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Social Innovation Initiatives Expansion

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Abstract

This paper proposes a model for analyzing the elements which influence the trajectory of social innovation (SI) initiatives expansion. Social innovation concept consider those initiatives that have the purpose of generating new social responses, based on activities developed by a collective of actors, in a process that may be related to products, services, interventions or knowledge. Methodologically, this research had a qualitative approach, using Adaptive Theory in four steps for elaborating the theoretical model. The first step was from the result of literature; the second and third steps were to discuss the model and its concepts, with academics and researches, both specialists in SI; and the fourth step consisted of two Brazilian SI case studies. As conclusion, the analytical model is presented suggesting to management of existing SI initiatives and to contribute proposing public policies that use social innovation as the main reference.

Keywords:

Social innovation. Social value. Systemic change. Adaptive theory.

1. Initial Remarks

Society in 21st century has been constantly challenged to solve numerous issues arising from a logic mostly supported by economic assumptions. These situations appear to be multifaceted and involve several interacting actors, which increases their degree of resolution complexity: scarcity of resources, epidemic of syndromes and chronic diseases, climate changes, population ageing and the costs associated with health care, the impact of mass urbanization, among others.

Amid this range of urgencies, social issues must be a major concern of research aimed at a less unequal society. In order to produce results that seek to benefit the community, to the detriment of traditional economical conceptions regarding the concept of innovation, Social Innovations (SI) emerge. SI can be defined as innovations that generate social value, in search of responses to society's problems, and can be considered as vectors to induce positive social changes (Bureau Of European Policy Advisers [BEPA] (2010); Murray, Caulier-Grice & Mulgan, 2010; Bouchard, 2012; Choi & Majumdar, 2015).

Social Innovation initiatives have been presented as viable alternatives to solve local demands as well as major global challenges, also to stimulate systemic changes (changes in attitudes and core values; strategies and policies; organizational structures and processes) from a sustainability perspective, in its triple dimension (social, environmental and economic). These initiatives also are able to involve the government, businesses and, above all, civil society

(Hubert, 2010; Tracey & Stott, 2017). It should be noticed that these initiatives are considered as actions and solutions which can be a product, service, process or methodology, connected to the most diverse areas of social intervention.

Social innovation is a polysemic subject. There are definitions that approach the concept focusing on the results that the initiative intends to achieve. On the other hand, there are those that emphasize the importance of the SI process in its stages of development and expansion to other territorial and/or social contexts.

The perspective of SI as a process assumes that SI is consolidated and can be expanded by social actors participation. These actors are not only seen as beneficiaries, but as effective participants along the trajectory of these initiatives (Tardif & Harrisson, 2005, André & Abreu, 2006, Rollin & Vincent, 2007, Murray et al., 2010, Codini, 2015), assuming protagonist roles in several opportunities.

The approach that considers SI initiatives as an result lies in the fact that these initiatives can be replicable. The possibility that they can be deployed or “exported” to other contexts is essential for their scope to be broadened and strengthened in order to gain inputs from quantitative (SI dissemination to other contexts) and qualitative (institutionalization of practices) perspectives.

Both process and result approaches can be considered concomitantly, since there is no way to dissociate the outcomes from the way social innovation has ran its trajectory (Murray et al., 2010; BEPA, 2010; Correia, Oliveira & Gómez , 2016).

Initially, it was assumed that studying the stages of expansion of SI initiatives allow a clearer understanding of their paths, which may bring significant results to the territories where these initiatives were established. Thus, the approach chosen for this research came from the premise that an in-depth analysis of how these initiatives expand can contribute to understanding existing dynamics and promoting new ones.

Considering that not all SI initiatives take the same path of development and expansion, but they share the common role of promoting social value, this paper proposes a model to analyze the elements that influence the expansion path of these initiatives.

2. Social Innovation Initiatives Expansion: A Theoretical Model

The main premises that guided Theoretical Model of Social Innovation Initiatives Expansion development are based on approaches that consider collaboration and participation (process) and social purpose (result).

