and bound to outdated welfare models and initiatives).

### 3.2 Targets of the Toolbox

Stakeholders like the idea of having different targets for the toolbox. However, they noticed that the design of the toolbox is not taking into consideration forms of SI established and carried on by a community.

Stakeholders' suggestions were:

- To figure out how this toolbox could be used in case of community-led SIs, taking into account that communities should always be supported by a facilitator;
- To consider that the use of the toolbox by a community should aim to support the development of projects and documentation to access grants, contributions and other resources more than to develop a self-sustainable business model.

The absence of policy makers among the target groups was also questioned, but we clarified that the project is going to release a complementary toolbox specifically targeting policy makers (SI Policy Toolbox).

### 3.3 Logic of the Toolbox

Stakeholders appreciated the logic behind the toolbox, based on a revised version of the business model canvas. They appreciated the re-elaboration of the framework and the integration of the social value in the canvas. Stakeholders appreciated the questions within the business model boxes (building blocks): they evaluated the questions to be useful, clear and effective enough to guide people to use the canvas as a gateway to the toolbox. Stakeholders' suggestions were:

- To test the toolbox with different representatives of the targets;
- To exploit infographics to design the toolbox.

### 3.4 Gaps in the List of Tools

Stakeholders appreciated the idea to map the tools on the basis of the business models canvas boxes (building blocks of the business model) but they did not like the classification of the tools in the categories we showed in the presentation during the workshop.

Stakeholders' suggestions were:

- To not show to the users the categories employed to classify the tools;
- To show tools mapped on the business model canvas;
- To change the label of the toolbox boxes (adopting a simpler language more in line with the language of the users);
- To add communication tools (story telling of the SI);
- To add assets mapping tools.



# ANNEX

## Aims, structure and methodology of the workshop

This document is informing other work packages – especially WP1 and WP3 about the outcomes of the second iteration of the “small-scale stakeholder experiments” which are task 2.2 of WP2 (“SI Behaviour Scenarios”).

Reference to other WPs

***“The overall objective (of WP2) is to test and verify the findings, concepts, models and instruments developed throughout the project by simulating different scenarios of how social innovation works in an economic ‘efficient’ way. To this end we apply agent-based modelling and – with the aim going beyond theoretical models – complementary small-scale stakeholder experiments will be carried out. Both methods will lead to the deduction of future social innovation scenarios (understood as in terms of the probability of social innovation given certain sets of interactions between individuals in and with their environment) to support social innovation stakeholders in coping with uncertainties associated with social innovation.” (DOW, p 8)***

After the theoretical work of WP1 – delivered in “Comparative Report on SI Framework” (D1.1) -, the WP2 is dedicated to testing and challenging the analysed approaches to economically underpin Social Innovations. In three iterations, WP2 is challenging, commenting on and improving the theoretical foundation laid by WP1 (round 1 in September 2014) and the developed models of WP3 and WP4 (rounds 2 and 3 in June 2015 and June 2016). In this understanding, WP2 is a central testing, improvement, stakeholder implementation and feedback platform for all developed models of the three central research WPs.

The small-scale stakeholder experiments (T2.2) are one of four tasks in WP2 and the “counterpart” of the agent-based modelling of SI scenarios.

The four tasks of WP2 – “SI Behaviour Scenarios”

The four tasks of WP2

1. T2.1: Theoretical modelling provides “mathematical” aspects of scenarios
2. T2.2: The aim of the small-scale stakeholder experiments is to reflect scenarios of how SI works in an economic “efficient” way by the “practical” perspectives of different vulnerable groups and policy makers in this field.

This task will build on the findings of T2.1 and will enhance the model by field experience.

3. T2.3: Both findings – from modelling and small-scale stakeholder experiments – will be put together and be fed into the project's reflection itinerary to all other research WPs.
4. T2.4: The results will be fed into the modelling of scenarios which will describe scenarios (likelihoods of social innovation given certain sets of interactions between individuals in and with their environment) of how social innovations could be economically underpinned.

