

Interreg
Alpine Space



EUROPEAN UNION



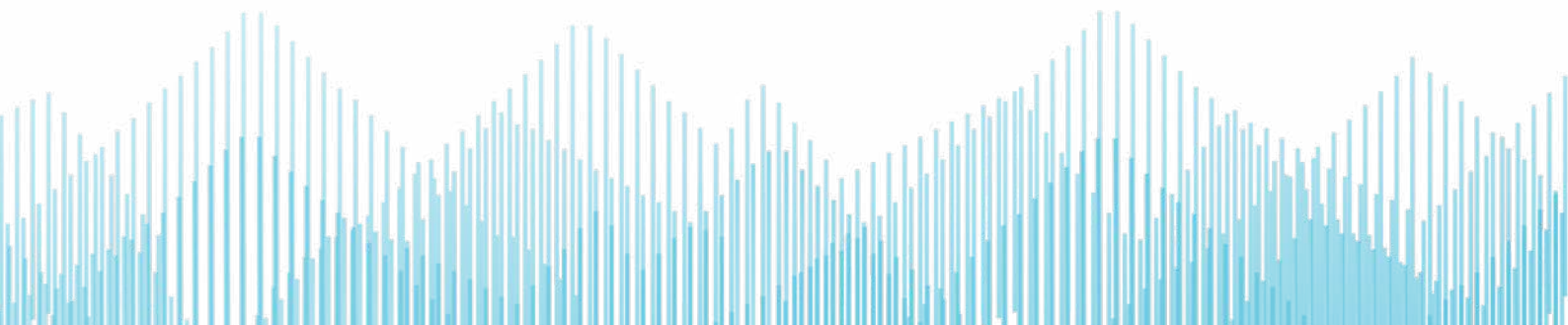
EUROPEAN REGIONAL DEVELOPMENT FUND



Scientific Activities Report ASIS

WP 1: a common vision of social innovation in ASP

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GENERAL INTRODUCTION

ASIS (Alpin Social Innovation Strategy objective) aims to initiate, develop and promote a new vision of innovation in the Alpine Space that is Social Innovation, in order to increase the innovation capacity of ASP regions by answering to the new challenges. In other words, the main objective is to develop a new approach of innovation that really answers to societal challenges met by each ASP region. ASIS aims thus to improve framework conditions for innovation and deliver strategic tools & methods to encourage a new vision of innovation in ASP area, with an impact that is beyond all other past proposed ideas, with a sustainable long term achievement focusing on SI as a crucial Soft Location factor for economic development & wellbeing.

To answer to this general purpose of the project, several activities have been designed, described in the table 1.

Table 1. The different objectives and realizations of ASIS project

Designing of a common vision of Social Innovation in Alpine Space Partners

Identifying the common challenges in Social Innovation in the Alpine Space Area

Tools and Guidelines to support Social Innovation in the Alpine Space Area

Social Innovation funding policies : toward a white book

The first activity of ASIS projects deals with designing a common vision of social innovation. We proceed in different steps that explains how is divided the report: first, we realize a state of arte on social innovation that creates a general framework to understand the concept of Social Innovation (Part 1). Then, a quantitative analysis makes possible to test and to get a better understanding of how do actors perceive social innovation. (Part 2)

PART 1. Toward a common definition of Social Innovation: a state of art

The first one describes the methodology followed, the second the study of art that built the general framework to consider SI; the third one describes the empirical analysis. Finally, we conclude describing the general framework to analyze Social Innovation common vision of Social Innovation we reached after the Lyon workshop organized in december 2018.

As partner in charge of this WP, we defined a common methodology for all partners. The objective of this work is to provide a summary of the literature reviews carried out by the five ASIS project partners with a view to reaching a common definition of social innovation.

OBJECTIVES OF THE PART I

- Definition of a transversal vision of SI from academic and socioeconomic literatures
- Delineations of SI vision for each territory but also identification of specific issues and challenges about SI according to territories

I. The analysis of the state of art in several academic contexts: toward a common framework

1. Methodology

For this first step, the Lyon 2 team defines a general framework and guidelines to help partners to proceed to the state of art (see annex 1). Then, a general synthesis of the results was made from each singular state of art.

The main hypothesis refers to the fact that Social Innovation may differ according the local context.

The state of art has been done by actors, using different sources: academic reviews (published in peer to peer review or scientific seminar), socioeconomic publications (NGOs, Business Support Associations, Public Authorities...).

Moreover, it is important to underline that the concept of territory is different among partners: it may be the national level (for Slovenia for instance), regional level, metropolitan level. These differences in the institutional and geographical scale have to be kept in mind.

If the concept of SI is well diffused in academic and socioeconomic literature, the objective of the study may capture the specificities of this definition in each territory of ASIS partner.

OBJECTIVES AND METHODOLOGY

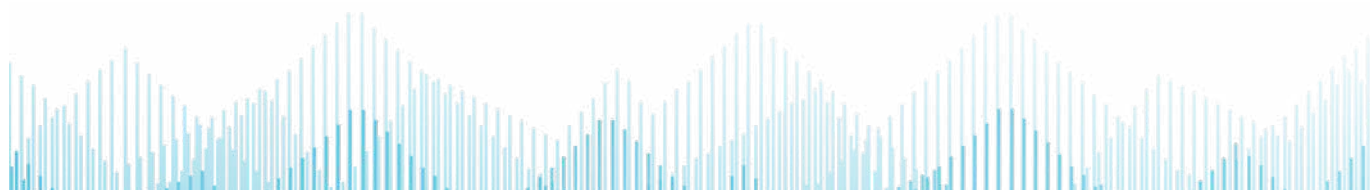
Hypothesis: each pattern may refer to a context-based definition of IS

Turin, Piedmont, Italy, Lyon, France
 Bade-Wurtemberg, Germany
 Austria
 Slovenia



General framework for
 social innovation

- Different sources: academic, public actors
- Different institutional and geographical scale



2. Generic features for Social Innovation

Social innovation is a rich and complex concept. There is ample literature on the subject, both by academics and by public and community stakeholders. The literature reviews carried out by the five ASIS partners raise consistent points, even though the nature of the sources studied is not always similar.

Partners	Definition
Turin, Piedmont, Italy	<i>“We define social innovations as new ideas (products, services and models) that simultaneously meet social needs and create new social relationships or collaborations. In other words, they are innovations that are both good for society and enhance society’s capacity to act .”</i> (Robin Murray, Julie Caulier Grice and Geoff Mulgan, “The open book of social innovation”, 2010)
Baden-Württemberg	a new combination or new configuration of social practices , in certain areas of action or social contexts, prompted by certain actors or constellations of actors, in an intentional targeted manner with the goal of better satisfying or answering needs and problems than is possible on the basis of established practices, socially accepted and diffused widely throughout society or in certain societal sub-areas, finally institutionalized as a new social practice. Howaldt
Austria	<i>“New solutions to social challenges that have the intent and effect of equality, justice and empowerment.”</i> Anderson et.al., 2014, p. 28

Partners	Definition
France	<p><i>“Social innovation consists of devising new solutions to social needs that are newly arisen or poorly met under current market conditions or social policy through the involvement of, and cooperation with, stakeholders concerned, primarily users and consumers. These innovations affect the product or service, as well as the means of organization and distribution, (...). They go through a multi-stage process: development, trial, circulation, evaluation.”</i></p> <p>Higher Council of the Social and Solidarity Economy (CSESS) AVISE guide</p> <p>Chambon, David and Devereux (1982) define social innovations as <i>“practices that aim to allow an individual – or a group of individuals – to take more or less direct responsibility for a social need – or a combination of needs – that has not found satisfactory responses elsewhere.”</i></p>
Slovenia	<p>Social innovation is a new process, product or service that addresses specific social issues and/or vulnerable social groups to develop new social practices that are sustainable and/or non profit (summary created from the definitions of various Slovenian organizations).</p>

We also found several common aspects in the definitions suggested:

- Social innovation is an **innovation**, which is to say that it involves new ideas, new practices, and new products *“that are socially momentous regulations of activities and procedures that deviate from the previously familiar scheme”* (Gillward, 2000). Therefore, if they are of a necessarily marginal and deviant nature, these innovations should be institutionalized and diffused across society as a whole.
- Innovation is considered social because **its subject and its purpose are social**. The purpose of social innovation is to address social problems that have not been resolved within the commercial or public sphere, and to improve existing responses.
- Innovation is considered social because it generates **new collaborations between actors** and even participation by new actors, such as citizens.
- As a result, social innovation is in line with a new action framework for public authorities (at all regional levels) and market stakeholders. In this sense, for the public stakeholder, it constitutes new methods of action based on public-private partnerships in which the private part is considered to be all non-public actors, whether traditional companies or social enterprises and non-profit organizations.

