**ISSN: 2247-6172**
**ISSN - L: 2247-6172**
**Review of Applied Socio- Economic Research**
(Volume 11, Issue 1/ 2016), pp 32
URL: http://www.reaser.eu
e-mail: editors@reaser.eu

# The concept of innovation in social economy. A review and a research agenda

Elena-Simina Lakatos [1, 2+], Oana-Bianca Bercea [1] and Laura Bacali [1]

[1] Management and Economic Engineering Department, Faculty of Machine Building, Technical University of Cluj-Napoca, Romania

[2] Center for Innovation and Organizational Sustainability, Romania

***Abstract:*** *Current research provides evidence that traditional business and public sector organizations are not the only structures that encourage development through innovation. A more recent form of organization known under the name of "social enterprise " has a great potential to innovate services, products and processes which can create social value. We have reviewed an array of social economy literature incorporating into it the concept of innovation. Following the grounded theory procedure we have analysed 59 papers in the field of social economy published between 1990 and 2014 so as to see the current state of knowledge regarding the innovative dimension of social enterprises. The innovative dimension of the social enterprise has been found to have been rather neglected by the research field, which tend to adhere to a more theoretical rather than empirical direction. A future research agenda is proposed here, so as to address this issue.*

**Keywords:** Social enterprise, Innovation, Social innovation, Social entrepreneurship, Social value

**JEL Classifications: O350, L26, L310, L230**

## 1. Introduction

The fact that the borderline between the private, public and the third sector has increasingly become more difficult to draw is no news. Partly, it is because these three sectors have begun collaborating, both formally and unofficially, in order to deliver services or products for the general public or target groups. Concepts such as "social entrepreneurship " or "social enterprises " are often wrongly associated with the non-profit sector, which is thought to have intended to complement the public sector in addressing certain social needs.

Luke (2013) notes that while actually different, the concepts "social entrepreneurship " and "social enterprise " are often mistaken for one another, failing to take into account that not every enterprise is also entrepreneurial. He also highlights the difference between social enterprises and the traditional non-profit organizations reflected by the business type approach to social problems that characterise social enterprises.

+ Corresponding author. Tel.: + (40-742/516554)
*E-mail address*: simina.lakatos@mis.utcluj.ro

ISSN: 2247-6172
ISSN - L: 2247-6172
Review of Applied Socio- Economic Research
(Volume 11, Issue 1/ 2016), pp 33
URL: http://www.reaser.eu
e-mail: editors@reaser.eu

Social entrepreneurship is regarded as a sub-discipline of entrepreneurship and its definition by Certo (2008) argues that social entrepreneurship consists of "identification, assessment and exploitation of opportunities resulting in social value ".

Austin et al. (2006) add the innovative feature of social entrepreneurship activities and refer to the diversity of the social environments in which it can materialise: the public, the private or the non-profit setting. Hence, social entrepreneurship is not solely destined for the non-profit sector.

The social enterprise is an operator within the social economy, whose main objective is rather having a social impact than making a profit for shareholders or other stakeholders. It provides the market with certain goods and services, doing so in an entrepreneurial and innovative manner, using the gained profit primarily for the achieving social goals. The social enterprise operates in an open and accountable way and it is particularly characterised by the involvement of its employees, consumers and stakeholders who are affected by its commercial activities (European Commission, Social Business Initiative 2011).

Defined as the implementation of non-governmental approaches and based on market economy in order to meet social problems, social enterprises can take various forms as a result of the particular needs and the institutional structure of each country (Kerlin 2009).

Social entrepreneurship can be identified in social enterprises when a particular person or a group of people (Peredo 2006): (1) aspire to offer social value exclusively or in a prominent way and pursue this goal through a combination of (2) recognition and exploitation of opportunities in order to create value; (3) engagement of innovation; (4) risk tolerance; and (5) refusal to accept the limitations of available resources.

Therefore, innovation is a part of social entrepreneurship and it has an important place within social enterprises. The present paper systematically analyses the concept of innovation within the body literature pertaining to social economy and purports to set a research agenda that would provide practitioners with relevant contributions in the field as well as required research efforts so as to better understand innovation in such organizational structures.

## 2. The concept of innovation

In simple terms, innovation is about doing something different (Costello and Prohaska 2013). An innovation can be a product, a service or a process (Brynteson 2010; Union 2013). Kao (2007) defines innovation as "the ability of individuals, companies and entire nations to continuously create their desired future".

Thus, innovation has three dimensions: individual, organizational (e.g., private companies, public companies, NGOs) and also territorial facets (e.g., local level, regional level, national level, global level). Our main concern is organizational innovation with emphasis on social ventures.

The European Commission through Innovation Union supports innovation due to its capacity to (Union 2013) create job opportunities for all, especially the young; get the economy back on track; make companies more competitive in the global market; solve the challenges of an ageing population; secure resources like food and fuel; fight global warming; and improve smart and green transport.

Brynteson (2010) asserts that innovation leads to individual wealth in any economy and creates opportunities to new economic growth. He argues that human resource is the real competitive advantage

ISSN: 2247-6172
ISSN - L: 2247-6172
Review of Applied Socio- Economic Research
(Volume 11, Issue 1/ 2016), pp 34
URL: http://www.reaser.eu
e-mail: editors@reaser.eu

of a company in the process of innovation, by means of motivating that "processes, technologies, capital and products can all be duplicated" (Bryteson 2010).

Reference to innovation in organizations whose primary purpose is social can be found in specialized literature, under the name of "social innovation". Social innovation regards innovation activities and services that aim to meet social needs, in contrast with business innovation, the primary focus of which is the maximisation of profit (Mulgan 2006; Brown and Wyatt 2010).

The second step in the process of social innovation focuses on generating ideas – ideation. Solutions should be generated according to results obtained in previous steps which would be construed favourable to change (Brown and Wyatt 2010).

The implementation phase refers to selection of best ideas from the ideation phase and transforming them into an objective, complete action plan that involves its testing in practice (Bryan and Wyatt 2010; Mulgan 2006). Mulgan (2006) explains that few plans succeed in reality, although they may be supported by market research and desk analysis. He concludes that the recipe for progress involves prototyping or piloting of the idea and stimulating enthusiasm for it.

## 3. The Methodology of Review

The current paper, entitled "The concept of innovation in social economy" aims at identifying the innovative perspective in social economy by means of content analysis of most influential publications in the field.

In order to approach innovation in social economy we analyse content published in social economy (SE) studies. The goal is to examine how innovation is perceived in relation to social economy and to identify the direction towards where it moves. In the following sections details of methods employed to identify and analyse published works in the field are provided.

We have performed a systematic review according to a predefined search strategy respecting the process stages as suggested by Kitchenham (2004): (1) planning – justification and protocol; (2) conducting the review - identification of research, selection of primary studies, study quality assessment, data extraction & monitoring and data synthesis; and the final stage (3) reporting the review. The selection procedure is similar to that followed by Mainela et al. (2014) in their review and research agenda pertaining to the concept of international opportunity in entrepreneurship. We propose the following protocol for relevant literature identification.