#### The small-scale stakeholder experiments

While WP1 has established the theoretical and T2.1 the analytical discussion ground, the stakeholder experiments (T2.2) are challenging this, doing a “reality check” and improve outcomes by experts’ and target groups’ perspectives. It is the aim of this task “(...) to contrast the modelling exercise with qualitative feedback from policy makers, intermediaries – representing the identified vulnerable groups – and innovators.” (DOW, p 9)

#### Participants

The small-scale stakeholder experiments aim at qualitative feedback from the perspective of all quadruple helix partners on Social Innovation. These are stakeholders who are either

1. actually working with one or more fields of vulnerable people and can be seen as their stakeholders,
2. responsible for policy in this area,
3. active social innovators or
4. supporting social innovation processes by research, consultation or facilitation.

#### Desired Outcomes

Following the approach of qualitative research, the experiments do not intend to produce representative data, but reflections that will show the variety of possible perspectives on our case. Desired outcomes are

1. an understanding of the reasons and conditions of SI and their economic underpinning,
2. qualified comments on the prior models (WP1 and T2.1) and
3. new typologies, models and scenarios of drivers and barriers for SI and their economic dimension.

## AGENDA OF THE EXPERIMENT WORKSHOP

### **10:00 am Welcome & Introduction of SIMPACT**

Introduction of SIMPACT, its understanding of social innovation and the context of research

Introduction of Participants (Name, Organisation, the SI that matters most in my area of work)

Input: The modelling of drivers and barriers of SI from SIMPACT (theoretical modelling and agent-based modelling), *Mehtap AKGÜÇ, CEPS*

### **11:00 am Discussing SIMPACT's empirical results**

2 Working Groups (one led by Bastian PELKA, the other by Mona MARKMANN)

Plenary session: Introduction of group results

### **13:00 pm Lunch**

### **14:00 pm Discussing experts' expectations towards tools for supporting social Innovation**

2 Working Groups

Plenary session: Introduction of group results

### **14:45 pm Coffee Break**

### **15:00 pm Wrap up & Outlook**

*Bastian PELKA & Mona MARKMANN, TUDO sfs*

### **16:00 pm End of Programme**

## List of participants

<b>Name</b>	<b>Organization</b>
Goizalde Atxutegi Rodríguez	Agencia Vasca de la Innovación
Bastian Pelka	TU Dortmund, sfs
Amana Ferro	EAPN
Petra Francová	P3 - People, Planet, Profit, o.p.s.
Doreen Grove	Scotland's Directorate of Constitution and Strategy
Richard Hayman	Devon City Council
Eberhard Lüder	Red Cross EU
Mona Markmann	TU Dortmund, sfs
Heike Masan	Universität Paderborn
Matija Raos	Independent Creative Strategyst
Gabriela Ruseva	Telecentre-Europe AISBL
Alessandro Deserti	Politecnico di Milano
Francesca Rizzo	University of Bologna

