

Social Innovation: A Literature Review and Typology of Models

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The Impact of a Social Innovation (SI)

- *The social need:* Lack of literacy and structural unemployment.
- *The agents of change:* WIPRO (for profit), Chrysalis (non profit).
- *The innovation:* Designed locally relevant curriculum, trained local teachers and developed schooling infrastructure.
- *The Impact:* Sustainable education system, over 5000 students educated and trained to fill local unemployment gap.

Examples of Social Innovations



Why study this phenomenon?

- SIs are effective, sustainable solutions for persistent problems in society especially in case of market failures and institutional voids.
- The rise of microfinance institutions that have lifted millions out of poverty e.g. Grameen Bank.
- The literature is fragmented and is in a 'Growth Phase' since the 2000s, Practitioner journals- Stanford Social Innovation Review.
- A complex phenomenon that overlaps with other widely studied concepts – 'Positive Social Change', 'Socially responsible innovation', 'Base of the Pyramid' innovations, 'Shared value creation', 'Grassroots Innovations'.

- Keyword literature search on EBSCOHost and Google Scholar databases with focus on the last 20 years.
- The most cited articles - Management and Social Entrepreneurship journals.
- Identified 72 articles. *Preliminary findings are based on 41 articles.*
- Articles coded using Nvivo 11 for Antecedents, Consequences, Enablers and Limiters of Social Innovation.
- Coding was also done across three levels of analysis along with the stakeholders of a Social Innovation.

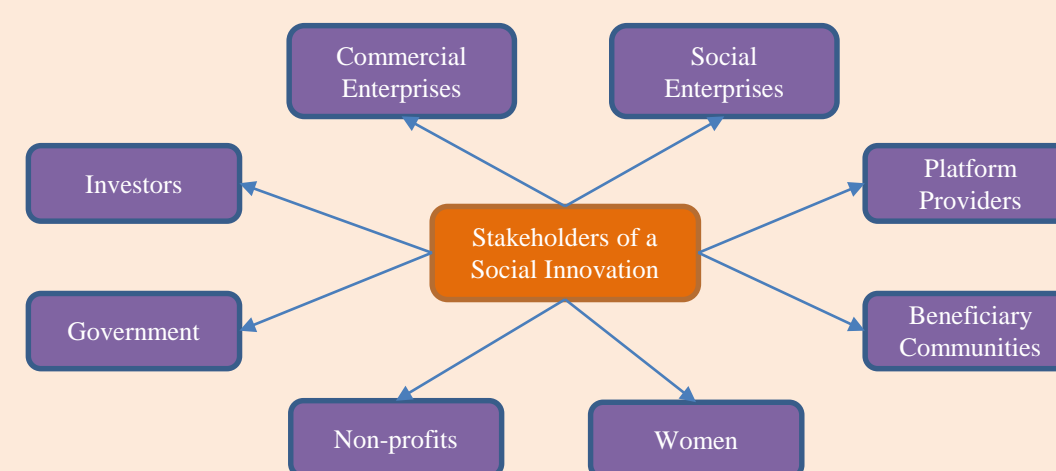
How is Social Innovation defined?

Definitions	Author(s)
...new ideas that work in meeting social goals ...developed and diffused through organisations whose primary purposes are social.	Mulgan et al, 2007
...improves the quality and quantity of life	Pol and Ville, 2009
...changes in the cultural structures that improve a society's economic and social performance	Hamalainen and Heiscala, 2007
...a measurable, replicable initiative that... creates shareholder and social value	Herrera, 2015
... system-changing —it permanently alters the perceptions, behaviours and structures around challenges	Centre for Social Innovation, 2008
... new social practices aimed at prompting social change	Santana, 2013
...novel solution that is more sustainable, or just than current solutions ...value accrues primarily to society rather than to private individuals	Phillis et. Al (2008) Stanford Ctr for SI (2017)

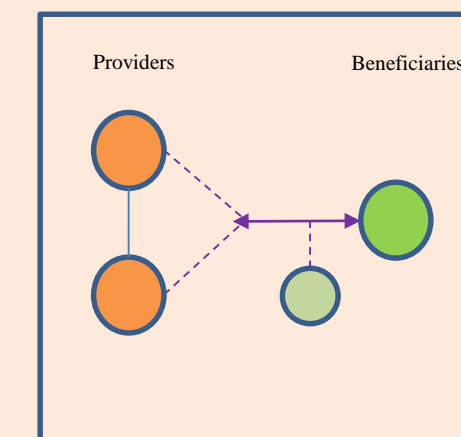
Which factors affect SI?