**Table 1:** Protocol for SE literature identification

| Criteria | Reasons |
|---|---|
| (1) Publications in the field of SE | We search ISI Web of Science databases for papers on social economy;<br>We select works in social economy related subject categories such as: business economics, public administration, social science, sociology, government law, social work and social issues.<br>We add industry related subject categories (engineering, science technology, computer science, material science, robotics etc.) so as to examine the role of social |

ISSN: 2247-6172
ISSN - L: 2247-6172
Review of Applied Socio- Economic Research
(Volume 11, Issue 1/ 2016), pp 35
URL: http://www.reaser.eu
e-mail: editors@reaser.eu

| | |
|---|---|
| | economy in industry.<br>We search for works with the following keywords in their title: social economy/ non-profit organizations/ non-governmental organizations/ social enterprise/ social entrepreneurship, to ensure a wider approach of the concept. |
| (2) Publications between 1990-2014 | We set the starting point of our research so it correspond with the rise of social economy institutions in Eastern Europe (Noya and Clarence 2007) as a consequence of totalitarian states collapse (1990); |
| (3) Publications in peer-reviewed journals | We select only the works published in journals with an ISI-impact factor over 1.000 in 2013 ranking; |
| (4) Publication at full-length journal article or review | We exclude book reviews and conference proceedings papers; |
| (5) Incorporation of innovation concept | We record the occurrence of innovation concept in abstracts, keywords and/or content of papers; We analyse the contexts of the concept |

In the early phase all the works related to social economy published between 1990 and 2014 have been identified in ISI Web of Science. Secondly, we have selected from them only such materials published in journals with ISI-impact factor of over 1.000 in the 2013 ranking, so as to ensure the quality of materials and of the review process. Out of 116 works matching the impact factor criterion, only 59 were approaching the concept of innovation within their content and therefore they were retained for further analysis.

We have deliberately chosen to select only articles, refraining from extending our search to books and book chapters, as a wider literature area would affect the quality of the content analysis and also, because of accessibility of the articles published in journals.

For the content analysis we propose three types of coding: (1) open coding; (2) axial coding; and (3) selective coding to construct our theories. Firstly, we have identified and sorted the relevant literature in the field. Secondly, we have extracted innovation-directly-related paragraphs from the materials to be coded according to typical methodology. Finally, we have formulated a research agenda for the future.

The analysis was developed using the content analysis procedure that belongs in grounded theory (Strauss and Corbin 1990). As noted, we have analysed our materials using three types of coding: open coding, axial coding and selective coding.

Open coding allowed us to break the data into pieces and label all relevant data regarding our subject. We have discovered codes describing specific phenomena (properties) that were gathered under a category.

The next step has been axial coding, aimed at refining and differentiating categories which had resulted from the open coding (Flick 2009). The methodology used is that originated by Strauss and Corbin (1990) as it allowed us to discover and establish structures and relationships between all types of data labels (phenomena, concepts and categories). The coding paradigm model is represented in the figure below.

ISSN: 2247-6172
ISSN - L: 2247-6172
Review of Applied Socio- Economic Research
(Volume 11, Issue 1/ 2016), pp 36
URL: http://www.reaser.eu
e-mail: editors@reaser.eu

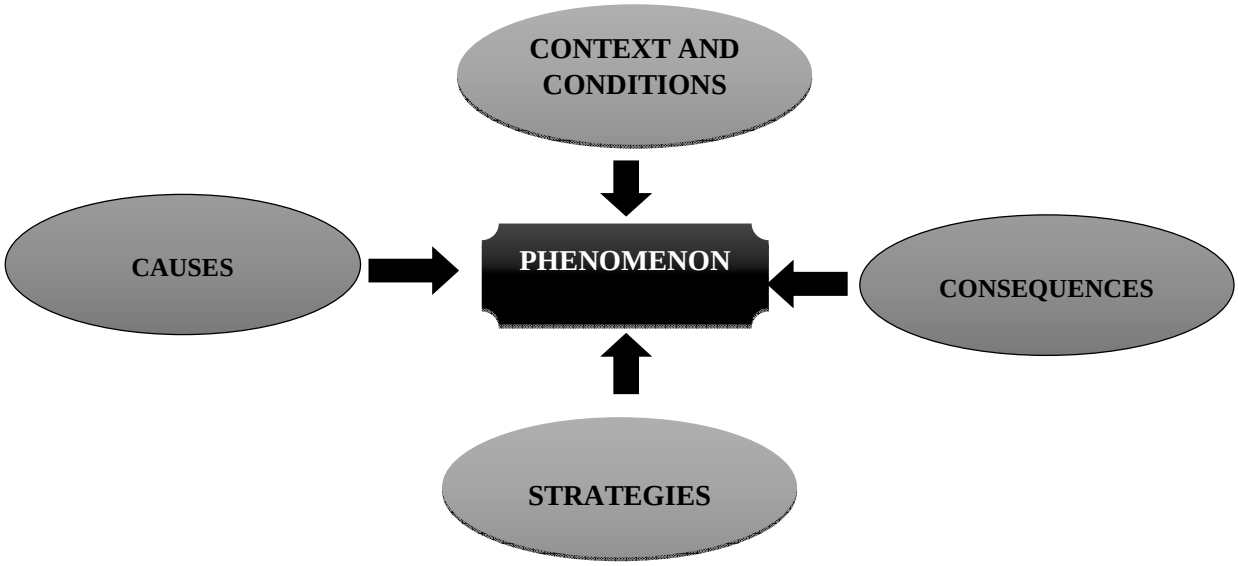


**Fig. 1:** Axial coding model

We continued our coding procedure with selective coding. Selective coding represents a prosecution of axial coding at a higher level of abstraction. At this point, the development and integration of axial coding is compared to other groups that focus on possible concepts or variables of interest. It might imply search for further examples and evidence for core categories that will help at the development of case stories (Flick 2009).

## 4. Results of the review

The analysis reveals that early stage of social economy literature tends to approach innovation as it had been referred to before 2003, when the concept of innovation or social innovation was absent in high impact journals. Out of 59 selected articles, 21 were published between 2003 and 2009, followed by the rest of 38 which had been published between 2010 and 2014. The year with the highest number of works in the field of social economy incorporating the concept of innovation had been, by far, 2012, with 13 articles. The reviewed works and their research focus are presented in Table 2 below.

**Table 2:** The reviewed studies on innovation in social enterprises

| *Study* | *Method* | *Research focus* |
|---|---|---|
| *Allen et al. (2010)* | Case study | Using the social entrepreneurship approach to create innovative and sustainable applied health research outcomes |
| *Bahmani, Galindo and Mendez (2012)* | Secondary data,;quantitative | Effect of NGOs, human capital and entrepreneurship on economic growth |