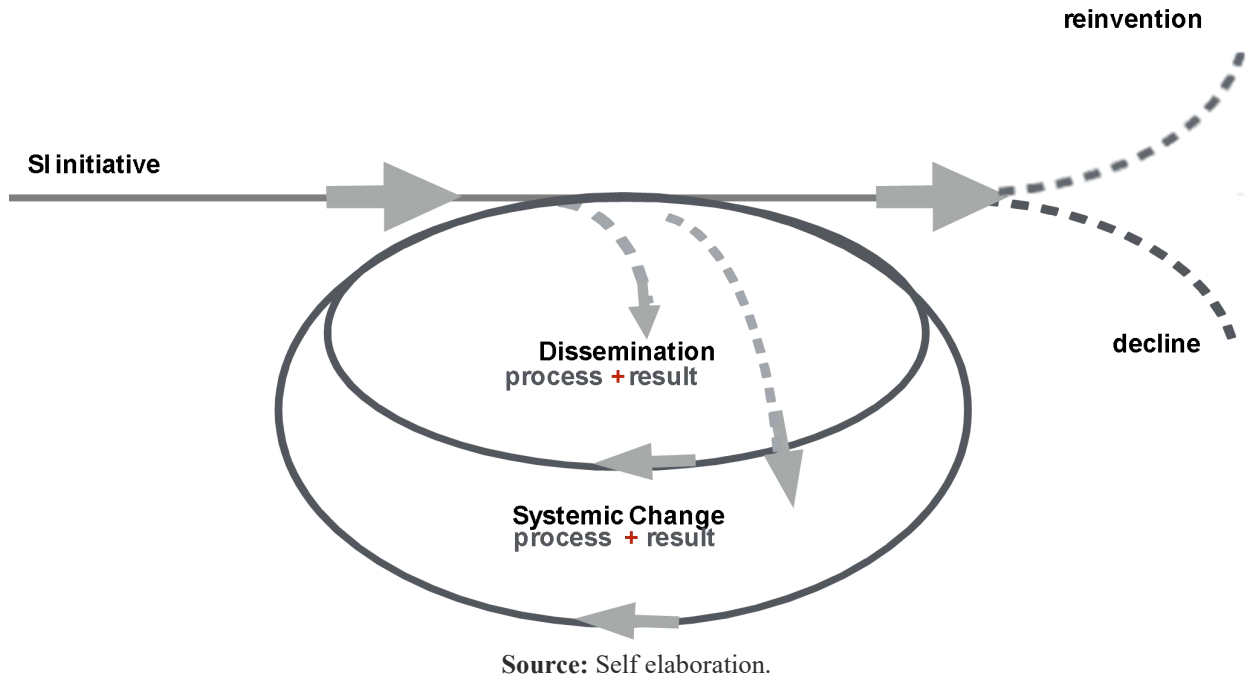
The first premise establishes that SI initiatives should: generate social value in an induced way (BEPA, 2010; Murray et al., 2010); consider tangible (products and services) and intangible (knowledge and interventions) operational formats for achieving their goals; and comprehend the active participation of actors during expansion process.

The second premise establishes that expansion process can only be considered when the actors in the territorial context appropriate the new strategy through social practice (André & Abreu, 2006; Rollin & Vincent, 2007; Murray et al., 2010; BEPA, 2010). It also considers the non-linear nature of social innovation initiative expansion path (BEPA, 2010; Murray et al., 2010). This is a path in which several actors interact, and it does not always allow the initiatives to reach their highest stage – that of their institutionalization.

Some initiatives, influenced by the environment in which they are inserted, end up stalled and do not spread, some reinvent their main scope and some even decline during their paths (André & Abreu, 2006).

The initial effort was present a model to show a understanding of how the expansion paths of SI initiatives establish themselves, providing means to investigate the elements that influence the multiple possible trajectories that these initiatives may take (Figure 1).

Figure 1: Theoretical Model of Social Innovation Initiatives Expansion



The first path (Dissemination) recognizes that a SI initiative has already been appropriated by the actors involved and begins to spread (BEPA, 2010), expanding in two forms: 1) scaling, which refers to solutions that can be “exported”, such as SI attached to products and services, and 2) diffusion, which relates to the provision of knowledge or intervention through individuals and their networks (Murray et al., 2010). In this stage, there may be several strategies to grow and disseminate an innovation.

The second path is called “Systemic Change”. This is the stage in which a SI initiative is institutionalized, provoking systemic changes in society (Murray et al., 2010; BEPA, 2010). Actions become habits and refer to behaviors that have developed empirically, and that can be adopted by an actor or group of actors to solve recurring problems (Tolbert & Zucker, 1996).