	Antecedents	Enablers	Limiters	Consequences
Individual	Personal hardships, Motive to create social value Social entrepreneurial opportunity Traditional heritage and family skills Human capital	User driven innovation approach Storytelling to cross cultural/social barriers Norm-value pairs: funder, innovator Previous experience.	Conflict in values of funder-entrepreneur. Marginalization by mainstream financial institutions Lack of talent - recruitment for social enterprises.	Economic empowerment Alteration of perceptions and behaviours towards social challenges. Overcoming mental limitations and personal development.
Organizational	Opportunity identification Effective stakeholder strategy Existing partnerships for business innovation. Pursue alignment of business performance with social goals	Leveraging local ties. Stakeholder co-creation efforts. Organizational norms and values that favour SI. Active participation in research networks	Failing to consider key stakeholders claims, contexts Solutions not prototyped to elicit feedback Lack of access to finance. Costs of educating/training;	Corporate Social Innovation – improvements in value chain. New Base of the Pyramid business models, markets Continuous co-learning with stakeholders.
Institutional	Convergence – public-private. Unique historical and cultural contexts. Activist/Social movements of change.	Knowledge sharing platforms Impact investing community Bricolage – mobilising community resources Common norms – facilitate coordination	Rigid social hierarchy and vested interests Local/State machinery corruption Culture of dependency due to government grants and NGOs	Creation of new relationships, social roles. Democratization of knowledge. Empowerment of marginalized communities.

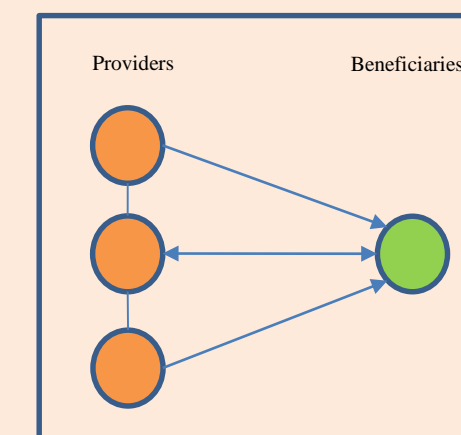
Who are the stakeholders of a SI?



Models of Social Innovation



The SI:	A round the year irrigation facility and sustainable agricultural practices.
Sources of SI	Tata Steel District agriculture department Pani Panchayat (Local administrative body)
Impact:	Provision of pump, pipeline, transformer. Exposure visits of 53 farmers to successful regions and Organic farming.
Why is it a SI?	'social need', 'innovative', 'sustainable', 'public > private',



The SI:	Cost effective hearing aids for low income households.
Sources of SI	Solar Ear (Social enterprise) Government of Brazil Private Audiologists
Impact:	50,000 distributed amongst hearing impaired persons from low income backgrounds across 40 countries.
Why is it a SI?	'social need', 'innovative', 'sustainable', 'public > private', 'scalable'

Preliminary findings and Future Research

- Antecedents (211 references) ; Enablers (253 references) ; Limiters (144 references); Consequences (258 references)
- Extensive cross coding for *consequences* and *enablers*. Minimum cross coding for limiters.
- Lack of discussion on women as enablers of SI.
- Social Enterprises and Social entrepreneurs are regarded as the more effective sources for developing SI.
- Lasting social impact at the intersection of business and society.
- **Practical implications:**
 - Enabling mechanisms of SI for Social Entrepreneurs,
 - How to institutionalize social innovation in commercial enterprises and gain access to new markets.
 - Advantage of a stakeholder approach compared to the shareholder approach.
- **Future Research:** A stakeholder categorization model for SI.
 - What is the *role of Platforms* in developing and scaling SI?
 - How is *Corporate Social Innovation* different from innovations by Social enterprises as a process and in impact?