ISSN: 2247-6172
ISSN - L: 2247-6172
Review of Applied Socio- Economic Research
(Volume 11, Issue 1/ 2016), pp 37
URL: http://www.reaser.eu
e-mail: editors@reaser.eu

| | | |
|---|---|---|
| *Barr, Fafchamps and Owens (2005)* | Survey | Activities, resources and governance; structure of NGOs in Uganda |
| *Cardoso, Meireles and Peralta (2012)* | Survey | Conceptual model for social economy organizations |
| *Chell (2007)* | Conceptual | The nature of social enterprise |
| *Chesbrought (2006)* | Case study | The role of NGOs in development of innovative and successful business models |
| *Choi and Majumdar (2014)* | Conceptual | Novel conceptual understanding of social entrepreneurship |
| *Cornelius et al. (2008)* | Conceptual | Corporate relationship between social enterprises, social awareness and action related to corporate social responsibility |
| *Corner and Ho (2010)* | Interviews, secondary data | Opportunity identification in social Entrepreneurship |
| *Coule and Patmore (2013)* | Interviews, document analysis | Conceptualization of non-profit innovation |
| *Datta and Gailey (2012)* | Case study | Women entrepreneurship in India |
| *Dees (2012)* | Conceptual | The two cultures of social entrepreneurship |
| *Dempsey (2010)* | Conceptual | Assessment of social entrepreneurship practices and effects |
| *Desa and Basu (2012)* | Secondary data, quantitative | Approaches used by social ventures to mobilize critical resources: optimization and bricolage |
| *Desa (2011)* | | Effects of regulatory, political and technological institutions on resource-mobilization |
| *DiDomenico, Tracey and Haugh[2] (2009)* | Conceptual | Social economy involvement in public service delivery |
| *Felicio, Gonçalves and Gonçalves (2013)* | Survey, interviews | Roles of social entrepreneurship and transformational leadership in explaining the social value and the organizational performance of non-profit social organizations |
| *Hemingway (2005)* | Conceptual | Personal values as drivers of entrepreneurs' behaviour |
| *Herranz, Council and McKay (2011)* | Case study | Government's financial role in a tri-value social enterprise |
| *Kerlin (2012)* | Case study | Conceptual framework for social enterprises based on institutional factors |
| *Kong (2008)* | Conceptual | Strategic management in non-profit organizations |
| *Korosec (2006)* | Survey, Interviews | Support of public administration for social enterprises |
| *Kourula (2010)* | Case study | Engagement with non-governmental organizations |
| *Lasprogata and Cotton (2003)* | Conceptual | Business and legal boundaries in social entrepreneurship |
| *Lepoutre et al. (2013)* | Survey | Measuring population-based social entrepreneurship activity |
| *Liu and Ko (2011)* | Case study | Learning mechanisms in developing marketing capability to deploy social enterprises' resources in |

ISSN: 2247-6172
ISSN - L: 2247-6172
Review of Applied Socio- Economic Research
(Volume 11, Issue 1/ 2016), pp 38
URL: http://www.reaser.eu
e-mail: editors@reaser.eu

| | | |
|---|---|---|
| | | the marketplace |
| *Luke and Chu (2013* | Interviews | Distinctions between social enterprise and social entrepreneurship |
| *Mair and Marti (2006)* | Conceptual | Social entrepreneurship research |
| *Martin and Novicevic (2010)* | Case study | The role of social entrepreneurship, servant leadership, and acculturation in reducing the problems of poverty in Kenya |
| *Mayer and Ganahl (2014)* | Conceptual | Offering non-profit-like tax benefits to hybrid entities |
| *Maclean, Harvey and Shaw (2012)* | Case study | The role of sites and spaces of socially innovative philanthropic in their success |
| *Miller et al. (2012)* | Conceptual | Mechanisms that transform compassion into social entrepreneurship and institutional conditions under which they are most likely to do so |
| *Montgomery, Dacin and Dacin (2012)* | Case study | The role of collective social entrepreneurship |
| *Neck, Brush and Allen (2009)* | Conceptual | The concept of social entrepreneurship |
| *Nga and Shamuganathan (2010)* | Survey | The influence of Big Five Personality Traits on social entrepreneurship dimensions |
| *Nicholls (2009)* | Case study | Reporting practices used by social entrepreneurs in terms of their institutional settings and strategic objectives |
| *Nicholls[1] (2010)* | Case study | Analysis of the regulatory space within which the reporting and disclosure practices for Community Interest Companies were negotiated |
| *Nicholls[2] (2010)* | Conceptual | Conceptualizing social entrepreneurship as a field of action in a pre-paradigmatic state |
| *Nicolaescu (2012)* | Conceptual | Initiatives and methodologies to evaluate the good practices in social economy |
| *Nisar (2013)* | Case study | Implementation constraints in social enterprise and community public private partnerships |
| *Squazzoni (2009)* | Case study | The role of social entrepreneurs and social capital as drivers of economic development initiatives at a regional level |
| *Peredo and McLean (2006)* | Conceptual | Review of the concept of social entrepreneurship |
| *Popoviciu I. and Popoviciu S. A. (2011)* | Conceptual | Conceptualization and specific components of entrepreneurship |
| *Reinhardt et al. (2009)* | Case study | Description of world environment within which NGOs that address health issues have to operate |
| *Ridley-Duff (2007)* | Conceptual | Differences between individualist and communitarian views of social organization explaining the effects of beliefs about social identity, consensus and diversity on corporate governance |
| *Ruebottom (2013)* | Case study | Rhetorical strategy that overcome the difficulties in |

ISSN: 2247-6172
ISSN - L: 2247-6172
Review of Applied Socio- Economic Research
(Volume 11, Issue 1/ 2016), pp 39
URL: http://www.reaser.eu
e-mail: editors@reaser.eu

| | | |
|---|---|---|
| | | building legitimacy in social entrepreneurship |
| *Sakarya (2012)* | Case study | Inputs, outcomes and social transformation of social alliances |
| *Santos (2012)* | Conceptual | Advancing scholarly research in social entrepreneurship |
| *Short, Moss and Lumpkin (2009)* | Secondary data, quantitative | Social entrepreneurship research |
| *Sud, VanSandt and Baugous (2009)* | Conceptual | Ability of social entrepreneurship to provide solutions on large-scale social issues |
| *Tremblay, Gutberlet and Peredo (2010)* | Case study | Socioeconomic aspects of resource recovery, capacity of social entrepreneurship for community development, and policy framework |
| *Tucker et al. (2012)* | Conceptual | Social entrepreneurship for sexual health approach for at risk populations |
| *VanSandt, Sud and Marme (2009)* | Case study | Alternate methods of expansion, scaling and replication, and examination of potential catalysts enabling social entrepreneurs to attain social improvement |
| *Weber (2012)* | Interview | Frances Westley: social innovation and social enterprise in the classroom |
| *Weerawardena and Mort (2006)* | Case study | A multidimensional model of social entrepreneurship |
| *Wright, Marston and McDonald (2011)* | Case study | Development of welfare-to-work policies and comparison of delivery traditions in the UK and Australia |
| *Yiu et al. (2014)* | Case study | Sentimental motivation for engaging in social entrepreneurial activities |
| *Zahra et al.(2008)* | Conceptual | Forces leading to the globalization of social entrepreneurial activities |
| *Zahra, Newey and Li (2013)* | Conceptual | Extending the field of international entrepreneurship through social entrepreneurship |

Social and environmental problems that describe current society (Neck, Brush and Allen 2009) are often avoided by the profit seeking business sector, leaving room for those whose mission is not just to gain economic advantages, but also to solve social problems through the creating of social innovation (Popoviciu I. and Popoviciu S. A., 2011; Tucker et al. 2012). Social entrepreneurships as it is called, combines social and economic drivers aimed at creating new technology and innovation that will, in turn, generate income for disadvantaged people, providing solutions for poverty-stricken areas (Corner and Ho 2010). Its key role concerns the innovation of welfare and environmental policies, restoring economic activity and responding to global crisis (Nicholls 2009) as it is easier to introduce radical innovation in social new ventures rather than in welfare organizations (Zahra et al. 2008).