## Photos from discussion results

Figure 1: "The Existing" is most crucial for "The New", but very often neglected

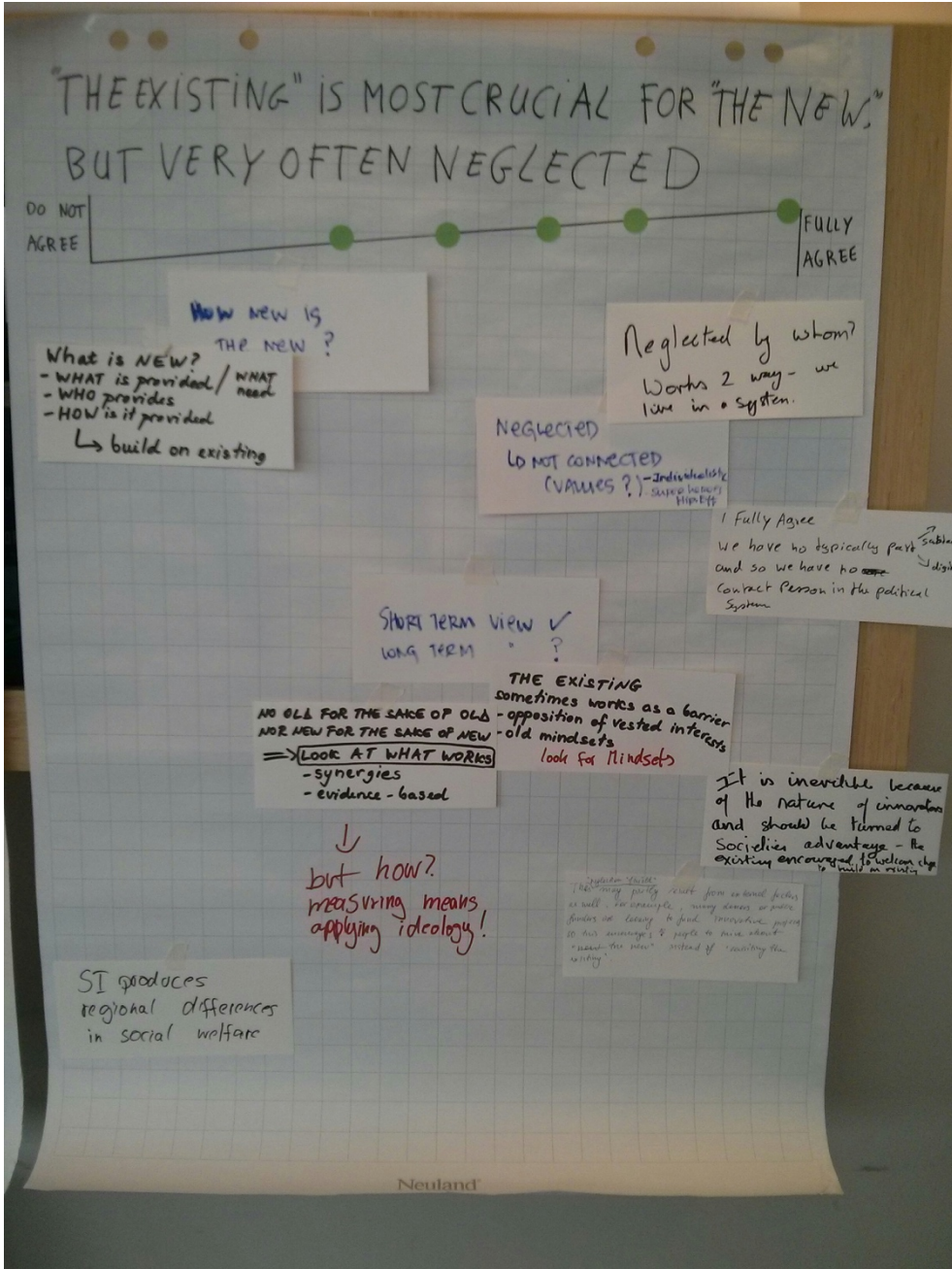


Figure 2: When "the innovation" and "the existing" meet, a crucial role is played by "gatekeepers"

