

ISIRC 2020

*Research Workshop “Social
Innovation and higher education
institutions’ policy labs”*

The Greek Social Enterprise Ecosystem

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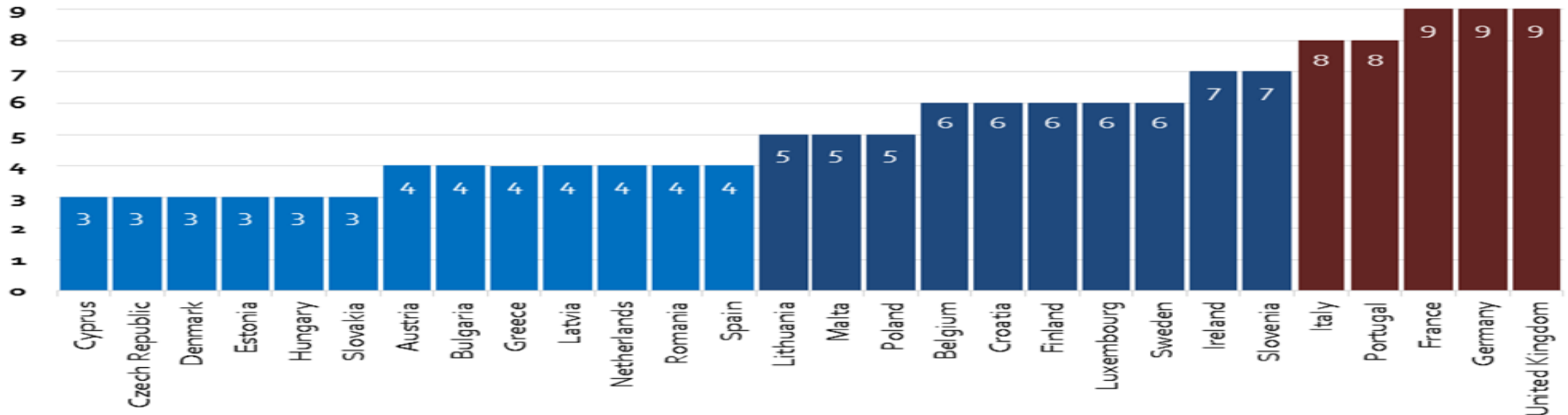
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Social impact: *‘The wider non-financial impacts of programmes, organizations and interventions, including the wellbeing of individuals and communities, social capital and the environment. These are typically described as ‘soft’ outcomes, mainly because they are difficult to quantify and measure’ (Wood and Deighton, 2016).*

Figure 1: Outputs of EU MS’ social impact investment market segmentation

#	Segments	N° Member States	% Member States	Color
1	Performing market	5	18%	Dark Red
2	Infant market	10	36%	Dark Blue
3	Incipient market	13	46%	Blue
Total		28	100%	



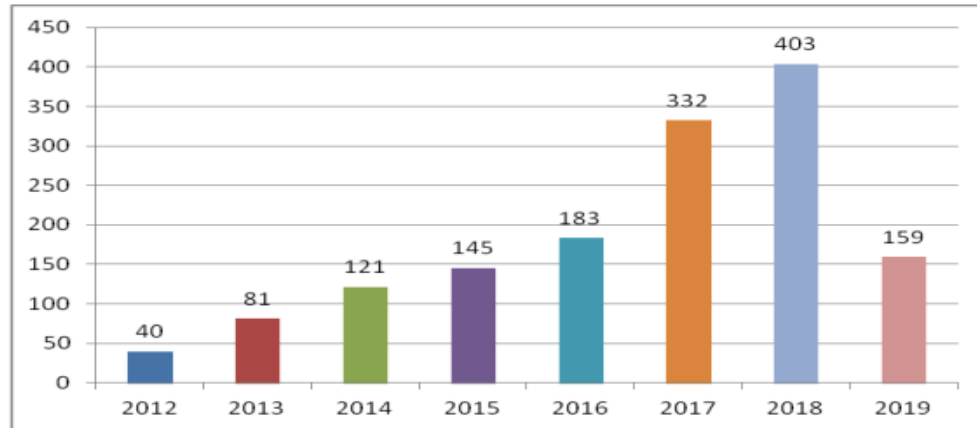
Source: Maduro *et al.*, 2018.