These markets, neglected by the for-profit sector, are even more present in developing countries where the way of living and changes are characterized by less variation and slower movement than would be the case in developed countries (Chesbrought et al. 2006) and they foster innovative processes, technologies and sustainable socio-economic development opportunities (Nga and Shamuganathan 2010). In contrast,

ISSN: 2247-6172
ISSN - L: 2247-6172
Review of Applied Socio- Economic Research
(Volume 11, Issue 1/ 2016), pp 40
URL: http://www.reaser.eu
e-mail: editors@reaser.eu

social economy in developing countries is considered in more complex and diverse terms (Barr, Fafchamps and Owens 2005), leaving space for further innovation process (Bahmani, Galindo and Mendez 2012) and technology (Nga and Shamuganathan 2010) which, in turn, results in people's empowerment, creation of new social relations and collaboration patterns (Nicolaescu 2012).

Innovative environment is characterized by uncertainty and limited resources (Cardoso, Meireles and Peralta 2012) coupled with individual passion to be an agent of social change (Nga and Shamuganathan 2010). Social innovation barriers concerns difficulty in (Dees 2012): attracting sufficient skilled personnel; attracting affordable skilled personnel; retaining sufficient skilled personnel; and retaining affordable skilled personnel.

Apart from skills, personnel's characteristics such as attitude, competencies, experience, tacit knowledge, innovativeness and talent play an essential role in innovation and strategic renewal that lead to social innovation (Kong 2008; Choo and Bontis 2002; Guerrero 2003; Roos and Jacobsen 1999). Knowledge sharing mechanisms are important where the personnel have a major role in achieving the organizational objectives such as social innovation. Liu and Ko (2011) had identified two main mechanisms for knowledge sharing in social enterprises, namely, recruitment of experience staff from other social enterprises; and knowledge exchange through formal associations and informal social networks. The social entrepreneurial framework is presented in the table below.

**Table 3**: Social entrepreneurial framework

| | |
|---|---|
| **Mission** | To create and sustain social value (Allen et al. 2010; Cardoso, Meireles and Peralta 2012; Lasprogata and Cotton 2003; Nga and Shamuganathan 2010; Nicholls 2009; Peredo and McLean 2006; Choi and Majumdar 2014). |
| **Means** | ✓ Continuously recognizing and pursuing new opportunities (Allen et al. 2010; Lasprogata and Cotton 2003; Luke and Chu 2013; Peredo and McLean 2006; Corner and Ho 2010);<br>✓ Acting boldly (Allen et al. 2010);<br>✓ Innovation (Peredo and McLean 2006);<br>✓ Adaptation and learning (Allen et al. 2010; Lasprogata and Cotton 2003; Luke and Chu 2013)<br>✓ Demonstrating a heightened sense of accountability (Allen et al. 2010; Lasprogata and Cotton 2003; Peredo and McLean 2006);<br>✓ Involvement of disadvantaged groups, e.g., handicapped, aged, underprivileged, children at risk, young people at risk (Cardoso Meireles and Peralta 2012);<br>✓ Profit reinvestment (Cardoso, Meireles and Peralta 2012; Nga and Shamuganathan 2010; Nicholls 2009);<br>✓ Risk toleration (Peredo and McLean 2006);<br>✓ Overcoming financial limitations by means such as dependency on public and private funds (Cardoso, Meireles and Peralta 2012; Peredo and McLean 2006). |

ISSN: 2247-6172
ISSN - L: 2247-6172
Review of Applied Socio- Economic Research
(Volume 11, Issue 1/ 2016), pp 41
URL: http://www.reaser.eu
e-mail: editors@reaser.eu

Social innovation requires resource mobilization (Desa and Basu 2013). A combination of resources might be needed; opportunities must be exploited and social needs have to be satisfied (Felicio, Gonçalves and Gonçalves 2013; Nicolaescu 2012; Yiu et al. 2014) through the development of social goods or services (Felicio, Gonçalves and Gonçalves 2013). Therefore, social innovation has social means and social ends and it enhances society's capacity to act (Zahra, Newey and Li 2014).

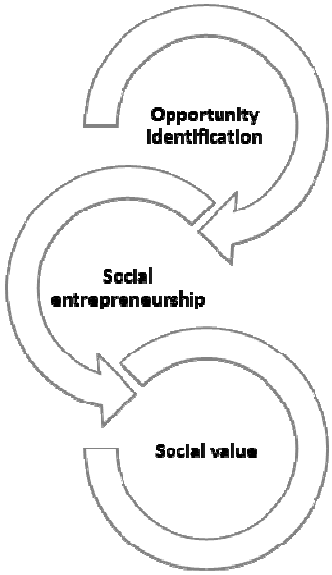


**Fig. 2:** The process of social innovation

The organizational structure that fosters the achievement of social values is referred to as "social enterprise", which, in actual terms, is a hybrid organization with both business and social duties (Liu and Ko 2011). The aim of social enterprise is to identify solutions for social problems in the fields of education, healthcare, poverty, hunger and environmental problems related to energy, water, climate change, etc. (Neck, Brush and Allan 2009). The social enterprise has a social goal that can be achieved through a combination of social entrepreneurship and business (Nga and Shamuganathan 2010; Weber 2012).

Social enterprises differ from non-profit organizations in such areas as strategies, structures, norms, values, innovation and opportunities (Dart 2004) which are used to create social impact (Sud 2009). The social enterprise would normally consist of people (or groups of people) that have the entrepreneurial skills and resources to achieve social goals through process that favours analysis, integration, reconfiguration, rejection, adaptation and implementation of solutions that would result in social innovation (Popoviciu I. and Popoviciu S. A., 2011). Generally, initiative and innovation are the two main pillars of social value creation (Felicio, Gonçalves and Gonçalves 2013) which, in turn, can be translated into income for the economically disadvantaged or for delivering needed goods, e.g., medical supplies, to poverty-stricken areas (Corner and Ho 2010) where the initiative is the driver while the innovation is the means. Practical skills practice, possession of resources, cooperation, active understanding and practical

ISSN: 2247-6172
ISSN - L: 2247-6172
Review of Applied Socio- Economic Research
(Volume 11, Issue 1/ 2016), pp 42
URL: http://www.reaser.eu
e-mail: editors@reaser.eu

skills discovery are conditions that need to be met by teams operating in social enterprises (Popoviciu I. and Popoviciu S. A., 2011).

Innovation rises mostly from collaboration between initiatives which are translated into horizontal social alliances, mixed partnerships and inter-sectorial enterprises (Squazzoni 2008; Squazzoni 2009; Austin 2000). Reasons behind such collaborations generally might be found in the need for tapping resources, knowledge and expertise (Montgomery, Dacin and Dacin 2012).

Social alliances are described as "voluntary collaborations between business and social enterprises addressing social problems" that cannot be solved through the action of a single organization (Sakarya et al. 2012). For the business partner this type of collaboration can provide a means for leveraging resources outsides organization's control in the search of innovation and new competences and opportunities (Austin 2000; Austin and Reficco 2009; Kanter1999).