3. A first framework to differentiate conception of SI

Therefore, it appears that social innovation is thought of as a tool for transforming public action through openness between public and socio-economic actors. On the other hand, on this basis, approaches are differentiated based on two fundamental questions: firstly, on social innovation's scope of action (a); secondly, on the entrepreneurial versus collective aspect of social innovation (b).

3.1. Social innovation: between individual responses and global commitment to social questions

Different approaches concerning the scope of social innovation can be distinguished.

- On a first hand, approaches that spread social innovation by **targeting priority populations**, such as marginalized groups (older people, migrants, the long-term unemployed, persons with disabilities), and the specific issues of poverty and access to resources ("SI intent must be to create equality, justice and empowerment", Anderson, 2014, p. 28). Social innovation is therefore seen as a tool for correcting existing problems. This correction can have a systematic effect from a certain degree of circulation.
- On a other hand, in other approaches, **the social nature is defined by the innovation's capacity to integrate the economic, socio-environmental and technological complexity of modern dynamics. The concept of social innovation is therefore more comprehensive.** "SI is novel solution to a social problem that is more effective, efficient, sustainable than existing solutions and for which the value created accrues primarily to society as a whole rather than private individuals." These approaches to social innovation in particular make it possible to integrate the technical and technological aspect: "SI has often a technical component that turns into real changes in the society, or real added value of specific groups." In this case, social innovation relies on the search for alternatives to situations that are considered unsatisfactory.

3.2. Social innovation: new forms of individual or collective coordination

Beyond its subject or purpose, social innovation is characterized by the new collaborations between stakeholders that it creates and enables, primarily through the involvement of new stakeholders and/or the improvement of methods of intervention by commercial stakeholders or public stakeholders.

German, French and Austrian works go on to highlight **the collective and organizational aspect**: social innovation is seen as a **new way to achieve objectives**, especially through new collaborations between stakeholders, new regulations, and the participation of certain actors, such as civil society. In this regard, social innovation taken in this context is understood to be a revitalization of forms of intervention by the market and the state. "Social Innovation actions, strategies, practices and processes arise whenever problems of poverty, exclusion, segregation and deprivation or opportunities for improving living conditions cannot find satisfactory solutions in the 'institutionalized' field of public or private action." (Moulaert, 2014)

Thus, the German concept developed by Zapf, in particular, includes "new ways of achieving goals, especially forms or organization, new regulations, new lifestyles that change the direction of the social wall, solve problems better than previous practices"

J. Howaldt: "social innovation as a new combination of social practices that are driven by certain actors in an intentional targeted manner with the goal of better satisfying or answering needs and problems than is possible"

However, there is a difference between, on the one hand, approaches that prioritize the collective aspect of the collaboration and, on the other hand, approaches that prioritize the individual entrepreneurial level of social innovation.

We can also find approaches, supported by a number of researchers and stakeholders in the social and solidarity economy (SSE), that believe that social innovation is likely to sow the seeds of sustainable social transformation focused on the participation of multiple interested parties and on democracy. Beyond satisfying social needs (particularly if they are seen as individual problems), social innovation is also a leader in realizing wider social aspirations. These different works pay particular attention to a collective process that appears in some geographical areas in order to respond to unsatisfied social needs in a dynamic of societal transformation. It encompasses new processes, new premises, and new services that are tested in answer to the pressure of a social movement (movements by women, workers, the working classes, consumers, etc.) that contributes to the transformation of social relations (of production, consumption and also, of gender and class). Apart from this goal of transforming social relations, social innovation is characterized by the combination of a collective usage and process based on a broad association of stakeholders and their participation. Consequently, from this point of view, social innovation assumes a largely local and territorial character: it is part of a localized system of innovation, in the sense of organizing cooperations between stakeholders in a given area, in which awareness is essential and gives rise to testing at a local level. It also contributes to the regeneration of regional governance. Likewise, the nature of any stakeholders involved in social innovation is not defined *ex ante*: social innovations can be supported by private actors, public authorities, individuals or associations. On the other hand, attention is focused on the favored methods of collective coordination.

“Social Innovation actions, strategies, practices and processes arise whenever problems of poverty, exclusion, segregation and deprivation or opportunities for improving living conditions cannot find satisfactory solutions in the ‘institutionalized’ field of public or private action.” (Moulaert, 2014)

“Social innovation’ seeks new answers to social problems by: identifying and delivering new services that improve the quality of life of individuals and communities; identifying and implementing new labour market integration processes, new competencies, new jobs, and new forms of participation, as diverse elements that each contribute to improving the position of individuals in the workforce.”

(OECD’s LEED Programme – Local Economic and Employment Development in Robin Murray, Julie Caulier Grice and Geoff Mulgan, “The open book of social innovation”, 2010)

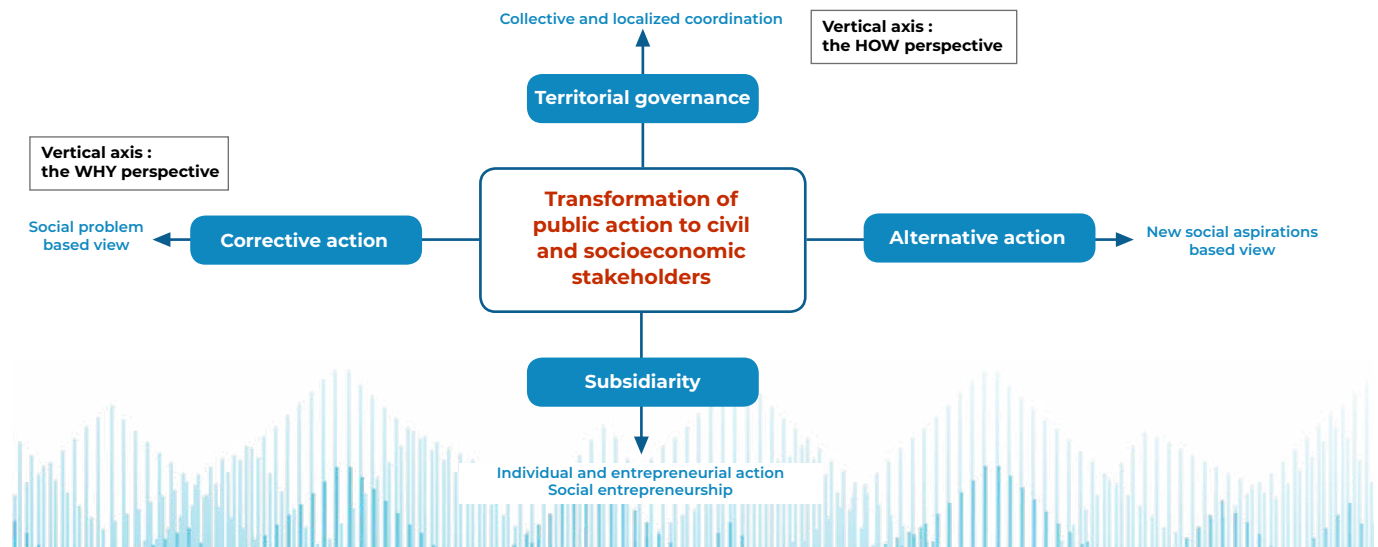
Looked at differently, social innovation can be understood through the perspective of the individual and by favoring **an entrepreneurial aspect** to the extent that responses to currently unsatisfied social needs or new economic, social, and entrepreneurial challenges are channeled through the development of new opportunities for socially responsible activities. This means that social innovation appears as both a means of responding to social challenges and a way of creating activity. It is, therefore, a more individual dimension embodied by the figure of the social entrepreneur.