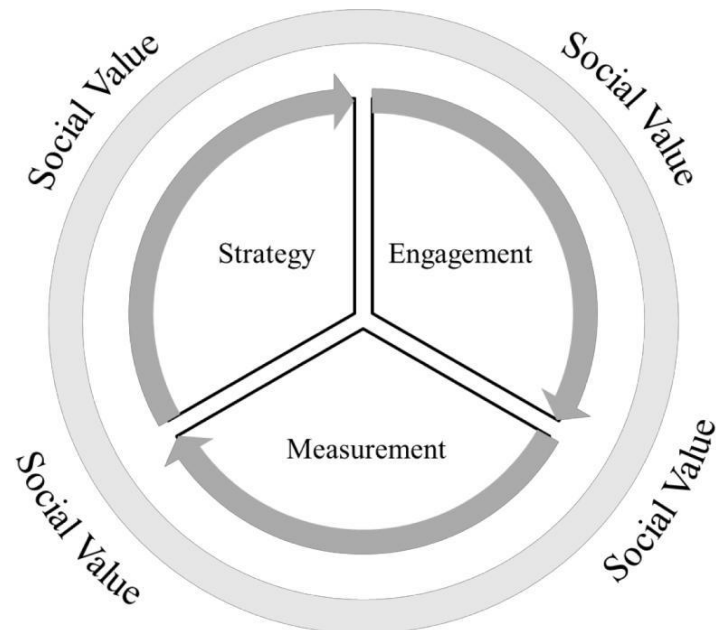
Examples of social enterprises that use successfully social innovation

Figure 2: Social Enterprises in Greece and their constraints

Διάγραμμα 1: Ο αριθμός των Φορέων Κ.Α.Α.Ο. ανά έτος ίδρυσης.