The reinvention of a SI happens when the initial innovation is reinvented and begins to follow a new path, changing its scope and starting a new wave of innovation (André & Abreu, 2006). Decline stage can be found in several cases in the existing literature about organizational phenomena but it should be noticed that some authors prefer not to include the decline stage in their models, because decline could occur from any stage and does not follow a linear sequence.

The **Process** dimension consists of three initial categories, obtained from the literature: **Coordination of Activities**, **Conditions of Evolution** and **Mobilization of Actors**, based on Lévesque (2002), Cloutier (2003), Tardif and Harrisson (2005), Rollin and Vincent (2007), Assogba (2010), BEPA (2010), Murray et al. (2010), Cajaiba-Santana (2014), Howaldt, Domanski and Kaletfa (2016) and Freire, Del Gaudio and Franzato (2017).

Coordination of Activities refers to the management of activities directly involved in the SI initiative, considering that the path of expansion of SI initiatives include a set of interaction

processes between different actors, making them complex and difficult to analyze in their entirety. These innovation processes mainly affect the coordination methods and ways of ensuring that this coordination is effective (Tardif & Harrisson, 2005).

SI initiatives comprehend the creation of a knowledge or **leadership reference** (Assogba, 2010), which can start from the base (bottom-up) or come from previously formatted guidelines (top-down) (BEPA, 2010).

Based on the procedures used in its management, the path of SI initiatives considers the study of the **new forms of labor division and coordination**, as well as the conditions of coordination and social interaction, which is also the place of new forms of governance (Lévesque, 2002). In the context of SI initiatives expansion, it is expected the construction of new social practices (Cajaiba-Santana, 2014).

In this sense, SI initiatives expansion is frequently described as a **collective learning and training process** (Lévesque, 2002; Cloutier, 2003), through negotiation processes and formal and informal agreements, in activities that exchange knowledge and experience (Rollin & Vincent, 2007). The trajectory has the participation and interaction of actors in its many stages, which can impulse the initiatives, acquiring the necessary knowledge for making the desired changes. This contribution is reflected in new abilities (Howaldt, Domanski & Kaletfa, 2016).

Conditioning of Evolution refers to the elements that can potentially impact the dynamic of a SI initiative, which can be internal and external forces. The process evaluation shows which factors can cause restrictions to the expansion of SI initiatives (Tardif & Harrisson, 2005).

Some stress points that arise during the process may come from the existing **normative structure** (norms, values, models and ideologies), which have a function of providing normative stability to the context in which the SI is being developed (Assogba, 2010). The conditions pointed out in the model developed by Murray et al. (2010) refer to potentially relevant and **available resources** so that SI initiatives can be sustained and remain open and collaborative. In this context, other factors that affect and have the potential to reduce innovation degree of an initiative can be considered as the complexity and uncertainty of the dynamics, the resistance of actors, due to antagonistic points of view and **divergent interests** (Assogba, 2010).

Actors Mobilization is concerned with **actors participation** involved in SI initiatives. In this sense, the SI initiatives present themselves as the result of an open expansion path, in which many different actors collaborate (Freire, Del Gaudio & Franzato, 2017).

Tardif and Harrisson (2005) consider as actors those of a **social nature**, representing civil society (individuals, associations, unions, social movements); of an **organizational nature** (companies, non-governmental organizations and social enterprises); and of an **institutional nature** (state, institutions). The role and conditions for the participation of these social actors in the development and implementation of innovative projects, alongside other organizational actors and institutional actors, is the greatest challenge for these paths of innovation (Tardif & Harrisson, 2005).

The setting for SI initiatives expansion is made of interactions between social actors, their relationships with peers and other actors, in addition to the meanings given by them to different situations, which can generate **new social relationships**, even though this process is sensitive to institutional circumstances (Cajaiba-Santana, 2014). This scenario may involve a process of democratic demonstration of negotiation and commitment, culminating in the appropriation of SI by the local community.

A permanent challenge for expanding SI initiatives is that actors should be able to maintain a significant level of collaboration between them, in which the boundaries between social, organizational and institutional actors are not clearly defined. This reinforces the richness

of the interactions during the path. These would be the requirements for establishing a **commitment formulation**, a kind of adjustment among actors, seeking reconciliation of interests and mobilization (Assogba, 2010).

Result dimension of the theoretical model is constituted initially by the categories **Social Transformation** and **Socio-political Gains**, which are based on the works of Cloutier (2003), Murray et al. (2010) and Correia, Oliveira and Gómez (2019).