The approaches of the social enterprise and social entrepreneur, in both North America and Europe, are combined, thereby foregrounding social innovation by these entrepreneurs and agents of change. Taking a Schumpeterian image of the entrepreneur as a modern-day knight, these works attempt to define what a social enterprise (or social entrepreneur) is on the basis of innovation or change momentum. In this case, public action opens a window of subsidiarity, making it possible to roll out private actions by social entrepreneurs that are suited to responding to wider social needs or aspirations.

4. Toward a general framework to consider Social Innovation

We can subsequently see emerge several social innovation aspects that make it possible to formulate an analysis grid of social innovation in the south Alpine region.

PROPOSITION OF A GENERAL FRAMEWORK



Regardless of the type of social innovation, the modes of public action on a local, national and even European level have been reinvigorated and directed towards partnerships with socio-economic actors in order to supplement, or even replace, a state that is less and less often a direct producer of services. "In line with the rules of new public sector management and the necessity of efficiency and competitiveness in public services, social innovation contributes to the renewal of types of public action to supplement, even replace, a state that is less and less often a direct producer of services" (Richez-Battesti et al., 2012, p. 17). SI makes it possible to fill the gaps in intervention by the state and regional municipalities in terms of social policy.

Two directions can be identified:

- on one hand, the processes of so-called subcontracting or partnering with private organizations to deliver a certain number of services (here, SI focuses on the second, so-called social entrepreneurship approach);
- on the other hand, through mobilization of the idea of public innovation "that promises innovation in public services, from developing to implementing public policies." It is understood either through managerial innovation applied in the public sector, notably at the level of tools and the organization, or through co-constructing public sector decisions by stakeholders from both the private sector and the public sector.

II. Specific definition embedded in a territory

In this section, each of the partners have summarized the initiatives in their regions that come under social innovation. The reference regions are fundamentally different in their range and their shape (city of Turin, region, country), which may explain the prevalence of certain forms of social innovation.

Therefore, it is a matter of knowing if, depending on the regions, a prevalence of a certain logic of social innovation can be observed. The place of government authorities is then given particular consideration. We use the analysis grid formulated above (Overview 1), allowing us to easily contemplate four different configurations of social innovation by seeing, on one hand, the types of coordination and, on the other hand, the nature of the problems for which social innovation is rolled out.

1. Analysis by partner

1. City of Turin – Italy

The cases highlighted in Italy are largely based in the city of Turin, which is in the Piedmont region. The initiatives cited mostly concern the problem of urban regeneration and dealing with the issues of urban inequalities. Social innovation is therefore seen from the viewpoint of new regional coordinations: it is a question of creating measures used by actors in a region that focuses on a certain number of social and economic issues.

Nevertheless, the initiatives seem to be spread across measures that are both rather general and also those more targeted at poverty.

In all cases, whether they pertain to European or regional financing, the city of Turin is always the source of the approaches presented (financing, organization, networking). They therefore seem to be in line with the perspective of rejuvenating public sector action by implementing new regional governance that is suited to supporting social innovation, while developing a form of subsidiarity by supporting social entrepreneurship projects.

Types of coordination Nature of issues	More entrepreneurial and individual	More regional
Social problems targeted	<p>Torino Social Factory (2017-2020): to enhance social inclusion in the poor areas of the City, promoting civic participation and co-producing of innovative services with a community welfare perspective. = call for ideas for non-profit sector offering technical and financial support for proponents of innovative ideas targeted to solving the arising social needs that are able to create a blended value, both social and economic.</p>	<p>CO-City project (2017-2019) (http://www.comune.torino.it/benicomuni/co-city/index.shtml) is intended to break the self-reinforcing circle of poverty, socio-spatial polarization and lack of participation. The development of an innovative, polycentric commons-based urban welfare will be supported, composed of generative communities centred on urban commons, low-cost service co-production, social mixing, and care of public spaces.</p>
Wider social aspirations	<p>Civic Crowdfunding Centre (http://euro-cc.eu/): the action aims to encourage new forms of collective funding to support all the local social and cultural actors in order to foster the matching between supply and demand of social innovation. The City intends create a Civic Crowdfunding Centre, where teams of social innovators gain new skills to implement and to fund their projects in an innovative way.</p>	<p>“Casa del quartiere”: urban regeneration sorts of civic multifunctional centers all spaces of integration, empowerment, self-expression, leisure and shared activities, which support the local social bonding</p>

2. Rhône-Alpes, France

In the case of the Auvergne-Rhône-Alpes (AURA) region, the projects listed are largely being delivered by private stakeholders from the social and solidarity economy. They have been listed based on information available from CRESS (Regional Chamber for the Social and Solidarity Economy). They are supported by traditional social innovation stakeholders: non-profit associations, companies in the SSE sector, foundations; less frequently by public sector stakeholders, although the latter support a significant portion of social innovation projects via different local authority funding streams (notably métropoles (a cooperation of communes) and regions).

The social innovation projects supported by the AURA region cover social, societal, and environmental, topics.

Types of coordination Nature of issues	More entrepreneurial and individual	More regional
Social problems targeted	<p>Ayl Sécurité Incendie</p> <p>Vrac Towards a joint purchasing network</p> <p>Toit à moi Sponsorship program for the homeless</p> <p>Care eat Platform for a label combatting unsold food items</p>	
Wider social aspirations	<p>Habitat & Partage</p> <p>GRAP (cooperative group of entrepreneurs working for locally-sourced organic food) Etic: buildings that perform highly both socially and environmentally, to host those involved in the SSE</p> <p>Democratizing the participatory environment</p>	<p>POLLENS: Local hub for a new social and solidarity economy, Roanne</p>

3. Austria

Initiatives listed for Austria are distinct in that they focus on stakeholders and issues in research and development, training and employment and therefore are very much aimed at economic development. The rationale underpinning them is one of public sector intervention that seeks to use innovation to galvanize the economic fabric of the area through a form of regional governance.

Types of coordination Nature of issues	More entrepreneurial and individual	More regional
Social problems targeted		
Wider social aspirations		<p>SURAAA – Smart Urban Region Austria Alps Adriatic (Klagenfurt & Pörschach): The region Carinthia, together with partners from research and business, aims to create a leading region in terms of innovation. Foci are inter alia start-ups, e-tourism, and Smart Farming.</p> <p>Institut für Innovation (IFI) (Klagenfurt) : This institute aims to foster innovation in the Alpe-Adria region, the goal is to make the region competitive and the most innovative region in Europe.</p> <p>Zentrum für Soziale Innovation/Centre for Social Innovation (Wien) : This center fosters innovation in labor, diversity and equity, research and development.</p>

4. Baden-Württemberg: Germany

In Baden-Württemberg, the projects are very varied: projects for events, private and public sources of finance, and platforms. They do not appear to be associated with a desire to resolve targeted social problems but are linked with a larger vision of aspiring for change. In addition, they seem to be largely aimed at social entrepreneurship that stimulate and support various measures and events managed by public sector authorities.