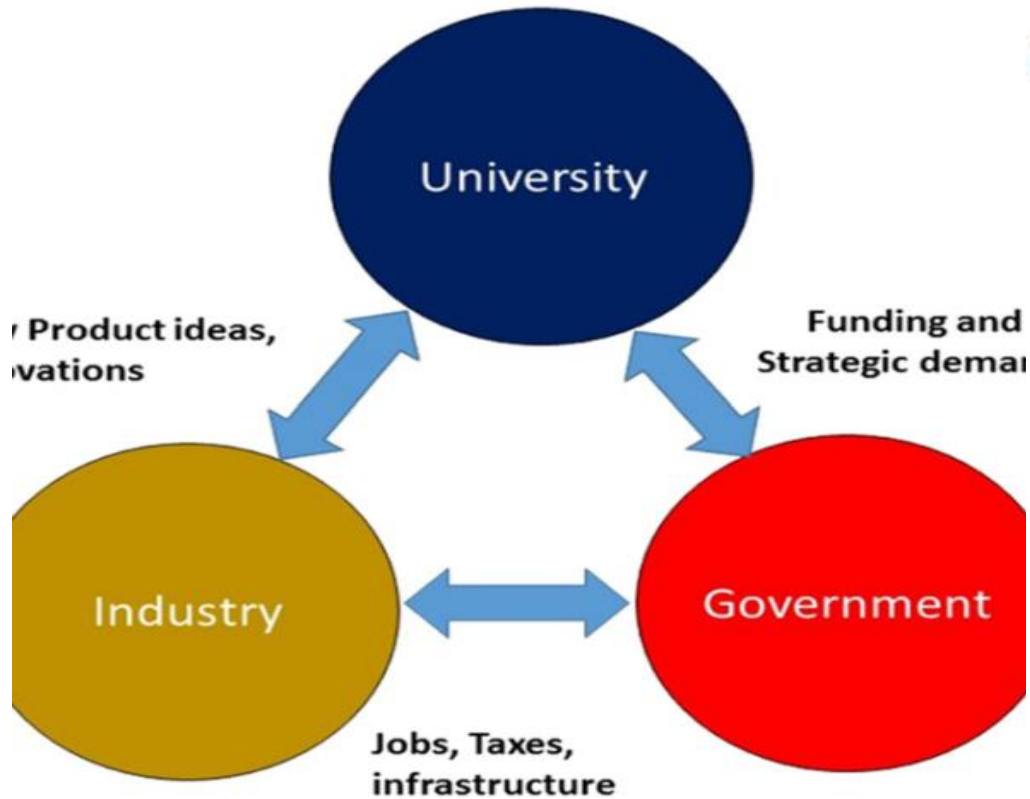


*Τα στοιχεία για το 2019 αφορούν την περίοδο έως 31/5/2019
Πηγή: Γενικό Μητρώο Φορέων Κ.Α.Α.Ο.



- Poor supply of welfare services by public providers and, traditionally, gaps in welfare delivery and strong civic engagement.
- Economic environment.
- Internal factors (lack of viable business models, high resilience on the public sector, lack of entrepreneurial spirit, lack of entrepreneurial spirit and managerial skills).
- Poor understanding of the concept of social enterprise.
- Lack of specialist business development services.
- Lack of supportive legislative frameworks.
- Access to market.
- Access to finance.
- Absence of common mechanisms for measuring and demonstrating impact.

The triplex helix model.



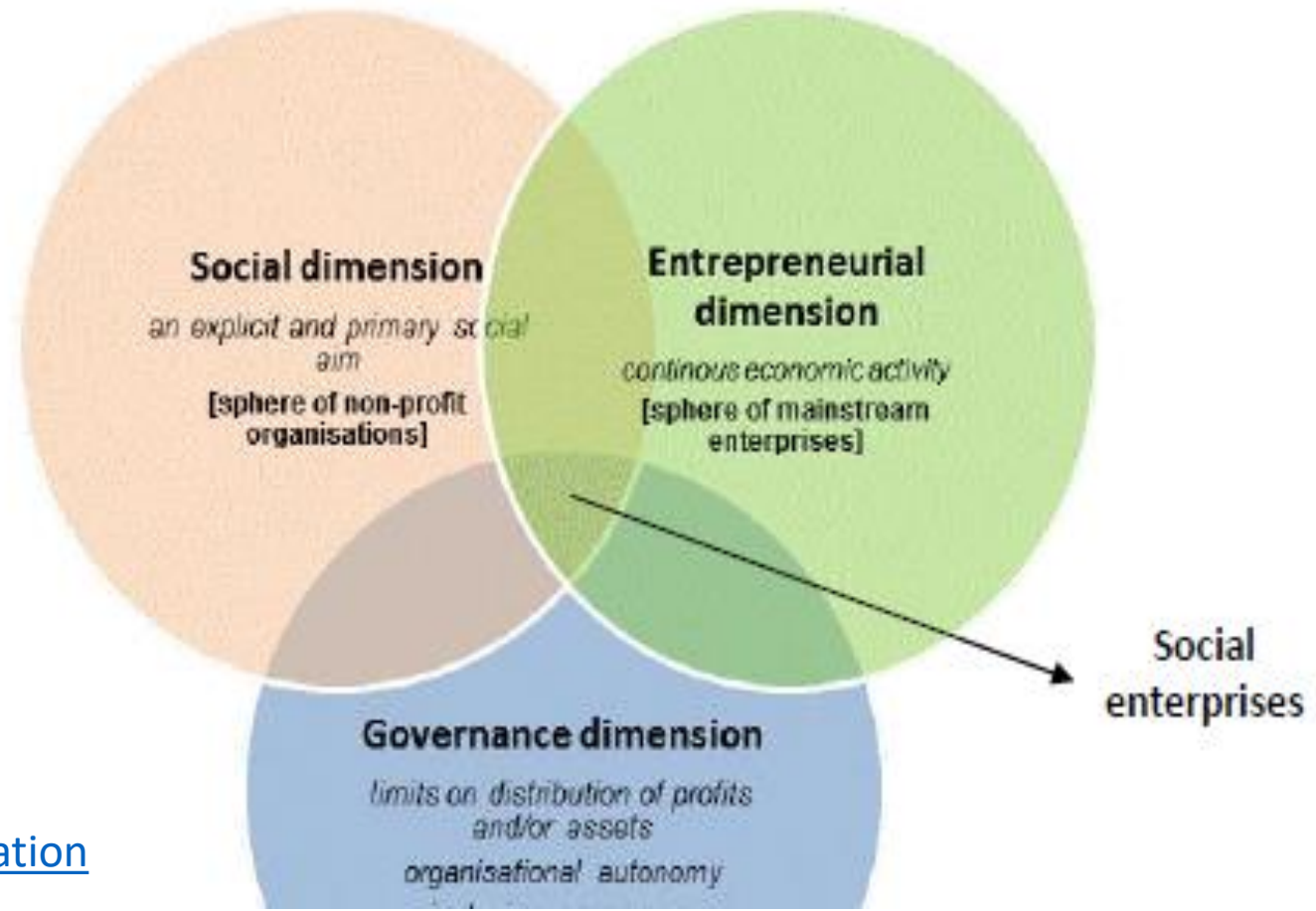
Source:

