



T-AP Social Innovation Conference: Collaboration for Social Innovation - Scaling for Impact

Florian Noseleit, University of Groningen

Tina Dacin^a, Christian Rupietta^b, Christine Volkmann^b, Jana Coenen^b, Markus Thomanek^b,
Pedro de Faria^c, Philip Steinberg^c, Björn Mitzinneck^c, Diego Moreira Soares^c

^a Queens University, ^b University of Wuppertal, ^c University of Groningen



Collaboration for Social Innovation

- › Main motivations:
 - Provide a better understanding of the possibilities, limits, and tensions of scaling social innovations.
 - Identify different (organizational) means of scaling social innovation.
 - Examine the abilities and tactics that can help organizations scaling social innovation.
 - Contribute to a better understanding of the context in which social innovation are scaled.
 - Provide insights on the role of community for scaling social innovation.
 - Insights on the diffusion / adoption of products & lifestyles that lower emissions.



Review: Capabilities to collaborate for social innovation

- › To implement social innovation at scale, organizations need to collaborate with a variety of partners across sectors, regions, and layers of society. (e.g., Castro-Arce & Vanclay, 2020; Kania & Kramer, 2011; Koschmann et al., 2012; Montgomery et al., 2012)

How can organizations effectively manage these social innovation collaborations (SICs) to prevent ‘collaborative inertia’ (Huxham & Vangen, 2000)?

Key takeaways

- › Capabilities for SICs span across organizational levels (intra, inter, and network level) and partnership stages (pre-formation, formation, and post-formation stage).
- › These capabilities resemble strategic alliance capabilities; however, the former go beyond the latter.
 - Differences can be attributed to the heterogeneity of partners in SICs and their social purpose.
 - SICs thus require additional capabilities to manage the unity-diversity tension, i.e., leveraging partners’ diversity while providing a sense of unity that enables joint action for a social purpose.



Contexts of our research & themes

- › Energy transition
 - Bioenergy villages → scaling across communities (inter-community)
 - Identifying key actors in the Hydrogen industry (database) → networks & key actors (inter-organizational)

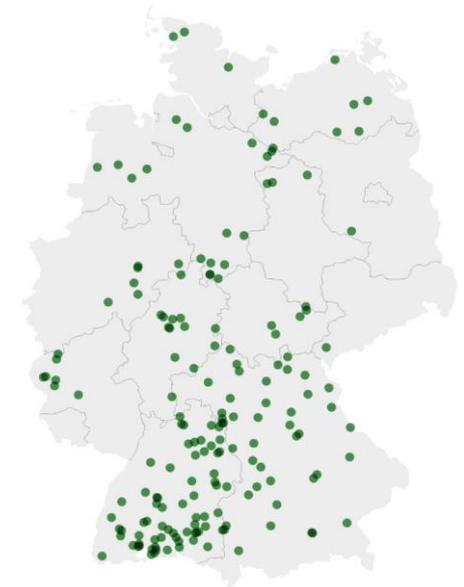
- › Consumers & Lifestyle
 - Local food → mobilizing community (intra-community)
 - Transparency in supply chains → platforms & digitalization (supply chains)

- › Microfinance → dealing with resource constraints (intra-organizational)



Zooming in: Tackling Grand Challenges Village by Village:

- › Community-based enterprises (CBEs) are a promising vehicle to address grand challenges locally. (Hertel et al., 2019; Peredo & Chrisman, 2006; Stott et al., 2019)
- › To constitute a proportionate response to these challenges, however, CBEs need to succeed in many different localities. (cf. Bauwens et al., 2022; Ferraro et al., 2015)



How can CBEs succeed in varying conditions?



Supportive business environment:

- **Physical resources** (Peredo & Chrisman, 2006; Vestrum, 2014)
- **Financial resources** (Bailey, 2012; Vestrum, 2016)

Supportive social environment:

- **Problem awareness** (Peredo & Chrisman, 2006; Stephan et al., 2015)
- **Local legitimacy** (Vestrum et al., 2017; Vestrum & Rasmussen, 2013)
- **Social capital** (Peredo & Chrisman, 2006; Rao & Greve, 2018)

Configurations
of local
conditions

CBE creating
impact

Findings:

- no single condition is necessary for impact creation
- configurations of enabling conditions matter



Mechanisms to organizing community around communal venture

Opportunity-anchoring

Community-anchoring

Mechanisms to handle a lacking condition

Circumventing

Opportunity leveraging (Configuration 1):

Rendering lacking problem awareness irrelevant by drawing on physical resources together with legitimacy to highlight clear CBE opportunity

Community leveraging (Configuration 2):

Rendering lacking legitimacy irrelevant by drawing on physical resources together with social capital to deliver proof of concept for a CBE locally

Compensating

Opportunity building (Configuration 3):

Offsetting lacking legitimacy by drawing on social capital (and problem awareness) together with financial resources to convince each community member that CBE is worth pursuing to realize (ecological/ social/ comfort) opportunity

Community building (Configuration 4):

Offsetting lacking social capital by drawing on problem awareness together with legitimacy to attach a growing group of community members to successively more involved projects of a CBE



Key takeaways

How can our insights help change agents identify how to use CBEs for local impact creation?

- › Configurations of enabling conditions matter more for impact creation than individual conditions.
- › Entrepreneurial processes to deal with resource limitations matter: bricolage, effectuation, bootstrapping, or jugaad.
- › Circumventing- and compensating-strategies extend considerations of entrepreneurial resourcefulness.



Thank you for your attention!

Florian Noseleit, Professor of Entrepreneurship and Innovation
Department of Innovation Management & Strategy, University of Groningen

f.noseleit@rug.nl

<http://www.rug.nl/staff/f.noseleit/>