Types of coordination Nature of issues	More entrepreneurial and individual	More regional
Social problems targeted		
Wider social aspirations	<p>“Social Impact Lab Stuttgart”, Support for start-ups, which with the Karl Schlecht Foundation and Caritas Stuttgart aims to promote social change in the region</p> <p>FabLab Karlsruhe</p> <p>Smark, Automated sustainable shopping, start-up</p> <p>“Social Innovation Lab” in Freiburger Kreativpark Lokhalle (e.g. Social Innovation Night)</p>	<p>“Special Cup SOCIAL IMPACT”, by ministry of economic, work and housing in frame of the social innovation summit in cooperation with the association SocEntBW e. V. and the Social Impact Lab Stuttgart.</p>

5. Slovenia

Slovenia is the only national-level partner. This is directly linked to the size of the country, both in terms of surface space and population. Social innovation in Slovenia has primarily developed as a form of social entrepreneurship at the instigation of citizens, non-profit associations, and individual private stakeholders acting in a non-profit capacity. Likewise, the actions in Slovenia mentioned largely pertain to wider social aspirations instead of specific actions aimed at a population in, or perceived as being in, difficulty: sectors of the circular economy, the sustainable economy, and the green economy are therefore represented in particular.

Types of coordination Nature of issues	More entrepreneurial and individual	More regional
Social problems targeted		
Wider social aspirations	<p>Poligon</p> <p>Is a creative and independent platform for the development of nonprofit and profit projects aimed at empowering self-employed creators.</p>	<p>Park Istria</p> <p>Youth project sustainability park encourages young people to actice citizenship, creating a model for the sustainable development of this region, ans the hintersland Slovenian Istria.</p> <p>Goodplace</p> <p>The mission is to design and implementate projects that raise awareness to green tourism</p>

Based on the common analysis grid, which was devised using the literature reviews carried out by the five partners, we have attempted to characterize the main social initiatives in the five regions. There is clearly a strong concentration of types of social innovation that aim to take responsibility for wider social aspirations. Only in the case of France were social initiatives aimed at specific social problems. After the actions have been carried out, verification will be required to ascertain whether or not it was a matter of bias produced by the partners or if this corresponds to a dominant trait characterizing social innovation in these areas.

2. Comparative analysis

The visions of SI put forward are dependent on the regions concerned, but probably also on the partners of the ASIS program in these regions.

The Baden-Württemberg partner presents a rather broad local vision of SI that is directed towards the idea of new behaviors and social aspects suited to answering certain challenges of the future for this wealthy, industrial federal state. The Austrian partner focuses on the diversity of the actors that take part in SI and consider it to be a complex process introducing new products, processes or programs that will change the social system in which they have been implemented. The Auvergne-Rhône-Alpes partner concentrates on the fact that SI should have a social purpose and specific method in all forms of innovation and therefore proposes referring to “societal innovation”. The Turin partner emphasizes the ecosystem as a resource for providing solutions to emerging social issues, based on entrepreneurial activities that combine financial and technological resources for efficiency and sustainability. In all cases, whether explicit or implicit to the long view of SI and the dynamics of SI, is the idea that they must focus on the long term.

Thanks to these singular elements, we built a map that draws the different manifestation of Social Innovation that emerges from the analysis of the 5 partners (see below).

The main characteristics are the following:

- The Auvergne Rhône Alpes region and the Torino city cover all the 4 dimensions of Social Innovation,
- Slovenian Social Innovation seems to be more focused on individual and entrepreneurial dimension
- Actors from the Baden Wurttemberg reveals a SI focused on alternative action that tries to answer to new social aspirations.
- Finally, Austria cases reveals (even we have not enough data) more an intermediary approach toward new aspirations through an entrepreneurial action.

SPECIFIC DEFINITION EMBEDDED IN A TERRITORY

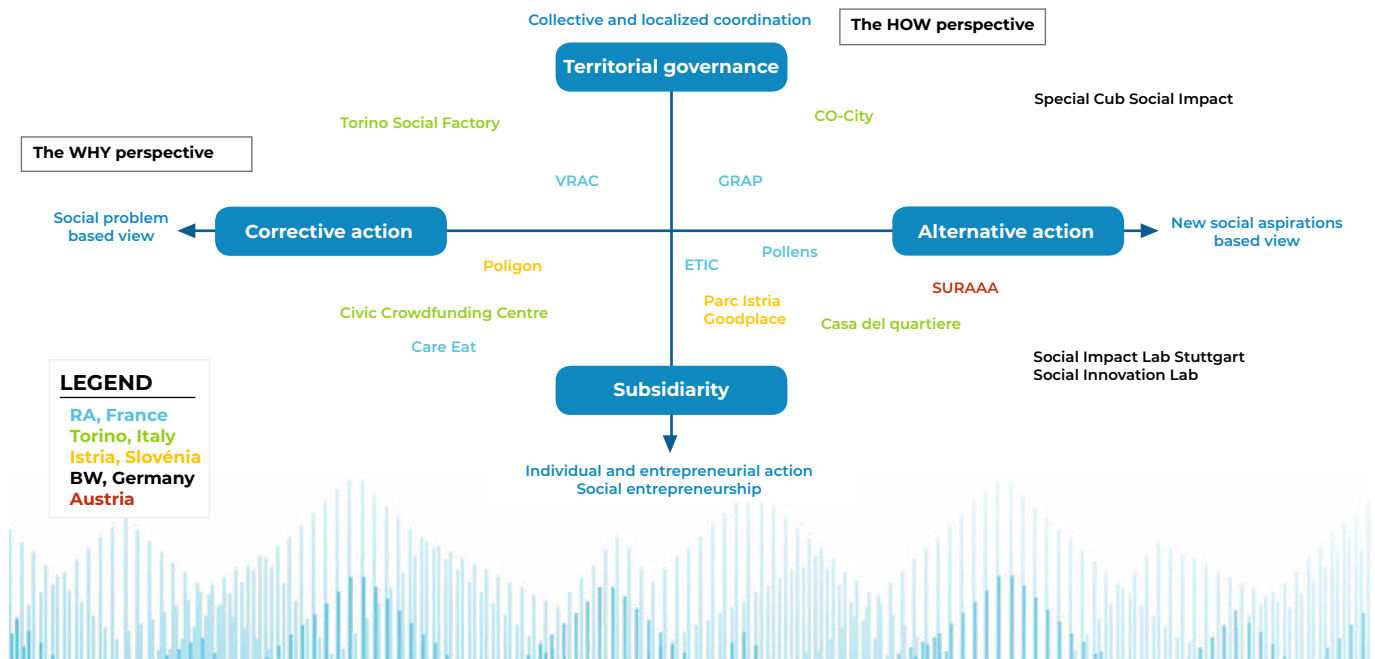


Figure 1. Specific definition embedded in a territory

3. The place of public action

Local public sector authorities play an important role in the development of local social innovation ecosystems. However, it must be noted that this role is relatively recent and that it has not been capitalized on in the same way across all regions.

- In the initial stages, this role first of all goes through raising awareness among the public and stakeholders relevant to social innovation. These activities may concern the public organizations themselves. In this regard, Slovenia in particular raises the question of awareness among salaried workers in public institutions and public development agencies.
- A more advanced stage leads to developing measures of financial support for new social enterprises or various forms of social innovation, either for specific areas (e.g. health, in Baden-Württemberg) or in a more generalized manner. Regulatory frameworks sometimes provide spaces that make it possible to structure social innovations, such as the PTCEs in France (regional hubs of economic cooperation that are clusters of local stakeholders who work towards a common goal, such as the development of a local integration ecosystem).
- A further stage consists of creating or supporting the establishment of agencies (public or non-profit) that aim to encourage social innovation (AlterIncub, in Auvergne-Rhône-Alpes). In Baden-Württemberg, agencies and platforms of this kind seem to be first of all the product of private initiatives such as foundations.
- Finally, public authorities may encourage their own dynamics to generate a local ecosystem of social innovation by providing the financial and material means to a community of actors organized in a network that is capable of grasping these opportunities. The Turin case is very enlightening on this subject.