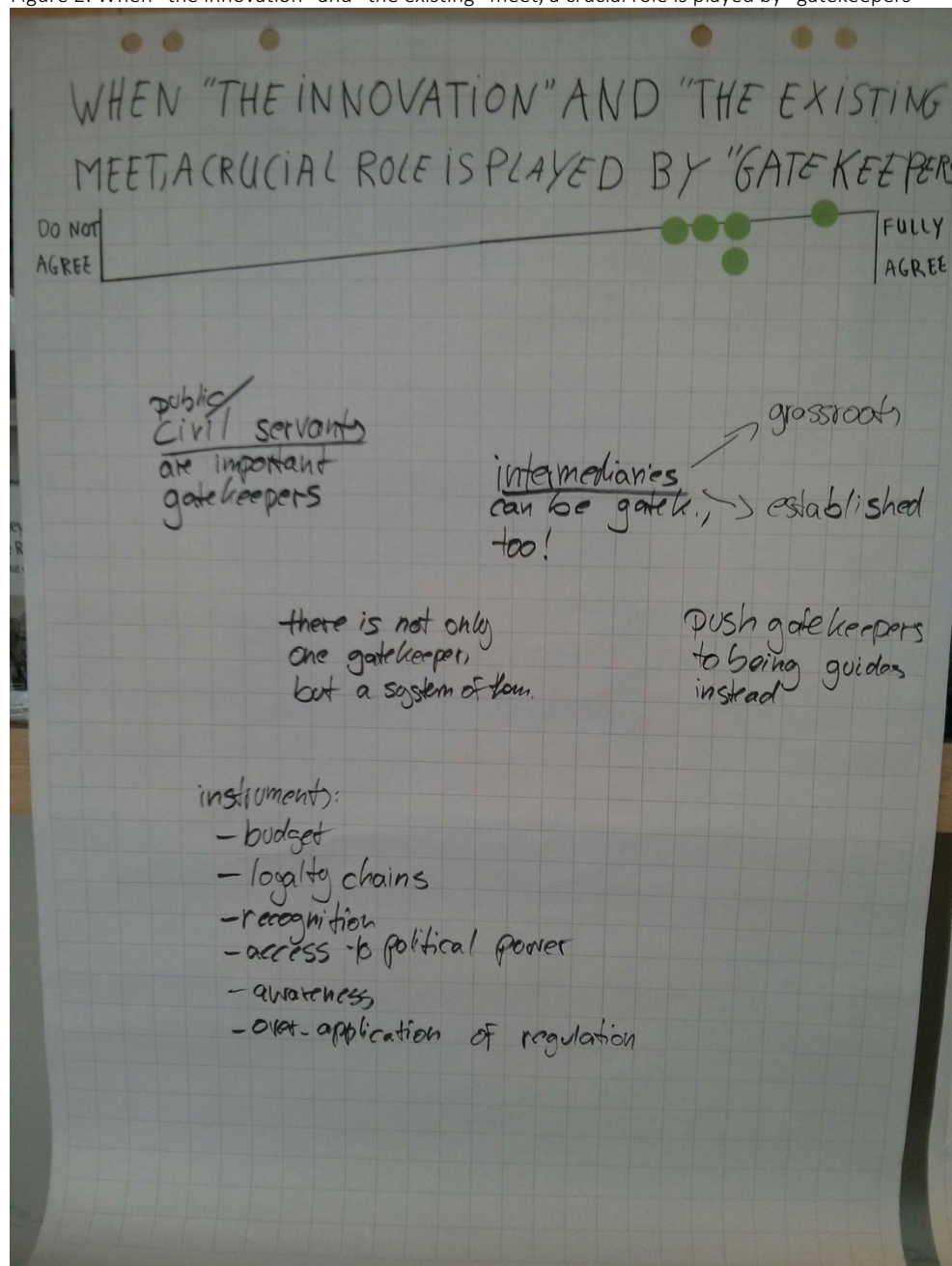


Figure 3: Resource scarcity is typical in SI

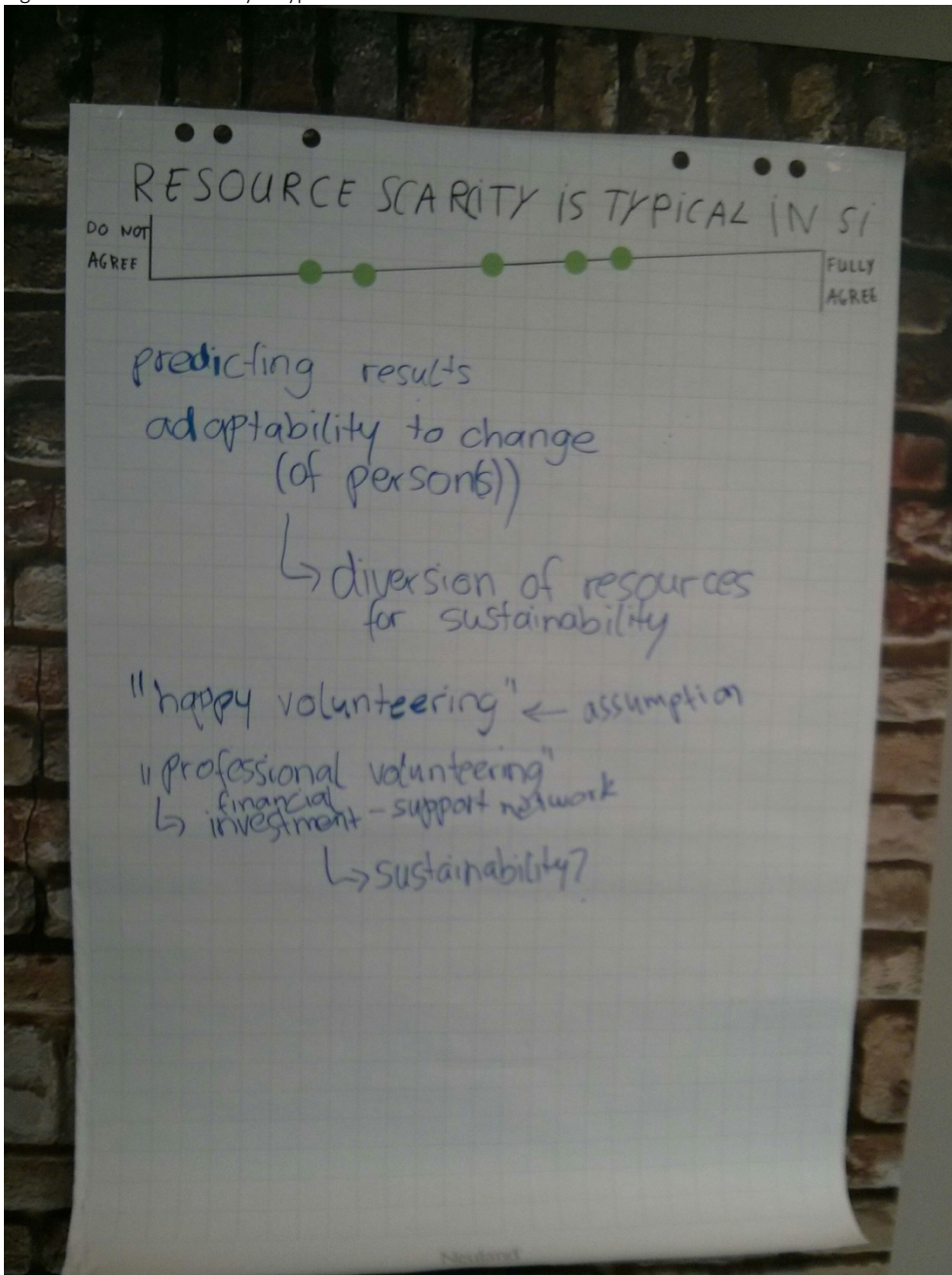


Figure 4: Bricolage is a typical working attitude of SI

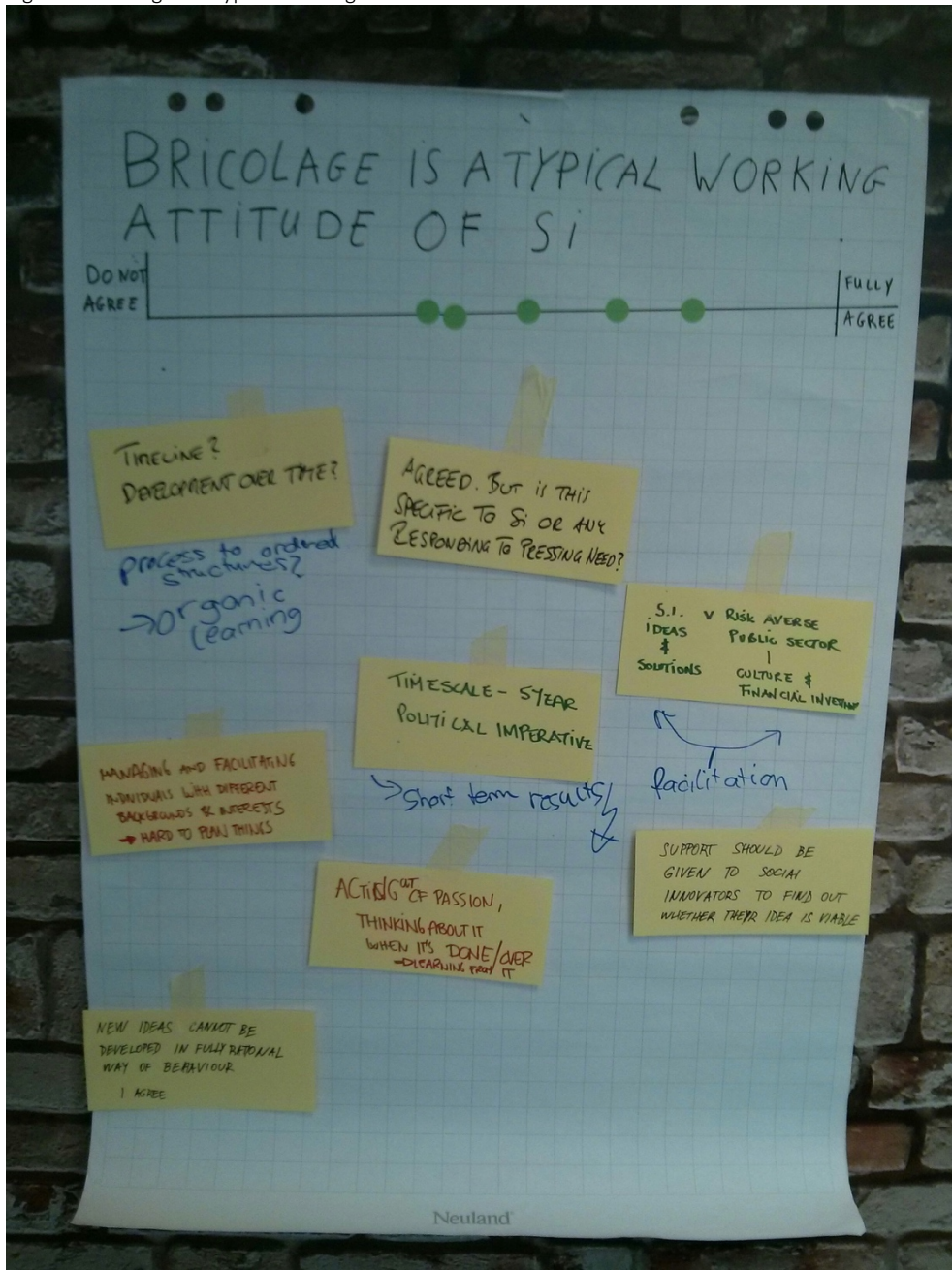




Figure 5: SIs are often characterized by complex legal structures

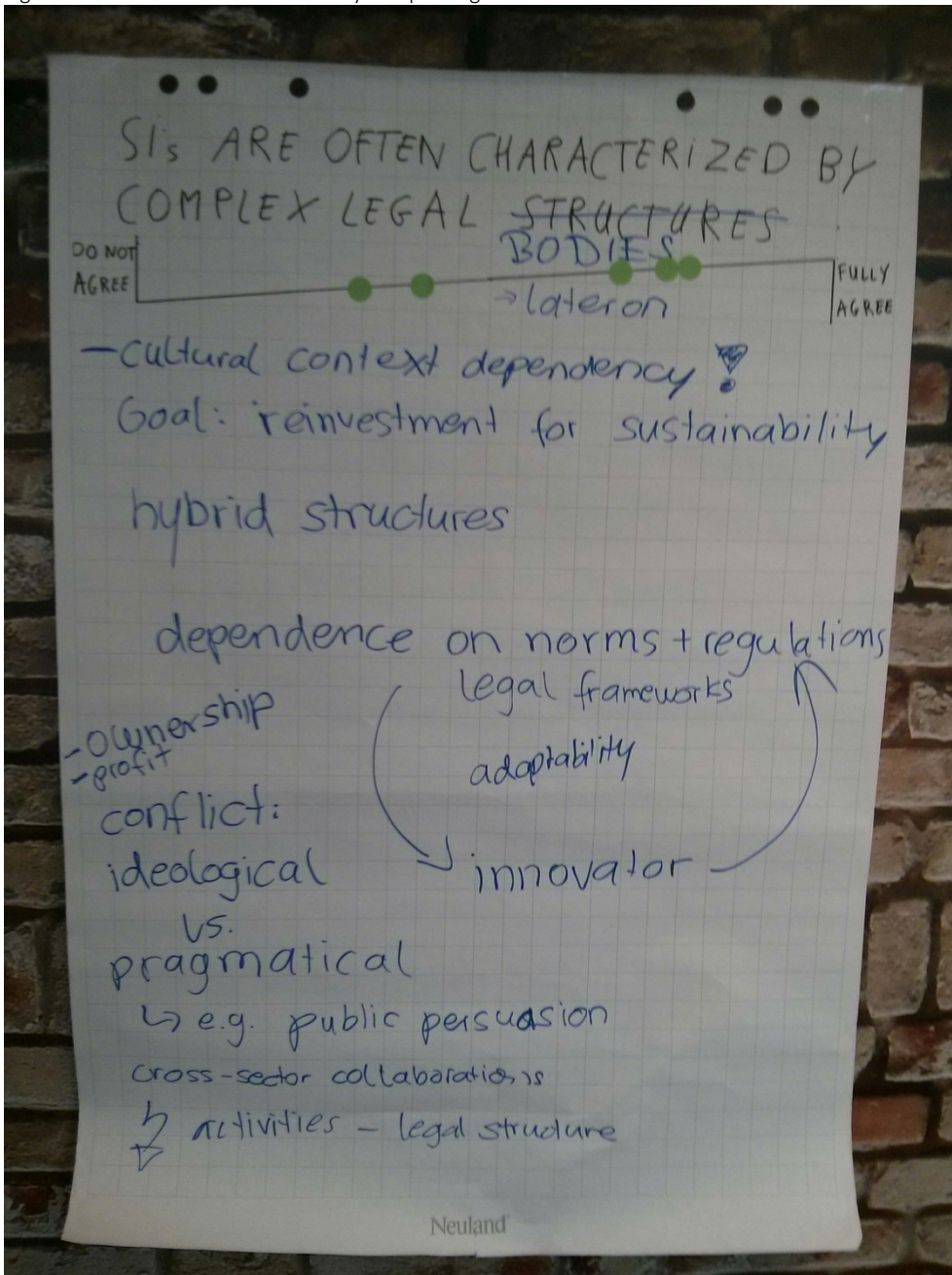


Figure 6: Understanding the eco system of social innovation

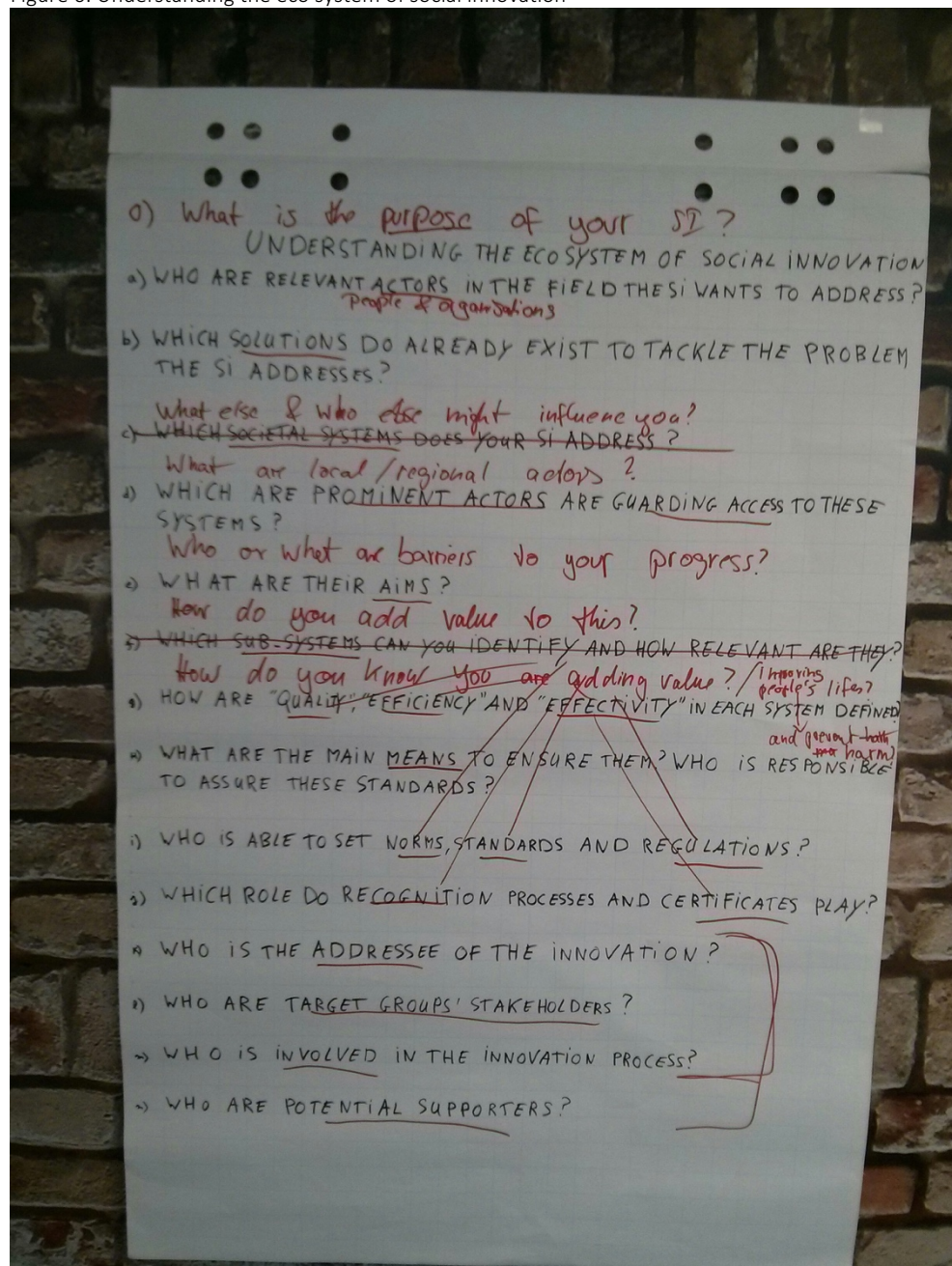


Figure 7: Running a social innovation

**RUNNING A SOCIAL INNOVATION**

1) "LAND": LIKE OFFICES, VENDOR SPACES OR EXHIBITION AREAS