The United Kingdom Government (2014) in "Partnerships: A review of two aspects of the tax rules" asserts that mixed partnerships include individual and non-individual partners such as companies and trustees. Inter-sectorial initiatives involve formal engagement of business, government and/or non-profit organizations in achieving common goals. Two specific partnerships can be singled out: public-private partnerships and business-non-profit partnerships. Projects that developed as inter-sectorial partnerships must promote best value through improvements in service and innovation. This goal can be achieved through a strategic framework that would allow for opportunities to boost delivery of goods and services and to augment the value for money (Nisar 2013).

Irrespective of the type of collaboration, there are three major phases in establishing a functional partnership (Montgomery, Dacin and Dacin 2012):

Phase 1: Outreach. This involves identification of issues, goal establishment and communication flow;

Phase 2: The process of collective learning. In this phase, trust building has been found to have a major impact for social networking and innovation relationship (Chen and Wang 2008) with networking relationships being essential for facilitating innovation (Sanchez-Famoso, Maseda and Iturralde 2014). Also, the teams involved must share intellectual capital and understanding of issues (Montgomery, Dacin and Dacin 2012; Nga 2010);

Phase 3: Innovation/Co-creation/Joint action.

We have noted that the literature in the field of social economy approaches the concept of innovation mainly at the descriptive level, leaving room for further research that would provide a more in-depth view of practical results in the field. With regard to our research design approach, we have identified some general disadvantages in using the grounded theory, particularly in three main aspects (Offredy and Vickers 2013):

- The subjectivity of the data leads to difficulties in establishing reliability and validity of approaches and information.
- It is difficult to detect or to prevent researcher-built-in bias.
- The presentation of results - the highly qualitative nature of the results can make them difficult to present in a manner that can actually be used by practitioners

Our review has certain limitations that need to be mentioned. The review was limited to the period 1990-2015. From the available research materials consisting of books, book chapters, reviews, editorials and articles, only the latter were selected for further analysis. Also, the process of selection was based on

ISSN: 2247-6172
ISSN - L: 2247-6172
Review of Applied Socio- Economic Research
(Volume 11, Issue 1/ 2016), pp 43
URL: http://www.reaser.eu
e-mail: editors@reaser.eu

relative criteria based on authors' rationale which might have led to a certain bias, whereas the researchers involved followed a carefully built assessment structure. We have only selected the articles on social economy that explicitly used innovation as a theoretical or empirical concept in their content and did not look for alternative options.

## 5. Agenda for future research

Our research agenda recommends that more innovative focus should be placed on research in social economy as it seems to be an insufficiently exploited field in the reviewed literature. Innovation is a broad international concept that can be applied into nearly all sectors and all domains. Moreover, different forms of collaboration are created to support development of innovations with high level impact. All these aspects call for a multitude of research subjects and approaches to innovation that can develop and further elaborated.

The primary research concerns regarding specific types of innovation that can be found in social organizations point at social innovation. In this context, we propose the following research framework vis-à-vis social innovation, based on organizational form and type of innovation, presented in fig.3.

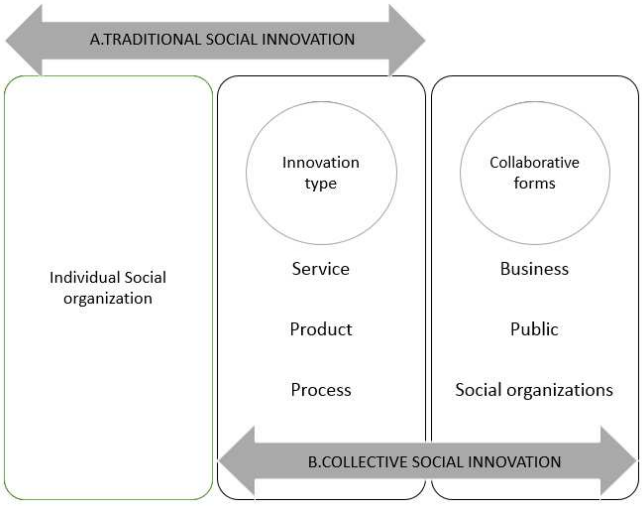


**Fig. 3** A general research framework on social innovation

Innovation can be regarded as (i) activity leading to an output in terms of new product success, time to enter the market and number of new services; and (ii) activity leading to an output such as research and development investments and efforts to bring innovations to market (Jaw and Law 2010). Traditional social innovation is understood as social innovation developed by a single social organization irrespective of its legal form. In this context, we distinguish between three types of innovations: service innovation, product innovation and process innovation.

We recommend that further research on service innovation is pursued, so as to enable the creating of social value. Such research can go into comparative studies between services and their different responding fashion to the same social needs; exploration of the relationship between the successful social innovative services and user implication in the process of their development; and research into different

ISSN: 2247-6172
ISSN - L: 2247-6172
Review of Applied Socio- Economic Research
(Volume 11, Issue 1/ 2016), pp 44
URL: http://www.reaser.eu
e-mail: editors@reaser.eu

aspects of the organizational structure (decision making, organizational culture, communication strategies, human resource etc.) and their influence on the construction of social innovative services.

Alongside research into the role of human capital (see Carmona-Lavado, Cuevas-Rodríguez and Cabello-Medina 2010; Dakhli and De Clercq 2004; Lee, Florida and Gates 2010) and product cycle of innovative products, further marketing research is called for, which would focus on innovative social products, while also considering the role of practitioners. Studying the specifics of the manner in which products address social requires assessment of the socio-economic life cycle of the product so as to determine its social and economic aspects and their possible positive (or negative) impact throughout their life cycle (see Unep Setac Life Cycle Initiative 2009).

Furthermore, research focusing on specific process innovations (case studies) within social organizations and their background can contribute to more efficient social services provided by social entrepreneurs.

Generally, collaboration aimed at producing social value must always generate value for both parties and the society at large (Perrini and Vurro 2006). In this regard, several types of collaboration that requires further research can be initiated:

- Service/product/process innovation in business-social organizations partnerships
- Service/product/process innovation in public-social organizations partnerships
- Service/product/process innovation in partnerships between social organizations

We consider that in the case of intra-sector partnerships, both partners should have the interest to innovate a similar process that works in their organization. Therefore, the research interest is to identify and analyse the drivers of involvement in process innovation partnerships for social value creation.

More complex forms of collaboration for social value creation are tri-sector partnerships (Perrini and Vurro 2006) that, in our case, involve the association of business, social organizations and public sector. This type of partnership was not examined separately within our research framework, but we consider it important to mention as is implies more complex dynamics. But since the present research literature examined lacks empirical studies on the basics forms of collaboration for the creation of social value, it seems to be not, as yet, ripe to properly approach this subject.

**Acknowledgement:** This paper is supported by the Ministry of National Education, the Executive Unit for Financing Higher Education, Research, Development and Innovation (UEFISCDI) Programme Partnerships in Priority Domains - PN-II-PT-PCCA-2013-4-0616.