THE PLACE AND ROLE OF PUBLIC ACTION

The place of publication is not homogenous
The nature of its intervention may depend according to the priorities
It can draw a process of cycle of action intervention

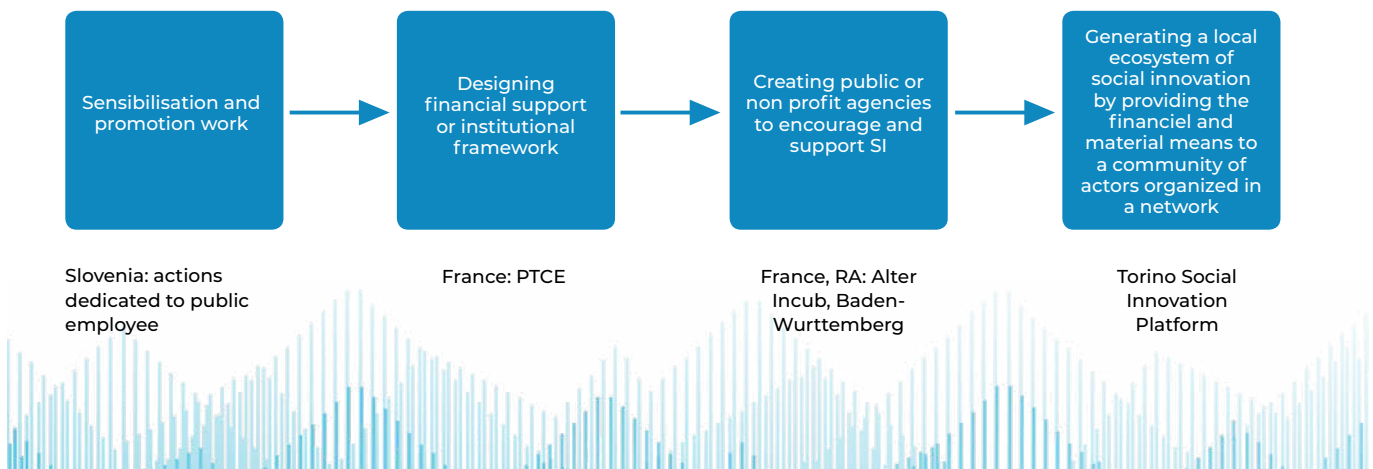


Figure 2. The place and the role of Public Actor

This is because the city of Turin is among the most advanced in terms of public sector intervention as a support to the local social innovation ecosystem. In 2012, the municipality launched the [Torino Social Innovation Platform](#) to promote social innovation. It aims to support young social entrepreneurs with a focus on the digital aspects of activities. However, it does this based on the construction of partnerships formed with various types of public and private organizations and so we see here the importance of creating regional governance that is suited to supporting social innovation. It has been deemed necessary to establish a collective space (using an existing industrial building) to embody this ecosystem and develop both local and cross-border activities, projects and relationships. The whole entity structures the social and solidarity economy and technologies and puts together what is known as a “social tech hub”. As this ecosystem’s task increases, the city of Turin gradually becomes less and less important to the momentum of local social innovation. In addition, it is increasingly structured around research into social impact, as demonstrated by the creation of an open structure called Torino Social Impact that promotes the Commission for social entrepreneurship in the Turin chamber of commerce.

The question of public sector action is therefore ambiguous to the extent that social innovation contributes to rejuvenating the form and nature of public sector action. The public stakeholder (very largely) may be at source entrepreneurial in nature, as in the case of Germany and its federal state Baden-Württemberg. In the same way, the actions involving multiple stakeholders and regional governance may be originally developed by private actors. Furthermore, the issue of social innovation leads to rethinking the methods of organizing public sector action. Action in favor of social innovation often leads to the emergence of public structures that fall under different competencies – economic, social and regional – and therefore also lead to cooperation between services and to ad hoc structures in which different public services, collective stakeholders, and even private actors collaborate with the aim of promoting social innovation.

Finally, and more generally, public sector action, although it may be decisive in creating local ecosystems for social innovation, is considered a stimulant to private initiatives that may also be by local actors, from companies providing their support to foundations, and via a variety of organizations resulting from partnerships and aimed at supporting social innovation.

4. The crucial issue of indicators of SI

4.1.State of arte:different factors to integrate to the measure

MEASURES OF SOCIAL INNOVATION

Wide definition of SI - great difficulty to build indicators.
Need to define first the objective of indicators: illustrative and/or performative?

Ecosystem of Social Innovation	Number and diversity of organizations Project submitted Beneficiaries
Governance of SI dynamics	Variety of stakeholders
Direct impact of SI Social value creation	New goods and services Entrepreneurial organizations Employment SROI
Longevity of SI projectifs	
Effects of training	

Figure 3. Measures of Social Innovation

The issues of locally shared indicators and SI criteria have not been treated in a homogeneous manner. This likely illustrates the great difficulty in building indicators and providing information about them, as well as the moderately specific social innovation criteria according to the regions. The Austrian section has put forward several rather precise indicators, the French section has compiled various methods of evaluation and indicators, the German section mentions the social return on investment (SROI) and the Italian section has brought a current program in Turin.

The French section presents several significant methodological points and highlights that the indicators fall within a particular evaluation framework. In particular, a choice must be made when it comes the independence or dependence of indicators in terms of the actors' intentions behind social innovation.

The indicators proposed focus on five major categories (using the indicators suggested by the Austrian and French sections, as well as other less systematic or less developed comments):

1. The **ecosystem** of local social innovation, by the number and diversity of its organizations, projects submitted, and those who benefit from the support.
2. The **governance** of social innovation dynamics, with a variety of stakeholders (possibly including the beneficiaries or users, but also public sector actors, private actors, and non-profit associations) and transformations in this governance. The diversity of stakeholders appears to be both a factor of social innovation (input) and a result of the SI process (outcome).
3. The **direct impact** of social innovation on products (because SI leads to new goods and services), on entrepreneurial organizations, on business models (because SI can support business models) and, of course, on the public (because SI aims to respond to the needs of certain groups in the population). In this category, which may call for qualitative data obtained by interview or questionnaire, the SROI indicator is also mentioned (Baden-Württemberg) as a tool for measuring a series of effects by assessing their monetary equivalent. The SROI, as a ratio, must measure the effects produced in relation to initial investment.
4. The **longevity** of social innovation projects
5. The **effects of training** on local social innovation ecosystem projects, as well as global societal changes.

The French section, based on the works of Chochoy (2017), provides some analysis elements that make it possible to ascertain the relevance of certain indicators. This leads to combining certain indicators and certain categories of social innovation as they have been presented above (Overview 1).

It is also in addition to the indicators of social return that demonstrate causal links between the resources invested and results attributed to these investments that appear to be adapted to the bottom right quadrant of Overview 1: they are more adapted to SI logics as a response to social needs (corrective aspect) than to SI logics as a realization of social aspirations (alternative aspect) (horizontal axis); similarly, they appear to be more adapted to the idea of SI that focuses on the social entrepreneur as an individual venture (in a new subsidiarity relation with regard to public authorities) than an idea of SI as a means of coordination (in a new form of regional governance) (vertical axis). In other words, the causality indicators are even less suitable than the logics guiding social innovation are collective and transformative.

Therefore, all these factors call for a choice of indicators depending on the type of social innovation. According to the grid in Overview 1, it should be possible to develop arrays of indicators depending on the quadrant in which the social innovations studied are situated.