2) "CAPITAL": FUNDING, ACCESS TO FUNDING ENTITIES PAYMENT OF LABOUR COSTS

3) "KNOWLEDGE": WHO COULD SUPPORT THE SI WITH SPECIFIC KNOWLEDGE

4) "LABOUR": WHO COULD SUPPORT THE WORKFORCE OF THE SI.  
 - Social capital

EXTERNAL KNOWLEDGE  
 BRING IN KNOWLEDGE

SI = ?  
 social entrepreneur

THERE ARE DIFFERENT TYPES OF SUPPORT ACTORS FOR EACH PRODUCTION FACTOR WHICH COULD BE SUPPORTING YOUR SOCIAL INNOVATION P

CHARITIES, NGOs, - civil society (individuals)

5) DOES YOUR ORGANISATION STRIVE TO GO FOR-PROFIT REVENUES SUCH AS SELLING GOODS OR SERVICES OR CONSULTING?

CSOs (civil society orgs)  
 PROFIT money reinvested  
 → "self-financing"  
 → maintain improve → sustainability

other contributions than cash sharing etc.

6) WHICH LEGAL FORMS FOR SOCIAL ENTERPRISES ARE OFFERED IN YOUR COUNTRY/REGION? WHICH ACTIVITIES DO THEY ALLOW AND WHICH ARE PRECONDITIONS AND RUNNING EFFORTS?

ENTITIES

7) WHICH MANAGEMENT PROCEDURES ARE PERFORMED WITHIN THE SI?

official/unofficial management processes?