Social Transformation deals with aspects directly related to the permanent and long-lasting social changes (Cloutier, 2003) that result from the expansion of SI initiatives.

According to Correia et al. (2019), social transformation cannot be achieved by a single organization or sector, due to the comprehensiveness of several factors, such as culture, business practices, legislations or political factors, and the interactions between them. Thus, in order to obtain **environment change**, it is expected that actors change their attitudes and behaviors.

Social innovation definitions cover a variety of interpretations, but a common aspect among them is the importance attributed to the development of innovative solutions that can promote **improvement in living conditions** of individuals and confront social issues. In this context, SI initiatives could facilitate the implementation of services, standards, procedures and programs (Cloutier, 2003), contributing to better health, education and income conditions for social actors who benefit from them.

The analyses tend to address how these social transformations emerge along the expansion path of SI initiatives and serve **collective interests**, based on the recognition of responses to the social needs and aspirations initially detected, which may influence this path.

Socio-political Gains are results not directly related to the initiatives' original objectives. This category states that SI initiatives come to be perceived as a **political emancipation** of social groups, which become more autonomous and involved in collective thinking, and also the quality of relationships between the actors, to create opportunities for the population (Correia et al., 2019).

In this case, SI initiatives can be considered a solution to improve social resilience (through acquired knowledge) and to increase the number of beneficiaries with sociopolitical capabilities and access to resources (empowerment).

Economic, cultural and environmental gains can be expressed as: changes in social relations, for example, by establishing alternatives to reconfigure production flows (economic gains); guarantee of ethnic and cultural plurality, and respect for the communities' traditional knowledge (cultural gains); and an approximation between the environment and the development (environmental gains), which involves the discussion over the need to promote a sustainable management of the natural resources base (Correia et al., 2019).

Analysis indicators mentioned in the categories assume that SI initiatives should be regarded as local processes, initiated by different actors that seek to change their relationships, influencing the local context. They also should be analyzed taking into perspective their possibility to expand to other contexts, through the stages presented in the model. This is the set of analyses that this study provides.

3. Method

This study's methodological procedures were based on Adaptive Theory (Layder, 1998), which provides an articulation between the theoretical framework and the empirical findings in field research.

Considering this suggestion, the theoretical framework elaboration was influenced by the

records and results empirically obtained (interviews, in loco observations and interpretations of documents), being successively fed by new primary data.

After initial proposition, two sequential rounds of consultation to Brazilian specialists in SI were proceeded. The analysis of the interviews made with these specialists reached a consensus that social innovation initiatives emerge to change an unsatisfactory situation, being directly related to social actors protagonism, providing social value, which is different from social transformation. The latter concept presupposes profound changes in society and was present in the first proposed version of the model. Senior specialists (Brazilian researchers with more than 5 years of experience as teachers, academic supervisors and authors of articles published nationally and internationally) and junior specialists (Brazilian researchers who have developed their academic works – thesis and dissertations on the subject – and authors of papers published nationally and internationally) reviewed and made suggestions to the model.

After that, adjustments to the theoretical model were proceeded, which resulted in a new version that was subsequently validated with two case studies.

The first case was Angel Mothers Union (AMU). Based in Recife (Pernambuco, Brazil), it is a pioneer SI initiative in an initial stage of expansion, already very important for the region it is located at. AMU deals specifically with public policies for babies affected by cerebral malformations resulting from the diseases associated with Zika virus, contracted by their mothers during pregnancy.

AMU was founded in December 2015 and operates primarily in Recife, but it is currently expanding for other cities in Pernambuco and neighboring states. The association has been concerned with including these infants in society, providing knowledge about the families' rights regarding the children's health care and development, as well as psychological support for caregivers, exchange of information and experiences.

The second case, Project 1 Million Cisterns (P1MC), was created in 1999. After being disseminated in its region, as an innovation based on policies for water storage, it became a public policy formalized by a federal law. Initially, it was developed by Brazilian Semi-Arid Articulation – ASA network, which reunites more than three thousand civil society organizations. After being institutionalized, it started being developed through public bids launched by the Federal Government to local executing units. In this way, it has served families that still need technical, physical and economic support to store water, in order to make life possible in the Semi-arid environment.

Both SI initiatives were developed with the purpose of generating social value, initially by groups of individuals who sought to solve unresolved local problems. From this perspective, the two cases present SI initiatives that were developed by a collective of actors, based on the understanding and projection of demands pointed out by these groups of individuals.