4.2. Analysis and discussion from a focus group

Several focus group has been organized by actors to capture the different definition of social innovation and precisely the issues of measures of social innovation. The following sections underlines the main questions highlined by actors.

4.2.1. The aims of the evaluation of social innovation

The question of the purpose of the evaluation of Social Innovation measures is crucial that constitutes an important issue for actors engaged in SI project.

Among the doubts and the critics against measures, the evaluation will lead to competition between the EHS structure. If many will answer these questions by the fact that evaluation is not only used to compare themselves, but also to look after positive externalities.

Indeed, Isabelle explain that evaluation can take two logics.

The first is a logic of progression, self-evaluation, and therefore no longer an internal logic.

Internal evaluation therefore has several uses. Self-assessment is a first step in verifying that the objectives have been achieved, that the needs have been met. It also makes it possible to verify that the governance of the structure is framed as desired. It is indeed very important not to lose one's identity and the purpose of the structure, especially in view of its evolution and development. A growing organization may be subject to a change in governance due to the difficulty of maintaining it democratically.

For instance, the case of the French co-operative GRAP illustrates well the challenges of scaling up within the organization *"We succeeded in practicing self-management with 30 people when you start. Now the contexts changes and we are 160 employees. In a few years we will be at 250 or 300. So, it is very important to monitor this growth dynamic to be sure that with the development of the project we are not missing what gave it birth"*.

But a change of identity can also emerge from more external constraints, such as a financial reality for example: *"internal evaluation is important because in everyday life, we are obliged to deal with all kinds of constraints, especially financial ones, and perhaps at some point even if we want to do it right, we move away from what we wanted to do, and we can lose some meaning in the process. Evaluation allows us to put things in perspective, to take a moment, to take a step back"* (Charlotte, member of La Gonet, a local currency system).

In addition to this self-assessment, Julien will highlight the need to change practices. Innovation is not only found in the product and services, but in interactions, in the workforce, etc. *"The social innovation side is about internal operating methods, professional practices, it's full of things, and I think that internally to be able to continue to exist, to develop, to innovate, you have to be able to change your practices in a process of change"*. We come back to the notion of temporality, it takes time and action to be able to change practices. Isabelle will conclude on this internal dimension of evaluation by explaining that all this is part of a pedagogical aspect. The fact of evaluating oneself allows to draw conclusions, to learn, and to improve.

Quote of actors/target groups during the focus group

"Why are we measuring? What are we measuring?"

"But first of all, why is it necessary to measure social innovation? "

"I remain stuck on "why measure in an SSE structure? " if not to stand out, to enter a competitive system".

The second will have more of an external vocation since it will aim to compare itself in its environment.

The external purpose of the evaluation is linked to the position in the ecosystem and stakeholders.

It makes it possible to enhance the value of its actions. It allows to improve to position of the organization in a context, but also in relation to a competitor "When you can situate yourself in a fairly general context, or in relation to a competitor, or in another way of doing things, it allows you to legitimize the choices you make". The search for legitimation is therefore important, but also a major competitive aspect. The case of GRAP illustrates the question of legitimation and the need to get a position in the competition context. The elaboration of social impact of their innovation will help the organization to get a better position in front of both the mass distribution, and others structures from the social sector.

4.2.2. Standardized versus specific-based indicators

Social Return on Investment (SROI) is an analytical framework for measuring and reporting on a broader concept of the value of a social utility activity, not limited to one dimension, including costs and benefits both financial and environmental.

In a context of significant competition, being accountable to funders and/or beneficiaries is something that is quite recurrent. For this reason, the SROI, mentioned above, is very effective. The tool allows to measure in a monetary way the value created by the jobs created, by the stakeholders, the work (voluntary or paid), and many others. The SROI also takes into account the notion of avoided costs. However, SROI completely ignores the issue of governance. This will be explained by the fact that funders are not interested in the latter, but rather in value creation, and in monetary terms. Governance is more subject to an institutionalist and sociological approach. This approach is based on criteria such as the participation rate in GAs, the number of partnerships, satisfaction surveys, gender parity, etc. However, while it is not appropriate to focus solely on value creation and monetarisation, it is also not appropriate to focus solely on governance. However, it is important to remember that the tools can be mixed, which is very relevant: "if there is no one tool that combines all the possible methods, it is possible to combine them. Just because we are going to study the issue of avoidance costs, it does not mean that we cannot study governance. Some evaluation grids therefore propose a mix between these tools. The question is whether to use standardized tools or create new ones.

The second difficulty concerns the image that people have of the evaluation of social innovation, both for practical reasons and for reasons of perception. François will explain it very well: "It is rare to hear feedback on evaluations, in the field we are in, that are positively experienced. It's often either machines to produce figures, spreadsheets, it takes time, it doesn't really question situations of individual power [...] In my opinion, we are in a culture of evaluation that is still very top-down and that considers people as cogs in a machine". This culture of evaluation would also illustrate the rejection of this evaluation of the SI. Since the score is perceived as a sanction, the evaluation can bring up this sanction and is much more perceived as being suffered, than as something positive. The discussion then turned to this notion of evaluation. Vincent explained that the connotation "evaluation", being a little badly perceived, GRAP prefers to use the term "measurement" of social innovation. According to Isabelle, it turns out that paradoxically, etymologically, "measurement" makes it possible to compare, and represents a control tool, whereas evaluation means to build oneself by crossing points of view": Indeed, behind evaluation we have success, success, and therefore not failure".

Part 2. How do actors define Social Innovation? The quantitative analysis

This study aims to identify if the actors from the ASIS partners have the same definition or vision of social innovation. After the literature analysis, an empirical study was conducted based on a common questionnaire. The present report synthesises main results.

I. Presentation of the sample

Concerning the sample profile, respondents come **mostly from non-profit organizations, business support organization and higher education and research institution. Public authorities** are also represented but they are **less numerous**.

Concerning the profile of territories, respondents do not consider their territory to be specifically associated with mountain or valley, they are mostly urban and mainly associated with attractive regional metropolis.

Concerning results, frequency comparison was conducted to identify specific definition of IS according to the different countries.

II. Perceptions of Social Innovation: a comparison

II.1. The most salient elements that they associate to social innovation...

	Austria	France	Germany	Italy	Total
Response to social needs not / badly covered by public and private actors	17,5%	15,4%	22,6%	20,0%	18,2%
Social utility (to have a vocation of social utility)	18,3%	15,4%	18,9%	15,0%	17,2%
Social transformation (aspiration to change or question the current societal model)	15,1%	16,7%	18,9%	15,0%	16,2%
Territorial anchoring (priority mobilization of the resources from the territory in the broad sense)	9,5%	17,9%	3,8%	10,0%	10,8%
Partnership logic	7,1%	14,1%	13,2%	10,0%	10,4%
Collaborative or cooperative governance	13,5%	6,4%	11,3%	7,5%	10,4%
Contribution to the transformation of public policies	9,5%	6,4%	3,8%	10,0%	7,7%
Mixed financing (public, private, associative, charitable ...)	4,0%	5,1%	7,5%	7,5%	5,4%
Other	5,6%	2,6%	0,0%	5,0%	3,7%

$p = 0,67$; $\text{Chi}^2 = 20,49$; $\text{ddl} = 24$ (NS)

Figure 4. Salient elements of Social Innovation

- The first idea that characterized a SI project is that it **meets or satisfies social needs** that are not or badly covered by public and private offers or actors; it is especially true for German and Italian respondents, but also an important characteristic for Austrian and French
- Second, SI projects have a **vocation of social utility** with a more practical conceptualisation of SI, and a **social problem based view**; especially for Austrian, German but also for French and Italian
- According to respondents, SI project also **supports social transformation** with new social aspiration based view; especially for French and German
- For French respondents, SI project are also supposed to have **territorial anchoring**, which is less true for other countries
- Finally, the **second main idea** associated with SI project is **partnership logic or collaborative governance**, but to a lesser extent for Italian

The following figure 5 describes the salient elements of social innovation according the statute of answers. All actors seems to have a common definition of SI on the 4 first criteria. The issue linked to the public action transformation is particularly shared by public authorities.