https://en.wikipedia.org/wiki/Triple_helix_model_of_innovation

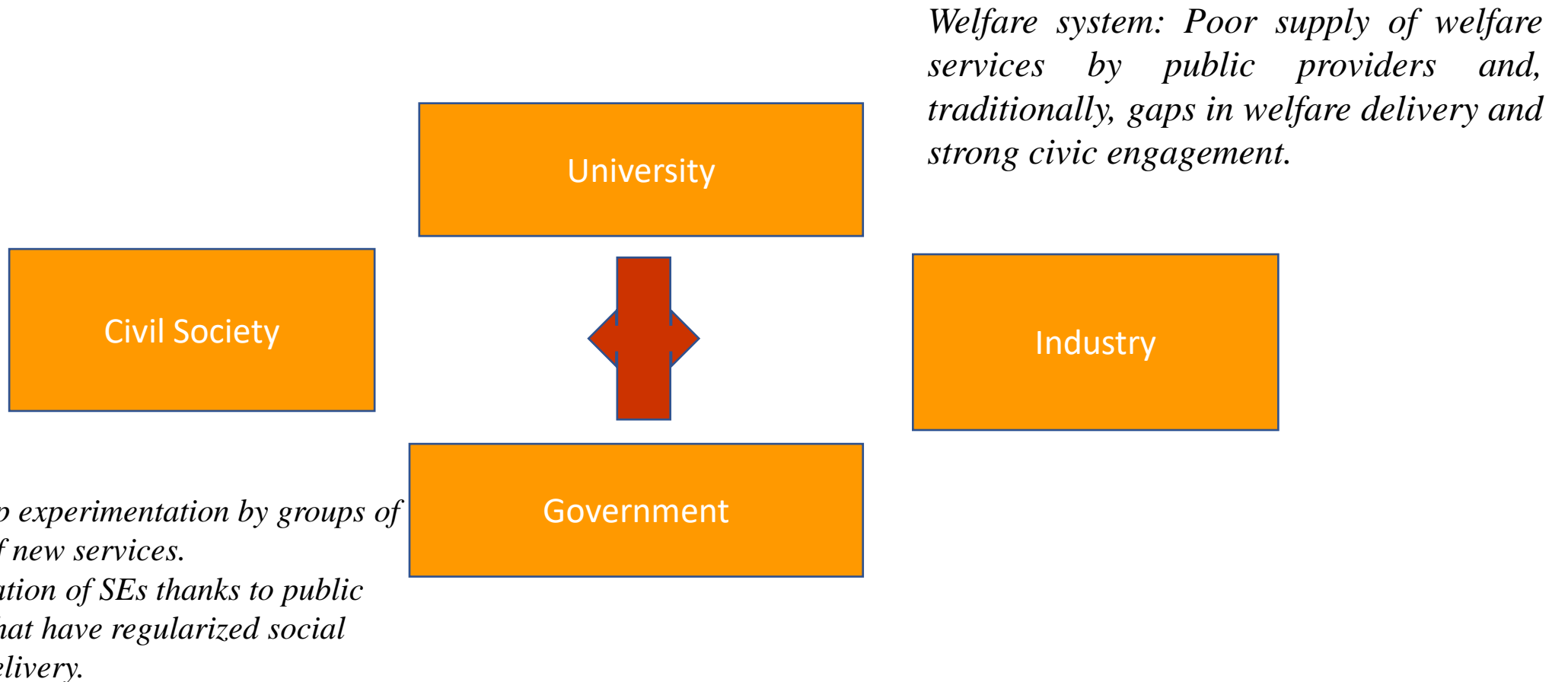
The university contributes to an external problem-solving process, which proceeds through stages of idea generation, proof of concept, prototype, production and launch.