The option of choosing cases in different stages of expansion was made in order to confront their similarities and differences, by analyzing the moments of their expansion paths and carrying out an in-depth investigation to reveal the main characteristics of each stage. In both cases, six actors involved with the initiatives were interviewed. Primary data were also collected through participant observation.

After analysis process, all categories listed in the model were validated for both dimensions, Process and Result, in accordance with the assumptions presented in the initial version. Analysis indicators were discussed in both case studies and some observations regarding them emerged to improve the model.

4. Results and Discussion

Senior specialists contributed to the maturation of the theoretical proposal, due to interviewees multidisciplinary profile, aligned with the various existing approaches to the concept of SI. The analyses of the interviews reached a consensus that social innovation initiatives emerge to change an unsatisfactory situation, being directly related to social actors protagonism and resulting in social value, which is different from social transformation. The latter concept presupposes profound changes in society and was present in the first proposed version of the model. As a result, the experts suggested that seven indicators and two categories should be changed, and one indicator should be suppressed.

After these changes, with Junior specialists, the main difference was the experience of the theoretical-empirical studies carried out by the researchers specifically in the area of social innovation. They were able to enrich the interviews with experiences from social innovation initiatives undertaken in the field, as opposed to a more theoretical and general vision provided by the senior experts. These specialists contributed to understand the coherence of the selected indicators. There was consensus for altering only one indicator, in order to make explicit the importance of the collaboration network that is formed within SI initiatives. This network involves the support, trust and commitment of involved actors (Harrison; Chaari & Comeau-Vallée, 2012) and represents one of their biggest direct gains.

The case studies allowed to analyze some similarities and differences regarding the indicators, which contributed to the final proposition of the model. In sum, the notes indicated that these indicators' criteria of analysis should have a more generic nature.

In **Process** dimension, **Coordination of Activities** refers to activities directly involved in the SI initiative. The findings related to **Leadership References** indicator allows to conclude that leaderships are important for expanding SI initiatives, but the main factor for their growth is the innovation's content, which begins to be recognized and applied by other people, in different contexts, regardless of their leaders.

In this context, it is important to give special attention to the matters related to **New Forms of Labor Organization** indicator in both cases. There is a clear need to formalize activities related to the SI initiatives as they expand, in a way to make work more independent from the people.

In both studied cases, **Actors Learning** indicator shows an upward curve as the growth of the SI initiatives occurs. The learning process is directly related to the forms of labor organization within these initiatives, in a convergence of new dynamics among the various roles assumed by the actors during their expansion.

Circumstances of Evolution is made up of indicators that refer to the circumstantial elements around the management of the activities involved in the SI initiatives, which can either boost or prevent these initiatives. Regarding **Normative Structure** indicator, it is noteworthy that the law that institutionalized P1MC is an element that boosted its expansion. In the case of AMU, there is a benefit to the families, called Benefit of Continued Provision to improve the economic power of low-income families raising a disabled child. This may also be a factor that induces the expansion of AMU, by increasing the families' income.

Available Resources indicator is crucial for the expansion of SI initiatives in the case of innovations related to services or products, such as P1MC, which depends on the budget for building the cisterns in addition to agroecology and cistern maintenance training courses offered to the families. In the case of AMU, an innovation related to social intervention, resources have less influence on the issue of expansion, even though they are essential for maintaining the

organization's physical structure and developing a rehabilitation center for children with microcephaly at the association's headquarters.

Diverse Interests indicator considers that expansion is often a process filled with obstacles that need to be transposed. On the other hand, as conflicts of different natures arise along the initiatives' path of expansion, they can act as propellants for the expansion, by involving more discussions and thoughts on the subject.

Mobilization of Actors refers to the actors involved in SI initiatives. In both cases, it is noticeable that the initiatives would not have expanded without the **Participation of Social Actors** indicator, an indicator that reveals these actors' protagonism, a fundamental element for any social innovation initiative. In both studied cases, it was possible to verify an effective and leading participation of social actors.

Participation of Organizational Actors indicator and **Participation of Institutional Actors** indicator may not occur in the first moment of expansion, but as time goes by and new relationships develop, their participation becomes more important.