## References

1. Allen, L. K., Hetherington, E., Manyama, M., Hatfield, J. M., & van Marle, G. (2010). Using the social entrepreneurship approach to generate innovative and sustainable malaria diagnosis interventions in Tanzania: a case study. Malaria journal, 9(1), 42
2. Austin, J. E. (2000). Strategic Collaboration Between Nonprofits and Businesses. *Nonprofit and Voluntary Sector Quarterly*. http://doi.org/10.1177/089976400773746346
3. Austin, J., & Reficco, E. (2009). Corporate Social Entrepreneurship. *Working Papers Harvard Business School Division of Research.*

**ISSN: 2247-6172**
**ISSN - L: 2247-6172**
**Review of Applied Socio- Economic Research**
(Volume 11, Issue 1/ 2016), pp 45
URL: http://www.reaser.eu
e-mail: editors@reaser.eu

4. Austin, J., Stevenson, H., & Wei-Skillern, J. (2006). Social and commercial entrepreneurship: Same, different, or both? *Entrepreneurship: Theory and Practice*, *30*(1), 1–22. http://doi.org/10.1111/j.1540-6520.2006.00107.x
5. Bahmani, S., Galindo, M.-A. M.-Á., Méndez, M. T., & Teresa Mendez, M. (2012). Non-profit organizations, entrepreneurship, social capital and economic growth. *Small Business Economics*, *38*(3, SI), 271–281. http://doi.org/10.1007/s11187-010-9274-7
6. Barr, A., Fafchamps, M., & Owens, T. (2005). The governance of non-governmental organizations in Uganda. *World Development*, *33*(4), 657–679. http://doi.org/10.1016/j.worlddev.2004.09.010
7. Brown, B. T., & Wyatt, J. (2010). Design Thinking for Social Innovation. *Stanford Social Innovation Review*, *Winter*(Winter 2010), 30–35. http://doi.org/10.1108/10878571011042050
8. Brynteson, R. (2010). The manager's pocket guide to innovation. Human Resource Development.
9. Cardoso, L., Meireles, A., & Peralta, C. F. (2012). Knowledge management and its critical factors in social economy organizations. *Journal of Knowledge Management*. http://doi.org/10.1108/13673271211218861
10. Carmona-Lavado, A., Cuevas-Rodríguez, G., & Cabello-Medina, C. (2010). Social and organizational capital: Building the context for innovation. *Industrial Marketing Management*, *39*(4), 681–690. http://doi.org/10.1016/j.indmarman.2009.09.003
11. Chell, E. (2007). Social enterprise and entrepreneurship towards a convergent theory of the entrepreneurial process. International small business journal, 25(1), 5-26
12. Certo, S. T., & Miller, T. (2008). Social entrepreneurship: Key issues and concepts. *Business Horizons*, *51*(4), 267–271. http://doi.org/10.1016/j.bushor.2008.02.009
13. Chen, M., & Wang, M. (2008). Social networks and a new venture ' s innovative capability : the role of trust within entrepreneurial teams. *R & D Management*, *38*(3), 253–264.
14. Chesbrough, H., Shane, A., Megan, F., & Stephane, G. (2006). Business Models for Technology in the Developing World : The Role of Non-Governmental Organizations. *California Management Review*, *48 Spring*(3), 48–61.
15. Choi, N., & Majumdar, S. (2014). Social entrepreneurship as an essentially contested concept: Opening a new avenue for systematic future research. *Journal of Business Venturing*, *29*(3), 363–376. http://doi.org/10.1016/j.jbusvent.2013.05.001
16. Choo, C. W., & Bontis, N. (2002). The strategic management of intellectual capital and organizational knowledge. Oxford University Press
17. Cornelius, N., Todres, M., Janjuha-Jivraj, S., Woods, A., & Wallace, J. (2008). Corporate social responsibility and the social enterprise. *Journal of Business Ethics*, *81*(2), 355–370. http://doi.org/10.1007/s10551-007-9500-7
18. Corner, P. D., & Ho, M. (2010). How opportunities develop in social entrepreneurship. *Entrepreneurship: Theory and Practice*, *34*(4), 635–659. http://doi.org/10.1111/j.1540-6520.2010.00382.x
19. Costello, T., & Prohaska, B. (2013). Innovation. IT Professional, 15(3), 62-64

ISSN: 2247-6172
ISSN - L: 2247-6172
Review of Applied Socio- Economic Research
(Volume 11, Issue 1/ 2016), pp 46
URL: http://www.reaser.eu
e-mail: editors@reaser.eu

20. Coule, T., & Patmore, B. (2013). Institutional logics, institutional work, and public service innovation in non-profit organizations. *Public Administration*, *91*(4), 980–997. http://doi.org/10.1111/padm.12005
21. Dakhli, M., & De Clercq, D. (2004). Human capital, social capital, and innovation: a multi-country study. *Entrepreneurship & Regional Development*. http://doi.org/10.1080/0898562041000167783 5
22. Dart, R. (2004). The legitimacy of social enterprise. *Nonprofit and Voluntary Sector Quarterly*, *14*, 411–424. http://doi.org/10.1002/nml.43
23. Datta, P. B., & Gailey, R. (2012). Empowering Women Through Social Entrepreneurship: Case Study of a Women's Cooperative in India. *Entrepreneurship: Theory and Practice*, *36*(3), 569–587. http://doi.org/10.1111/j.1540-6520.2012.00505.x
24. Dees, J. G. (2012). A Tale of Two Cultures: Charity, Problem Solving, and the Future of Social Entrepreneurship. *Journal of Business Ethics*, *111*(3), 321–334. http://doi.org/10.1007/s10551-012-1412-5
25. Dempsey, S. E., & Sanders, M. L. (2010). Meaningful work? Nonprofit marketization and work/ life imbalance in popular autobiographies of social entrepreneurship. *Organization*. http://doi.org/10.1177/1350508410364198
26. Desa, G. (2012). Resource Mobilization in International Social Entrepreneurship: Bricolage as a Mechanism of Institutional Transformation. *Entrepreneurship: Theory and Practice*, *36*(4), 727–751. http://doi.org/10.1111/j.1540-6520.2010.00430.x
27. Desa, G., & Basu, S. (2013). Optimization or Bricolage? Overcoming Resource Constraints in Global Social Entrepreneurship. *Strategic Entrepreneurship Journal*, *7*(1), 26–49. http://doi.org/10.1002/sej.1150
28. Di Domenico, M., Tracey, P., & Haugh, H. (2009). Social economy involvement in public service delivery: community engagement and accountability. Regional Studies, 43(7), 981-992
29. European Commission. Social enterprises. Retrieved from http://ec.europa.eu/growth/smes/promoting-entrepreneurship/we-work-for/social-economy/enterprises/index_en.htm
30. European Commission (2014a). A map of social enterprises and their ecosystems in Europe – Executive summary. Retrieved from http://ec.europa.eu/social/main.jsp?langId=ro&catId=89&newsId=2149
31. Felício, J. A., Martins Gonçalves, H., & da Conceição Gonçalves, V. (2013). Social value and organizational performance in non-profit social organizations: Social entrepreneurship, leadership, and socioeconomic context effects. *Journal of Business Research*, *66*(10), 2139–2146. http://doi.org/10.1016/j.jbusres.2013.02.040
32. Flick, U. (2009). *An introduction to qualitative research*. *Sage* (Vol. 4th). Retrieved from http://books.google.cz/books?id=sFv1oWX2DoEC
33. Guerrero, I. (2003). How do firms measure their intellectual capital? Defining an empirical model based on firm practices. *International Journal of Management and Decision Making*. http://doi.org/10.1504/IJMDM.2003.003503
34. Hemingway, C. A. (2005). Personal values as a catalyst for corporate social entrepreneurship. *Journal of Business Ethics*. http://doi.org/10.1007/s10551-005-0132-5