Etzkowitz and Leydesdorff (2000) incorporated government in the 'Triple Helix' model.

Figure ES1.1 The three dimensions of a social enterprise



The quadruple helix- What kind of quadruple helix partnerships are established?



Networking

- The *National Observatory of Civil Society Organizations* focuses on the horizontal networking of civil society actors, the empowerment of the commons, and relationships between SSE actors and local authorities, as well as informing the general public about social economy-related issues.
- *The Social Solidarity and Regional Development Network (KAPA network)* was established in 2008 and promotes Greek social enterprises. Its main activities include cooperative education, the promotion of cooperatives and the *development of new legal frameworks*.
- *The Regional Mechanism of Social Cooperative Enterprises of Attica* was founded in 2014 and brings together the skills, talents and professional potential of the Social Cooperative Enterprises of Attica to promote Greek social economy development. It operates as a *de facto*, second-level trade union body that rehabilitates and reintegrates its members into the economy through social entrepreneurship.
- *The Social Cooperative Enterprises Network of Western Macedonia* provides a platform for meeting, discussing, informing and sharing experiences, synthesizing proposals and promoting common positions in relation to promoting the SSE and social cooperative enterprises in western Macedonia.
- *The Social Cooperative Enterprises Network of Central Macedonia* promotes cooperation with organizations across central Macedonia that recognize and support the SSE and its structures such as social cooperative enterprises, cooperatives, ethical banks and socially supported agriculture.
- *The Social Cooperative Enterprises Network of Eastern Macedonia and Thrace* supports communication and solidarity relations among its members, the dissemination of information and good practices in the field of social entrepreneurship, and the cooperation of its members to best address the challenges and problems currently faced by social cooperative enterprises.
- *The Social Entrepreneurship Forum* promotes social entrepreneurship based on shared values, principles and features. It stimulates dialogue among social economy enterprises, stakeholders and support organizations to boost efficient networking and cooperation, develop appropriate dedicated financial-economic tools and contribute to the self-organization of communities.

Higher Education Institutions/ Research centers – Financial models

- Research in Greece is carried out primarily by Higher Education Institutions (HEIs) and Research Centers (RC).
- HEIs and public RCs are **independent public-law bodies** meaning they are **self-administered** but **supervised and financed by the state**. Currently, there are 25 HEIs with several departments and 40 public RCs including institutes and units that they are comprised of.
- As of 2019, HEIs activities fall under the supervision of the Ministry of Education and Religious Affairs and RCs are supervised by the [General Secretariat of Research and Technology \(GSRT\)](#) of the Ministry of Development and Investments. A number of specialized research centers are nonetheless supervised by other ministries.
- Research is also carried out within other organizations (public and private hospitals, museums, private companies, etc.) albeit to a smaller extent when compared to universities and research centers.