	Non profit organization	Sectoral Business support Org	Public authority	Other	Higher education and research Institution	Total
Response to social needs not / badly covered by public and private actors	18,6%	18,8%	18,6%	14,7%	25,0%	18,9%
Social utility (to have a vocation of social utility)	15,1%	15,6%	25,6%	14,7%	18,8%	17,4%
Social transformation (aspiration to change or question the current societal model)	16,3%	15,6%	16,3%	20,6%	18,8%	17,0%
Partnership logic	14,0%	10,9%	4,7%	11,8%	9,4%	10,8%
Collaborative or cooperative governance	12,8%	12,5%	11,6%	5,9%	3,1%	10,4%
Territorial anchoring (priority mobilization of the resources from the territory in the broad sense)	11,6%	9,4%	14,0%	5,9%	3,1%	9,7%
Contribution to the transformation of public policies	5,8%	10,9%	9,3%	8,8%	3,1%	7,7%
Mixed financing (public, private, associative, charitable...)	5,8%	4,7%	0,0%	5,9%	9,4%	5,0%
Other	0,0%	1,6%	0,0%	11,8%	9,4%	3,1%

p = 0,33 ; Khi2 = 34,87 ; ddl = 32 (NS)

Figure 5. Salient elements of social innovation according to the profile

II.2. Principals needs of SI

On a second step, respondents were asked to specify the principal needs covered by SI. According to them, SI projects...

- **mainly meets ecological or environmental issues**, especially for French and Italian respondents
- but also **housing and habitat**, especially for Italian and German
- **education and training**, especially for Italian, German and Austrian
- **social actions** such as professional integration, especially for German, Austrian and Slovenian
- but also **social cohesion** for Italian and Slovenian
- and food & nutrition for French

	Austria	France	Germany	Italy	Total
Ecology & Environnement	11,9%	20,6%	10,7%	20,6%	14,9%
Education & Training	12,7%	5,9%	12,5%	14,7%	11,2%
Housing & Habitat	8,5%	11,8%	12,5%	17,6%	11,2%
Social actions (help, social and professional integration, etc.)	11,9%	8,8%	12,5%	5,9%	10,5%
Social cohesion	9,3%	10,3%	10,7%	14,7%	10,5%
Mobility	8,5%	7,4%	10,7%	14,7%	9,4%
Health	9,3%	2,9%	5,4%	5,9%	6,5%
Personal services (caring profession)	6,8%	8,8%	5,4%	2,9%	6,5%
Living conditions	5,9%	4,4%	8,9%	2,9%	5,8%
Food	3,4%	13,2%	3,6%	0,0%	5,4%
Other	5,9%	2,9%	5,4%	0,0%	4,3%
Culture	5,9%	2,9%	1,8%	0,0%	3,6%

p = 0,39 ; Khi2 = 34,52 ; ddl = 33 (NS)

	Non profit organization	Sectoral Business support Org	Public authority	Higher education and research Institution	Other	Total
Ecology & Environnement	16,0%	18,5%	9,4%	9,4%	16,7%	14,3%
Education & Training	14,7%	13,0%	9,4%	9,4%	10,0%	11,9%
Social actions (help, social and professional integration, etc.)	13,3%	13,0%	11,3%	9,4%	6,7%	11,5%
Social cohesion	8,0%	11,1%	11,3%	15,6%	13,3%	11,1%
Housing & Habitat	12,0%	11,1%	11,3%	9,4%	3,3%	10,2%
Mobility	6,7%	9,3%	11,3%	9,4%	6,7%	8,6%
Health	5,3%	9,3%	9,4%	6,3%	6,7%	7,4%
Personal services (caring profession)	6,7%	3,7%	9,4%	6,3%	10,0%	7,0%
Living conditions	5,3%	3,7%	5,7%	9,4%	3,3%	5,3%
Food	5,3%	0,0%	9,4%	0,0%	10,0%	4,9%
Other	4,0%	1,9%	1,9%	6,3%	10,0%	4,1%
Culture	2,7%	5,6%	0,0%	9,4%	3,3%	3,7%

p = 0,94 ; Khi2 = 30,57 ; ddl = 44 (NS)

Figure 7. Needs covered by social innovation: answers by profile

II.3.Supporting the Social Innovation

On a third step, respondents indicated the main actors that support SI projects at local and national levels and concerning different fields of support, in our case funding, networking and assistance

• II.3.1.At local level

For funding

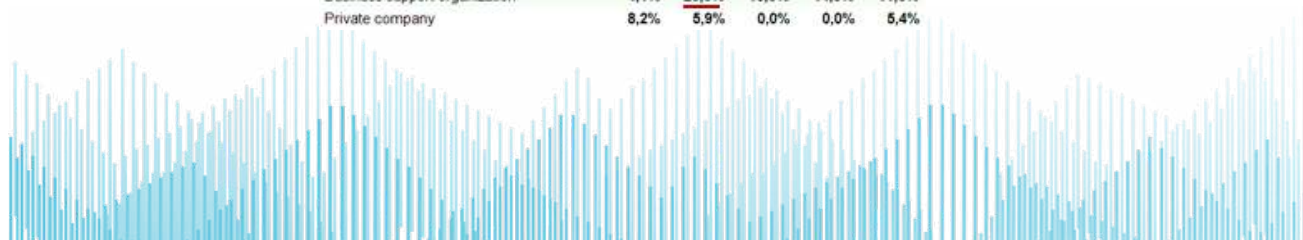
	Austria	France	Germ any	Italy	Total
Local public authority	24,5%	31,6%	6,3%	18,8%	23,5%
Non-profit organization	28,6%	15,8%	43,8%	0,0%	22,7%
Regional public authority	18,4%	10,5%	12,5%	31,3%	16,8%
Private company	8,2%	18,4%	18,8%	25,0%	15,1%
Business support organization	6,1%	13,2%	6,3%	12,5%	9,2%
Sectoral agency	6,1%	7,9%	6,3%	6,3%	6,7%
Higher education and research institution	8,2%	2,6%	6,3%	6,3%	5,9%

For networking

	Austria	France	Italy	Germ any	Total
Non-profit organization	26,5%	38,2%	20,0%	50,0%	31,9%
Local public authority	24,5%	26,5%	25,0%	6,3%	22,7%
Business support organization	10,2%	17,6%	20,0%	25,0%	16,0%
Regional public authority	16,3%	0,0%	10,0%	0,0%	8,4%
Sectoral agency	6,1%	8,8%	10,0%	6,3%	7,8%
Higher education and research institution	8,2%	5,9%	0,0%	12,5%	6,7%
Private company	8,2%	2,9%	15,0%	0,0%	6,7%

For assistance

	Austria	France	Italy	Germ any	Total
Non-profit organization	26,5%	26,5%	20,0%	28,6%	25,9%
Local public authority	22,4%	20,6%	6,7%	14,3%	18,8%
Regional public authority	18,4%	8,8%	6,7%	14,3%	13,4%
Sectoral agency	6,1%	14,7%	20,0%	21,4%	12,5%
Higher education and research institution	14,3%	2,9%	33,3%	7,1%	12,5%
Business support organization	4,1%	20,6%	13,3%	14,3%	11,8%
Private company	8,2%	5,9%	0,0%	0,0%	5,4%



At local level

• For funding,

for France and Slovenia but also Austria, it is above all local public authorities
 for Germany and Austria, it is mainly non-profit organizations
 while in Italy and Slovenia, it is mostly regional public authorities and private companies