8) HOW DOES THE SI SHAPE THE INVOLVEMENT OF THE TARGET GROUP?

hierarchy  
 better: community based approach?  
 vulnerable people / beneficiaries

9) HOW DOES THE SI SHAPE THE INVOLVEMENT OF THE STAKE HOLDERS?

10) WHAT ARE THE OBJECTIVES, MOTIVATIONS AND AMBITIONS OF PEOPLE RUNNING AND SUPPORTING THE SI?

→ history → future

11) HOW COULD THESE MOTIVATIONS BEEN KEPT HIGH? WHAT WOULD STOP THEM?

12) WHICH COMPETENCES DO ACTORS IN THE SI ENTITY HAVE?

13) WHICH COMPETENCES, KNOWLEDGE AND SKILLS DOES THE SECTOR IN WHICH THIS SI IS ACTIVE NEED?

assumes: oversight?  
 demand? complex question  
 → systemic approach? ↕

difference?  
 posing 100 complicated

## Snapshots









**Westphalian  
University**

**IAT**  
Institute for Work & Technology



technische universität  
dortmund



**sinnergiak**  
social  
innovation  
ehu group

**VŠEM**

**NEOMA**  
BUSINESS SCHOOL



**POLITECNICO  
DI MILANO**



**Maastricht University  
UNU-MERIT**

**TNO**



**UNIVERSITY OF  
BATH**



**NORDREGIO**  
Nordic Centre for Spatial Development



**UNIVERSITY OF  
EASTERN FINLAND**