In **Result** dimension, **Social Value** refers to the direct results achieved by SI initiatives for social actors. This category was validated by the presentation of direct results achieved by MUA and P1MC, which partially met the proposed objectives, but expect to continue expanding to reach the goals initially set. These results could be verified in the aspects related to **Change in the Environment** indicator, as the analyses show that the change provided by P1MC is not only the quantity of cisterns present in the region, but specially the perception that Semiarid issues are being viewed in a different way, which appreciates aspects related to coexisting with the region. However, it has not been able to end the poor management of water resources in certain regions, leaving space for specific actions of water supply at high costs or in exchange of political favors. In the case of AMU, the perception of change is mainly related to the decrease of prejudice suffered by children with microcephaly, through a local framework of more supportive actors.

Considering **Improvements in Living Conditions** indicator, it is possible to find that both cases show how an organized civil society can contribute positively and effectively to improving the welfare of beneficiary actors.

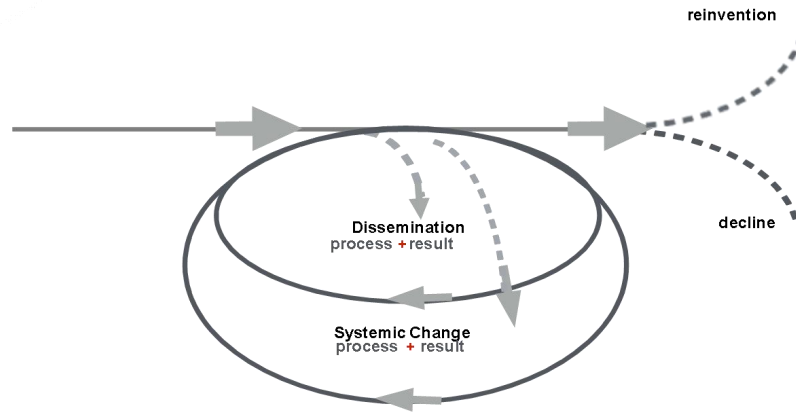
By arguing with the government over its demands and holding several events about microcephaly, AMU has managed to grant resources to perform activities related to the welfare of children and caregivers, expanding their reach to agencies directly related to healthcare. This is the result of **Collective Interests** indicator. In the case of P1MC, this indicator points to a more expressive intervention along with social actors involved in the process. In consolidating the program, the population takes on a more important role, ceasing to be just a victim and gaining more knowledge about the "drought industry", historically represented by sporadic actions and private appropriation of the benefits of public investments.

Finally, the validation was consolidated by the analysis of **Sociopolitical Returns**, which refers to the indirect results obtained for all actors. The first indicator, which is about **Social Empowerment**, shows a result that comes from the social strengthening generated by new practices.

In both cases, **Adjacent Responses** indicator showed relevant findings. In the case of AMU, their gains were extended from the group of children with microcephaly to a larger group of children with disabilities in general. One can assume that as the initiative continues to grow, new projects of innovation related to public health may emerge. In the case of P1MC, in addition to many indirect gains, new SI initiatives are being developed in region.

After these discussion, a general view of final indicators proposition for analisis is presented in Figure 2.

Figure 2: Theoretical Model of Social Innovation Initiatives Expansion – Indicators View.



Process			Result	
Coordination of Activities	Circumstances of Evolution	Mobilization Of Actors	Social Value	Sociopolitical Returns
Leadership References	Normative Structure	Participation of Social Actors	Change in Environment	Social Empowerment
New Forms of Labor Organization	Available Resources	Participation of Organizational Actors	Improvements in Living Conditions	Adjacent Responses
Actors Learning	Diverse Interests	Participation of Institutional Actors New Social Relationships	Collective Interests	

Source: Self elaboration.

Concerned to the path, the main points of the stages “Dissemination” and “Systemic Change” are: the participation of organizational actors, who act as protagonists in both stages and play several roles during this process (André & Abreu, 2006); the capacity of the initiatives to reinvent themselves (Van De Ven, Angle & Poole, 2000; André & Abreu, 2006), assuming other scopes; and the empowerment of society (Cajaiba-Santana, 2014), which enables actions of change and social transformation, as it develops new technical and relational abilities in the beneficiary actors, reinforcing their self-esteem and increasing their interaction and collaboration networks. Table 1 shows the main characteristics of each stage.