• For networking,

for all the countries, the main actors are non-profit organizations
 The second most important actors for networking are local public authorities for France, Italy and Austria,
 while it is business support organizations for Germany and Slovenia and in a less extent for Italy and France

• For assistance,

for all the countries, the main actors are non-profit organizations

After that,

- for Austria, the second most important actors for assistance are local and public authorities
- for France, they are local public authorities and business support organizations
- for Italy, they are research institutions and sectoral agency
- for Germany, they are sectoral agencies, and next local and regional public authorities as business support organizations

• II.3.2. At national level, respondents consider different actors

Figure 4: Main actors and fields of support (at national level)

For funding

	Austria	Germany	France	Italy	Total
National public authority	23,8%	33,3%	33,3%	41,7%	29,8%
Non-profit organization	40,5%	28,7%	6,7%	0,0%	26,2%
Private company	7,1%	20,0%	33,3%	25,0%	16,7%
Higher education and research institution	23,8%	6,7%	0,0%	0,0%	13,1%
Business support organization	2,4%	6,7%	20,0%	25,0%	9,5%
Sectoral agency	2,4%	6,7%	6,7%	8,3%	4,8%

$p = 0,009$; $\text{Khi}^2 = 31,05$; $\text{ddl} = 15$ (TS)

Figure 11. Supporting IS at the national level: for funding

For networking

	Austria	Germany	France	Italy	Total
Non-profit organization	35,7%	60,0%	42,9%	25,0%	39,8%
National public authority	28,6%	0,0%	0,0%	16,7%	16,9%
Business support organization	4,8%	20,0%	35,7%	25,0%	15,7%
Higher education and research institution	21,4%	6,7%	0,0%	8,3%	13,3%
Private company	7,1%	6,7%	14,3%	8,3%	8,4%
Sectoral agency	2,4%	6,7%	7,1%	16,7%	6,0%

$p = 0,03$; $\text{Khi}^2 = 26,95$; $\text{ddl} = 15$ (S)

Figure 12. Supporting IS at the national level: for networking

For assistance

	Austria	Germany	Italy	France	Total
Non-profit organization	35,7%	35,7%	21,4%	46,2%	34,9%
Higher education and research institution	23,8%	7,1%	21,4%	7,7%	18,1%
National public authority	23,8%	14,3%	0,0%	7,7%	15,7%
Business support organization	7,1%	21,4%	14,3%	38,5%	15,7%
Private company	7,1%	7,1%	21,4%	0,0%	8,4%
Sectoral agency	2,4%	14,3%	21,4%	0,0%	7,2%

$p = 0,04$; $\text{Khi}^2 = 26,04$; $\text{ddl} = 15$ (S)

Figure 13. Supporting IS at the national level: for networking

• **For funding,**

national public authorities appear to be the main actors in Slovenia, Italy, France and Germany

for Austria, it is above all non profit organizations, which are also important contributors in Germany

private companies are main investors in France, Italy and Germany

while research institutions are indicated in Austria and France, business support organizations in Italy and Sectoral agencies in Slovenia

• **For networking,**

all the respondents whatever the country indicate that non-profit organizations are the main relationship facilitators

business support organizations are also pointed out in France, Slovenia, Italy and Germany

while national public authorities and research institutions seem to support Austrian projects

• **For assistance,**

for all the countries, the main actors are non-profit organizations

After that,

- in Austria, the second most important actors for assistance are national public authorities and research institutions
- in Germany, SI projects are supported by business support organizations, and in a lesser extent by national public authorities and sectorial agencies
- in Italy, assistance is provided by research institutions, private companies and sectorial agencies
- in France, business support organizations play an important role in assistance
- in Slovenia, assistance is mainly provided by business support organizations, by research institutions and to a less extent by sectoral agencies

II.4. The relationship between Social Innovation and Performance

In order to capture the link between SI and performance, we ask respondents if they know some indicators of SI performance. Very few of them answer positively (see Figure below).

	Austria	France	Germany	Italy	Total
No	83,3%	64,7%	62,5%	70,0%	73,4%
Yes	16,7%	29,4%	37,5%	30,0%	25,3%
Other	0,0%	5,9%	0,0%	0,0%	1,3%

Hence we can conclude that there is a lack of knowledge about indicators to measure SI
We also ask them factors that slow SI diffusion. Respondents point out:

- The lack of resources dedicated to SI project whether in terms of time, personal or money
- Administrative and bureaucratic difficulties, and many respondents consider that there is a lack of political adoption of SI
- And finally, the difficulty in moving from experimental projects to structural activities

II.5. Discussion

The quantitative analysis, via an on line consultation of the targets groups of each partners, aims to precise elements highlighted in the analysis of the state of art.

- Social innovation refers mainly to practical concerns focused on specific needs not/badly covered and/ or global and broad issues (ecology, environment, education...).

Actors supporting SI are

- non profit organizations,
- public authorities at local level but less at national level
- the support of public authorities is not perceived the same among the countries

Vision and support of SI differs according to

- **Countries** : we identify a convergence to social utility vocation but the second elements differ
- **Actors** : different vision concerning needs to be covered by SI

Conclusion. The common vision for Social Innovation

The following deliverables of ASIS project will particularly explore

- The issue of social issues or challenges: to what challenges may IS answer?
- The nature of public policies supporting IS
- The issue linked to the capacity to evaluate the societal impact of IS.

This study allows converging to a common definition adopted by all ASIS partners. Precisely we decide to focus our conception of Social Innovation on several criteria:

1. Social Innovation is an innovation

Innovation changes the order of conception, production and organization of economic and social activities. It consists in something new in terms of offer (product, service), process, and value proposition.

In this conception, social innovation and technological innovation may be associated if both are oriented to a change of conception of activities.

2. Social innovation is focused on social issue

Social Innovation has to address a social problem or a social need. It means that its impacts are associated social and/or societal improvement

3. Through a collaborative approach that includes beneficiaries

The review just done shows that we can find two dimensions of social innovations if you precisely consider the inclusion of stakeholders and actors.

ASIS partners decide to define their conception of social innovation excluding the isolated case of entrepreneur that develops an innovation without any inclusion process with stakeholders, beneficiaries and territory. It means that the inclusion criteria of stakeholders and the collective governance of the process of social innovation constitutes a crucial criteria to define IS

4. Finally, social innovation is a process that creates positive impact on society and actors.

If social innovation is a process that addresses social issues, it may also concretely create positive and sustainable impact on actors and society.

The issue of social impact is crucial and implies that the activities of social innovation may allow to be measured. The ability of be measured is high and may be difficult to reach for some actors and organizations. That is why the following output and deliverables will address this peculiar issue.

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PRESENTATION PLAN - PHASE 1 OF WPT1

I. Generic definition of social innovation (IS) emancipated from territories: This is to highlight the scientific cross-cutting approaches of the SI to provide answers to unmet needs of society.

Quote what the generic definitions are based on (sources used)

Main criteria for defining social innovation in general

Fields of application (needs, actors, industry ...)

Produce a comparative table of generic definitions and make a synthetic analysis.

II. Specific definition embedded in a territory in the sense of the territory lived (specific to a region to a territory, to a specific population, to a particular professional activity, to a social group ...)

Decline what you think can illustrate what a social innovation specific to your territory may be.

Characterize these social innovations and decline their main manifestations on the territory

Role of public authorities and development agencies

III. Can you calibrate your definitions, objectify the phenomena of identified social innovation

Is it possible to translate these social innovations into quantitative or non-quantitative indicators (standard criteria, scale indices, qualitative taxonomy)?

Do you identify shared IS criteria in your territory.

What local vision of the SI would you propose?

IV. Are you able to identify LEVERS that speed up and BRAKES that slow down social innovation processes in your area?

V. Are there any specific points you want to add?