**ISSN: 2247-6172**
**ISSN - L: 2247-6172**
**Review of Applied Socio- Economic Research**
(Volume 11, Issue 1/ 2016), pp 47
URL: http://www.reaser.eu
e-mail: editors@reaser.eu

35. Herranz, J., Council, L. R., & McKay, B. (2011). Tri-Value Organization as a Form of Social Enterprise The Case of Seattle's FareStart. Nonprofit and Voluntary Sector Quarterly, 40(5), 829-849
36. Hitoshi Mayer, L., & Ganahl, J. R. (2014). TAXING SOCIAL ENTERPRISE. *Stanford Law Review*, *66*(2), 387–442. Retrieved from http://ezproxy.umsl.edu/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=a9h&AN=94680271&site=ehost-live&scope=site
37. Jaw, C., Lo, J. Y., & Lin, Y. H. (2010). The determinants of new service development: Service characteristics, market orientation, and actualizing innovation effort. *Technovation*, *30*(4), 265–277. http://doi.org/10.1016/j.technovation.2009.11.003
38. Kanter, R. M. (1999). From spare change to real change. The social sector as beta site for business innovation. *Harvard Business Review*, *77*(3). http://doi.org/Article
39. Kao, J. (2007). Innovation nation: How America is losing its innovation edge, why it matters, and what we can do to get it back. Simon and Schuster
40. Kerlin, J. A. (2012). Defining Social Enterprise Across Different Contexts: A Conceptual Framework Based on Institutional Factors. *Nonprofit and Voluntary Sector Quarterly*. http://doi.org/10.1177/0899764011433040
41. Kitchenham, B. (2004). Procedures for performing systematic reviews. *Keele, UK, Keele University*, *33*(TR/SE-0401), 28. http://doi.org/10.1.1.122.3308
42. Kong, E. (2008). The development of strategic management in the non-profit context: Intellectual capital in social service non-profit organizations. *International Journal of Management Reviews*, *10*(3), 281–299. http://doi.org/10.1111/j.1468-2370.2007.00224.x
43. Korosec, R. L., & Berman, E. M. (2006). Municipal support for social entrepreneurship. *Public Administration Review*, *66*(3), 448–462. http://doi.org/10.1111/j.1540-6210.2006.00601.x
44. Kourula, A. (2010). Corporate engagement with non-governmental organizations in different institutional contexts-A case study of a forest products company. *Journal of World Business*, *45*(4), 395–404. http://doi.org/10.1016/j.jwb.2009.08.010
45. Lasprogata, G. A., & Cotten, M. N. (2003). Contemplating "enterprise ": The business and legal challenges of social entrepreneurship. *American Business Law Journal*, *41*(1), 67–114. http://doi.org/10.1111/j.1744-1714.2003.tb00002.x
46. Lee, S. Y., Florida, R., & Gates, G. (2010). Innovation, human capital, and creativity. *International Review of Public Administration*, *14*(3), 13–24. http://doi.org/10.1080/12294659.2010.10805158
47. Lepoutre, J., Justo, R., Terjesen, S., & Bosma, N. (2013). Designing a global standardized methodology for measuring social entrepreneurship activity: The Global Entrepreneurship Monitor social entrepreneurship study. *Small Business Economics*, *40*(3), 693–714. http://doi.org/10.1007/s11187-011-9398-4
48. Liu, G., & Ko, W.-W. (2012). Organizational Learning and Marketing Capability Development: A Study of the Charity Retailing Operations of British Social Enterprise. *Nonprofit and Voluntary Sector Quarterly*. http://doi.org/10.1177/0899764011411722

**ISSN: 2247-6172**
**ISSN - L: 2247-6172**
**Review of Applied Socio- Economic Research**
(Volume 11, Issue 1/ 2016), pp 48
URL: http://www.reaser.eu
e-mail: editors@reaser.eu

49. Luke, B., & Chu, V. (2013). Social enterprise versus social entrepreneurship: An examination of the "why " and "how " in pursuing social change. *International Small Business Journal*, *31*(7), 764–784. http://doi.org/10.1177/0266242612462598
50. Mainela, T., Puhakka, V., & Servais, P. (2014). The Concept of International Opportunity in International Entrepreneurship: A Review and a Research Agenda. *International Journal of Management Reviews*, *16*(1), 105–129. http://doi.org/10.1111/ijmr.12011
51. Maclean, M. (2012). Social Entrepreneurship and Community Renewal (Doctoral dissertation, University of Exeter)
52. Mair, J., & Martí, I. (2006). Social entrepreneurship research: A source of explanation, prediction, and delight. *Journal of World Business*, *41*(1), 36–44. http://doi.org/10.1016/j.jwb.2005.09.002
53. Martin, J. S., & Novicevic, M. (2010). Social entrepreneurship among Kenyan farmers: A case example of acculturation challenges and program successes. *International Journal of Intercultural Relations*, *34*(5), 482–492. http://doi.org/10.1016/j.ijintrel.2010.05.007
54. Miller, T. L., Grimes, M. G., Mcmullen, J. S., & Vogus, T. J. (2012). Venturing for others with heart and head: How compassion encourages social entrepreneurship. *Academy of Management Review*, *37*(4), 616–640. http://doi.org/10.5465/amr.2010.0456
55. Montgomery, A. W., Dacin, P. A., & Dacin, M. T. (2012). Collective Social Entrepreneurship: Collaboratively Shaping Social Good. *Journal of Business Ethics*, *111*(3), 375–388. http://doi.org/10.1007/s10551-012-1501-5
56. Mulgan, G. (2006). The Process of Social Innovation. *Innovations: Technology, Governance, Globalization*. http://doi.org/10.1162/itgg.2006.1.2.145
57. Neck, H., Brush, C., & Allen, E. (2009). The landscape of social entrepreneurship. *Business Horizons*, *52*(1), 13–19. http://doi.org/10.1016/j.bushor.2008.09.002
58. Nga, J. K. H., & Shamuganathan, G. (2010). The Influence of Personality Traits and Demographic Factors on Social Entrepreneurship Start Up Intentions. *Journal of Business Ethics*, *95*(2), 259–282. http://doi.org/10.1007/s10551-009-0358-8
59. Nicholls, A. (2009). "We do good things, don "t we?': "Blended Value Accounting " in social entrepreneurship. *Accounting, Organizations and Society*, *34*(6-7), 755–769. http://doi.org/10.1016/j.aos.2009.04.008
60. Nicholls, A. (2010a). Institutionalizing social entrepreneurship in regulatory space: Reporting and disclosure by community interest companies. *Accounting, Organizations and Society*, *35*(4), 394–415. http://doi.org/10.1016/j.aos.2009.08.001
61. Nicholls, A. (2010b). The legitimacy of social entrepreneurship: Reflexive isomorphism in a pre-paradigmatic field. *Entrepreneurship: Theory and Practice*, *34*(4), 611–633. http://doi.org/10.1111/j.1540-6520.2010.00397.x
62. Nicolăescu, V. (2012). Good practices assessment in the sector of social economy. *Revista de Cercetare Si Interventie Sociala*, *39*, 117–133.
63. Nisar, T. M. (2013). Implementation constraints in social enterprise and community Public Private Partnerships. *International Journal of Project Management*, *31*(4), 638–651. http://doi.org/10.1016/j.ijproman.2012.08.004

**ISSN: 2247-6172**
**ISSN - L: 2247-6172**
**Review of Applied Socio- Economic Research**
(Volume 11, Issue 1/ 2016), pp 49
URL: http://www.reaser.eu
e-mail: editors@reaser.eu

64. Noya, A., & Clarence, E. (2007). *The Social Economy. Building Inclusive Economies. OECD* (Vol. 49).

65. Offredy, M., & Vickers, P. (2013). Developing a healthcare research proposal: An interactive student guide. John Wiley & Sons.