Table 1: Theoretical Model of Social Innovation Initiatives Expansion – Analytical View

Dimension	Category	“Dissemination” Stage	“Systemic Change” Stage
PROCESS	Coordination of Activities	Coordination of activities by organizational actors, who learn new strategies for maintenance and dissemination of the initiative with social actors	Coordination of activities, determined by law, by organizational actors, who interact by learning with social actors and teaching new practices to institutional actors
	Circumstances of Evolution	Prominent performances by organizational actors in planning the expansion for the emergence of fixed income; and by social actors, who spread knowledge about the existing normative structure	Prominent performance of the institutional actors in the planning of the expansion and management of fixed revenues, in order to guarantee the execution of the initiative, and by organizational actors, who spread knowledge about the existing normative structure and that are initiative managers with social actors
	Mobilization of Actors	Cooperation between social and organizational actors, in which the latter may assume two roles: beneficiaries and managers	Collaboration among social, organizational and institutional actors, where institutional actors can assume a dual role in the expansion: managers and sponsors
RESULT	Social Value	Practices and responses that bring a more cooperative environment for social and organizational actors, providing new social dynamics for discussing the issue and promoting social change	Practices and responses that bring a more cooperative environment for social, organizational and institutional actors, providing new dynamics in society for discussion the issue and promoting social transformation
	Socio-political Gains	Strengthening of the community through new practices and responses; obtaining social responses that allow for the reinvention of the SI, considering aspects such as format, content or territory for the new initiative	Strengthening of the community through new practices and responses; obtaining social responses that allow for the reinvention of the SI, considering aspects such as format, content or territory for the new initiative

Source: Self elaboration.

After these discussions about the stages, it is inferred that Theoretical Model of Social Innovation Initiatives Expansion was designed in a way that it can be used in different contexts, representing an analysis perspective that may be used as reference for evaluating and analyzing other SI initiatives.

5. Conclusions

Social innovation initiatives arise from different social, economic, existential and political contexts, and one might add that environmental aspects also catalyze the emergence of this particular type of innovation. However, spaces marked by social exclusion which are deficient in providing employment, housing and citizenship, become suitable for the emergence of these initiatives. Their objective, in this context, is related to the promotion of positive responses to the predominant scenario.

It should be noted that SI initiatives are local, but extensible, maximizing their global impact when they reach different realities that present the same demands. Therefore, the expansion empowers the actors involved in the process and provokes changes in the relational axis of the territorial contexts between society, market and state.

It stands out the importance of expanding SI initiatives to development countries such as Brazil, which should be directly proportional to the need to solve problems related to the fundamental rights of citizens. As it was applied the model in practical case studies, it was also possible to conclude that SI initiatives have a high potential for expansion due to their networking and can be accelerated through partnerships with organizational and institutional actors. It is also worth noting that the results of these expanding initiatives can be transformed into public policies when they present measurable responses and converge with the interests of institutional actors, strengthening their concept and favoring their expansion.

In **Process** dimension, the categories covered a set of indicators that interact in order to confirm actors protagonist participation in the stages of expansion of SI initiatives.

When looking into the history of the studied SI initiatives, it is possible to notice that they both were first developed in a bottom-up approach and followed a path similar to that described for the journey of innovation in organizations: the trajectory of these innovations starts randomly and continues to point to ordered behavior patterns, since they tend to spread through the mobilization of social actors.

However, the process also suffers from the external environmental forces present where the SI initiative is expanding. They can be considered indirect influence factors on the expansion path, since there is no control over these exogenous events, such as crises, ruptures and discontinuities. There is no definition of how the expansion trajectory will be, suggesting that leadership references cannot control the success of expansion. They can only improve their chances by developing and practicing skills to overcome the obstacles along the path.

Actors intervene in the process assuming roles that may overlap, either as beneficiaries or as benefactors. They can be influenced by the circumstances along the trajectory and by the elements that make up the management of a SI initiative (André & Abreu, 2006), and can act in order to delimit resources and restructure ideas and strategies (Van de Ven, 2017).

Result dimension presents responses of qualitative (institutionalization of practices) (BEPA, 2010) and quantitative (direct and indirect impacts of resources resulting from SI initiatives that reach the territories) (Ouden, 2012; Choi & Majumdar, 2015) nature. These responses may be obtained in different contexts with the same demands, but it should be noticed that the results depend on local specificities, an intrinsic feature of social innovation actions.

The analysis approach considering both dimensions was therefore confirmed in the final version of Theoretical Model of Social Innovation Initiatives Expansion, which presents a feedback system: from the process, social responses arise, interacting with the territory and the actors; depending on these social responses, SI initiatives may or may not expand. In the case of

expansion, these social responses directly influence the behavior of actions related to the process and so forth.

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