Table 1: How HEI contribute to social innovation across its different stages

Source: Benneworth and Cunha, 2015.

SI Process Stage	Academic researchers
Idea Generation	Own research knowledge Past practical experience Wider academic networks Academic could be the social innovator Uncover and support community solutions to major societal challenges
Creation of Experimental Space	Persuade/ convince others to join the coalition Facilitate the coalition running – organizing/ hosting meetings Validate the ‘innovativeness’ of the SI Helping finding funding e.g. through a research project
Demonstrator	Supporting the delivery of the demonstrator Validating/ publishing the success of the demonstrator Providing resources for delivery e.g. students
Decision to expand	Committing resources to the next stage of the development Persuading the social innovator to start upscaling/ expanding Take the decision to start upscaling (academic as SI) ‘Proof of concept’ that the idea is expandable
Support Coalition	Identify all of those interested in the solution Mobilize all of those interested in the solution Make the public argument for expanding the SI.

Table 2: How academic researchers are fostering social change

SI Process Stage	Academic researchers
Scholarship	Application of research and theory to real issues and challenges in the community.
Reflection	Personal and group reflection during and after a phase in a social change project to enhance practical and theoretical knowledge of the issues involved.
Political or Civic Engagement	The ability to engage in the process of developing or reforming policies and laws to support a social change initiative in the community, institution, profession, or wider society.
Collaboration	Identification of likely partners and the ability to work in and/or lead a team of change agents.
Practice	The ability to plan, execute, and assess a social change project.
Ethics and Values	Commitment to promoting the good of others, including the ecosystem.
Advocacy	The ability to raise awareness of an issue through education and advising.

Table 3: Universities' Ranking 2020

Ranking	University	Overall	Teaching	Research	Citations	Industry income	International outlook
351-400	University of Crete	42-44	17	20	91	39	48
501-600	National and Kapodistrian University of Athens	35-39	22	15	73	55	52
601-800	Aristotle University of Thessaloniki	28-35	19	17	64	41	41
601-800	National Technical University of Athens	28-35	23	13	45	72	39
601-800	University of Ioannina	28-35	17	15	60	38	43

Source: <https://www.timeshighereducation.com/world-university-rankings/2020/world-ranking>

Concluding thoughts

- Growing “value” agenda Value creation through cooperation across industry, academia and policy-makers.
- Understand objectives and design the impact evaluation around them – what decisions are you trying to influence?
- Development of novel management instruments and platforms.
- Instrument for exchange of experience.
- Role of digital technologies (e.x gamification).
- Interdisciplinary collaboration in the quadruple helix partnerships.
- Quick-wins versus long-term impact frameworks/toolkits.
- Bottom-up emergence of SEs to address new needs .
- Measurement for the sake of measurement is not useful.
- Communication of results.

Successful Examples of Social Enterprises in EU

- [www.ec.europa.eu/social/a map of social enterprises in Europe](http://www.ec.europa.eu/social/a-map-of-social-enterprises-in-europe)
- <http://www.oreskoinsep.gr/>
- <https://www.agkistroaction.gr/>
- <https://www.agro24.gr/agrotika/>
- <https://malala.org/>
- <https://www.deltawind.nl/>
- <https://invisible-cities.org/>
- <https://kannabio.wordpress.com/about/>
- <http://toaenaon-neverest.gr/>
- <https://acoop.gr/>
- <https://seagullsreuse.org.uk/blog/a-bit-about-us/>
- <https://pbs4.org.uk/>
- <https://bakedworthing.co.uk/> <https://kalo.gov.gr/>

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Thank you for your
attention!!

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