66. Peredo, A. M., & Mclean, M. (2006). Social entrepreneurship : A critical review of the concept. *Journal of World Business*, *41*, 56–65. http://doi.org/10.1016/j.jwb.2005.10.007

67. Perrini, F., & Vurro, C. (2006). Social Entrepreneurship: Innovation and Social Change Across Theory and Practice. In *Social Entrepreneurship* (pp. 57–85). http://doi.org/10.1057/9780230625655

68. Popoviciu, I., & Popoviciu, S. A. (2011). Social entrepreneurship, social enterprise and the principles of a community of practice. *Revista de Cercetare Si Interventie Sociala*, *33*(1), 44–55.

69. Reinhardt, J. D., von Groote, P. M., DeLisa, J. A., Melvin, J. L., Bickenbach, J. E., Li, L. S. W., & Stucki, G. (2009). Chapter 3: International non-governmental organizations in the emerging world society: the example of ISPRM. *Journal of Rehabilitation Medicine : Official Journal of the UEMS European Board of Physical and Rehabilitation Medicine*, *41*(10), 810–822. http://doi.org/10.2340/16501977-0430

70. Ridley-Duff, R. (2007). Communitarian perspectives on social enterprise. *Corporate Governance An International Review*, *15*(2), 382–392. Retrieved from http://shura.shu.ac.uk/721/

71. Ruebottom, T. (2013). The microstructures of rhetorical strategy in social entrepreneurship: Building legitimacy through heroes and villains. Journal of Business Venturing, 28(1), 98-116.

72. Roos, G., & Jacobsen, K. (1999). Management in a complex stakeholder organisation. *Monash Mt. Eliza Business Review*, (July), 83–93.

73. Sanchez-Famoso, V., Maseda, A., & Iturralde, T. (2014). The role of internal social capital in organisational innovation. An empirical study of family firms. *European Management Journal*. http://doi.org/10.1016/j.emj.2014.04.006

74. Sakarya, S., Bodur, M., Yildirim-Öktem, Ö., & Selekler-Göksen, N. (2012). Social alliances: Business and social enterprise collaboration for social transformation. Journal of Business Research, 65(12), 1710-1720

75. Santos, F. M. (2012). A Positive Theory of Social Entrepreneurship. *Journal of Business Ethics*, *111*(3), 335–351. http://doi.org/10.1007/s10551-012-1413-4

76. Short, J. C., Moss, T. W., & Lumpkin, G. T. (2009). Research in social entrepreneurship: Past contributions and future opportunities. *Strategic Entrepreneurship Journal*, *3*, 161–194. http://doi.org/10.1002/sej

77. Squazzoni, F. (2008). Social Entrepreneurship and Economic Development in Silicon Valley: A Case Study on The Joint Venture: Silicon Valley Network. *Nonprofit and Voluntary Sector Quarterly*, *38*(5), 869–883. http://doi.org/10.1177/0899764008326198

78. Squazzoni, F. (2009). Local economic development initiatives from the bottom-up: The role of community development corporations. In *Community Development Journal* (Vol. 44, pp. 500–514). http://doi.org/10.1093/cdj/bsn009

**ISSN: 2247-6172**
**ISSN - L: 2247-6172**
**Review of Applied Socio- Economic Research**
(Volume 11, Issue 1/ 2016), pp 50
URL: http://www.reaser.eu
e-mail: editors@reaser.eu

79. Strauss, A., & Corbin, J. (2008). *Strauss, A., & Corbin, J. (1990). Basics of qualitative research: Grounded theory procedures and techniques. Newbury* (Vol. 3). http://doi.org/10.4135/9781452230153

80. Sud, M., VanSandt, C. V., & Baugous, A. M. (2008). Social Entrepreneurship: The Role of Institutions. *Journal of Business Ethics*, *85*(S1), 201–216. http://doi.org/10.1007/s10551-008-9939-1

81. Tremblay, C., Gutberlet, J., & Peredo, A. M. (2010). United We Can: Resource recovery, place and social enterprise. *Resources, Conservation and Recycling*, *54*(7), 422–428. http://doi.org/10.1016/j.resconrec.2009.09.006

82. Tucker, J. D., Fenton, K. A., Peckham, R., & Peeling, R. W. (2012). Social entrepreneurship for sexual health (SESH): A new approach for enabling delivery of sexual health services among most-at-risk populations. *PLoS Medicine*, *9*(7). http://doi.org/10.1371/journal.pmed.1001266

83. Union, I. (2013). Innovation Union–A pocket guide on a Europe 2020 initiative Brussels: European Commission

84. UK Government. (2014). Partnerships: A review of two aspects of the tax rules. HM Revenues and Customs. Retrieved from https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/298221/Partnerships_Mixed_membership_partnerships__Alternative_investment_fund_managers__Transfer_of_assets__income_Streams_through_partnerships.pdf

85. Unep Setac Life Cycle Initiative. (2009). Guidelines for Social Life Cycle Assessment of Products. *Management*. Retrieved from http://www.unep.fr/shared/publications/pdf/DTIx1164xPA-guidelines_sLCA.pdf

86. VanSandt, C. V., Sud, M., & Marmé, C. (2009). Enabling the Original Intent: Catalysts for Social Entrepreneurship. *Journal of Business Ethics*. http://doi.org/10.1007/s10551-010-0419-z

87. Weber, J. M. (2012). Social innovation and social enterprise in the classroom: Frances Westley on bringing clarity and rigor to program design. *Academy of Management Learning and Education*, *11*(3), 409–418. http://doi.org/10.5465/amle.2011.0403

88. Weerawardena, J., & Sullivan Mort, G. (2006). Investigating social entrepreneurship: A multidimensional model. *Journal of World Business*. http://doi.org/10.1016/j.jwb.2005.09.001

89. Wright, S., Marston, G., & McDonald, C. (2011). The Role of Non-profit Organizations in the Mixed Economy of Welfare-to-Work in the UK and Australia. Social Policy & Administration, 45(3), 299-318.

90. Yiu, D. W., Wan, W. P., Ng, F. W., Chen, X., & Su, J. (2014). Sentimental Drivers of Social Entrepreneurship: A Study of China's Guangcai (Glorious) Program. *Management and Organization Review*, *10*(1), 55–80. http://doi.org/10.1111/more.12043

91. Zahra, S. A. A., Rawhouser, H. N. N., Bhawe, N., Neubaum, D. O. O., & Hayton, J. C. C. (2008). Globalization of social entrepreneurship opportunities. *Strategic Entrepreneurship Journal*, *2*(2), 117–131. http://doi.org/10.1002/sej

92. Zahra, S. A., Newey, L. R., & Li, Y. (2014). On the Frontiers: The Implications of Social Entrepreneurship for International Entrepreneurship. *Entrepreneurship: Theory and Practice*, *38*(1), 137–158. http://doi.org/10.1111/etap.12061